HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH

HARVARD Kennedy School Center for Public LEADERSHIP

YOU'RE IT:
LEADING WHEN IT MATTERS MOST

Meta-Leadership Master Class

NATIONAL PREPAREDNESS LEADERSHIP INITIATIVE

July 23, 2019

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Inspiring Excellence

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Today's challenge: Leading through complexity

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Volatile: the pace of change is increasing

Uncertain: the sources of change and the consequences are less predictable

Complex: cause-and-effect relationships are more difficult to discern

Ambiguous: the present and future look a bit hazy

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System-scale disruptions and challenges:

- Climate change
- Urbanization
- Aging of the developed world
- Continued exponential growth of computing power and interconnectedness

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Ubiquitous Transparency:

- Almost everyone can see almost anything in almost real time
- Reporters and recorders
- Nowhere to run to… nowhere to hide

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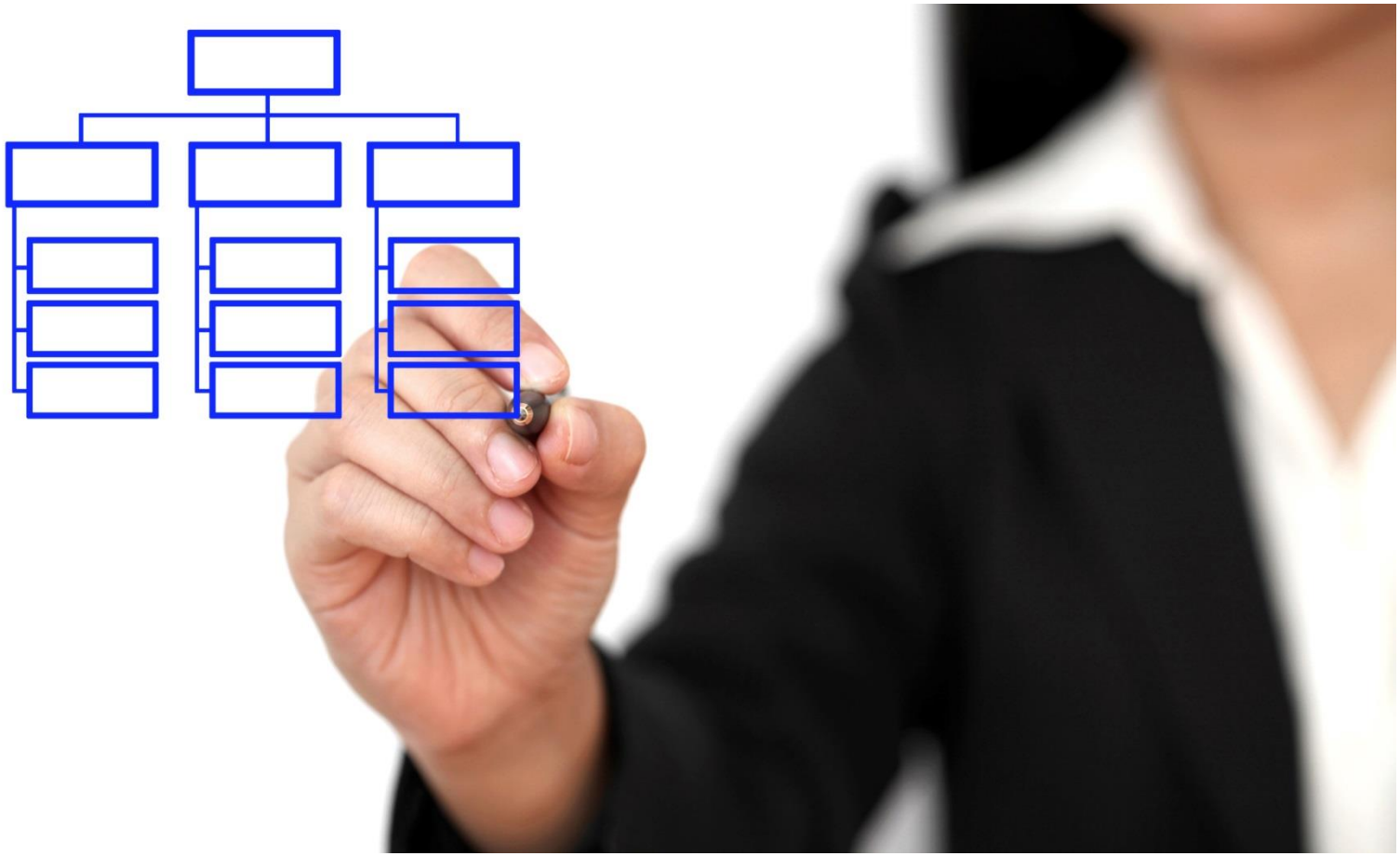
THE TRADITIONAL VIEW



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LEADERSHIP

"People Follow You"

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LEADERSHIP ANALYSIS

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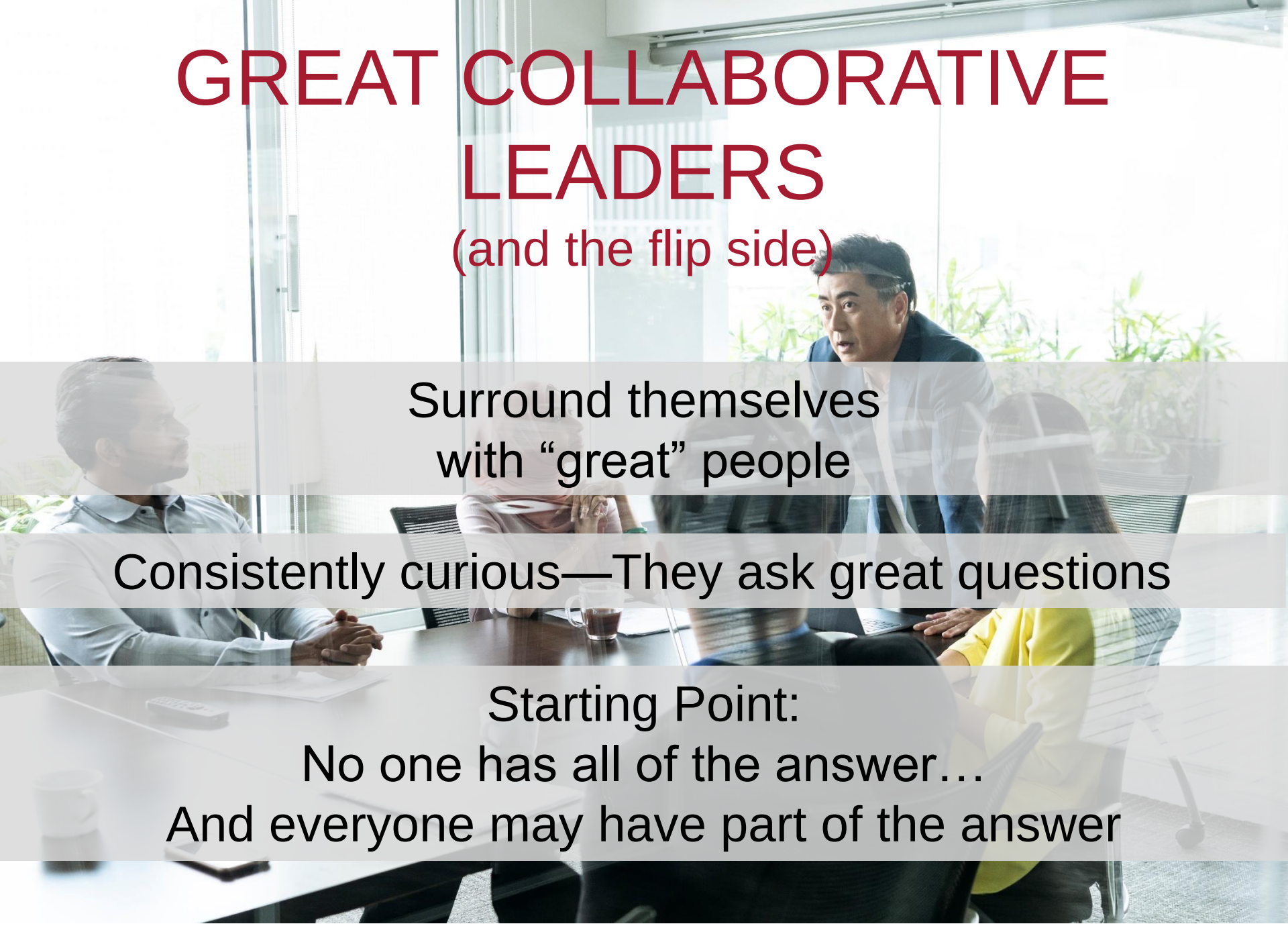
GREAT COLLABORATIVE LEADERS

(and the flip side)



Surround themselves
with “great” people

Consistently curious—They ask great questions

Starting Point:
No one has all of the answer…
And everyone may have part of the answer

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NPLI FIELD RESEARCH

2003

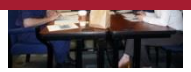
2007
White House

2009
H1N1

Field Leadership Practices Translated To Field Leadership Lessons

2005
Hurricane
Katrina

2009
Presidential
Inauguration

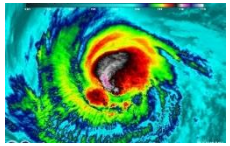


2010
Deep Water
Horizon
Oil Spill

2013
Boston Marathon
Bombings Response

2014
U.S. Ebola Response

2016
Zika Response



2016 - 2017
Cyber-Security

2017 Hurricanes

2019
FEMA

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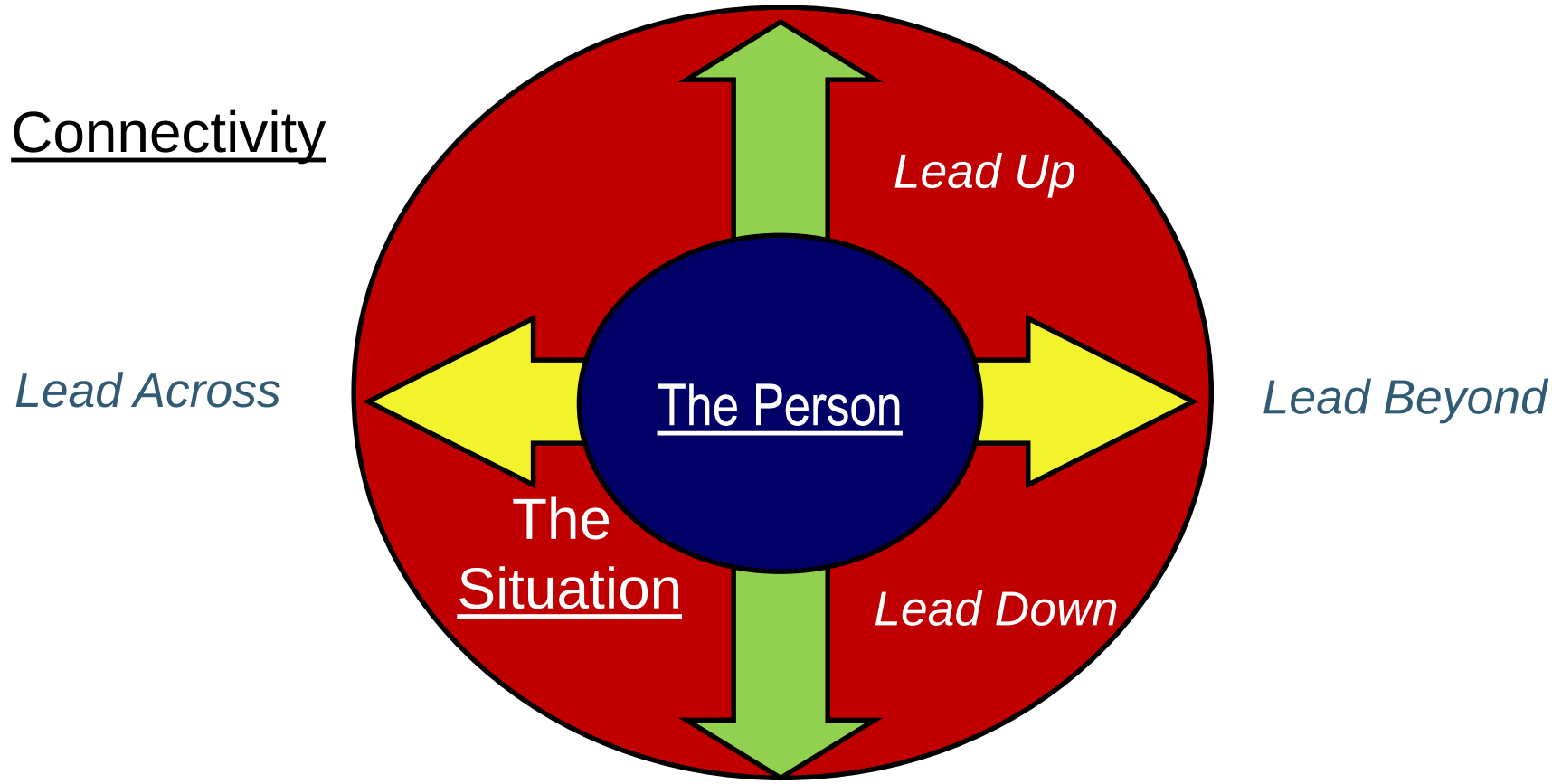
THE DIMENSIONS OF META-LEADERSHIP



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YOU, LEADING

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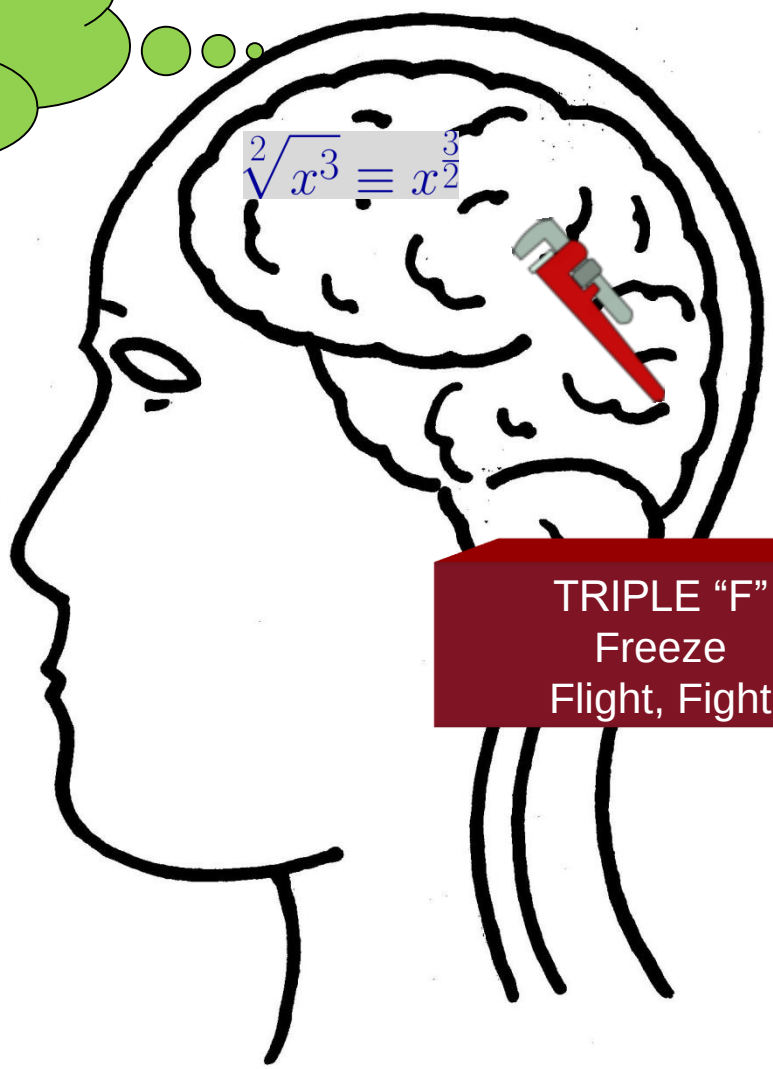
A META-LEADERSHIP METAPHOR FOR BRAIN FUNCTION

Creative, Abstract
Thinking
Emotional Intelligence
Upper Brain



New Patterns
"The Laboratory"

Acquired Patterns
"The Work Room"
Tool Box

TRIPLE "F"
Freeze
Flight, Fight

Primitive Survival
Patterns
"The Basement"

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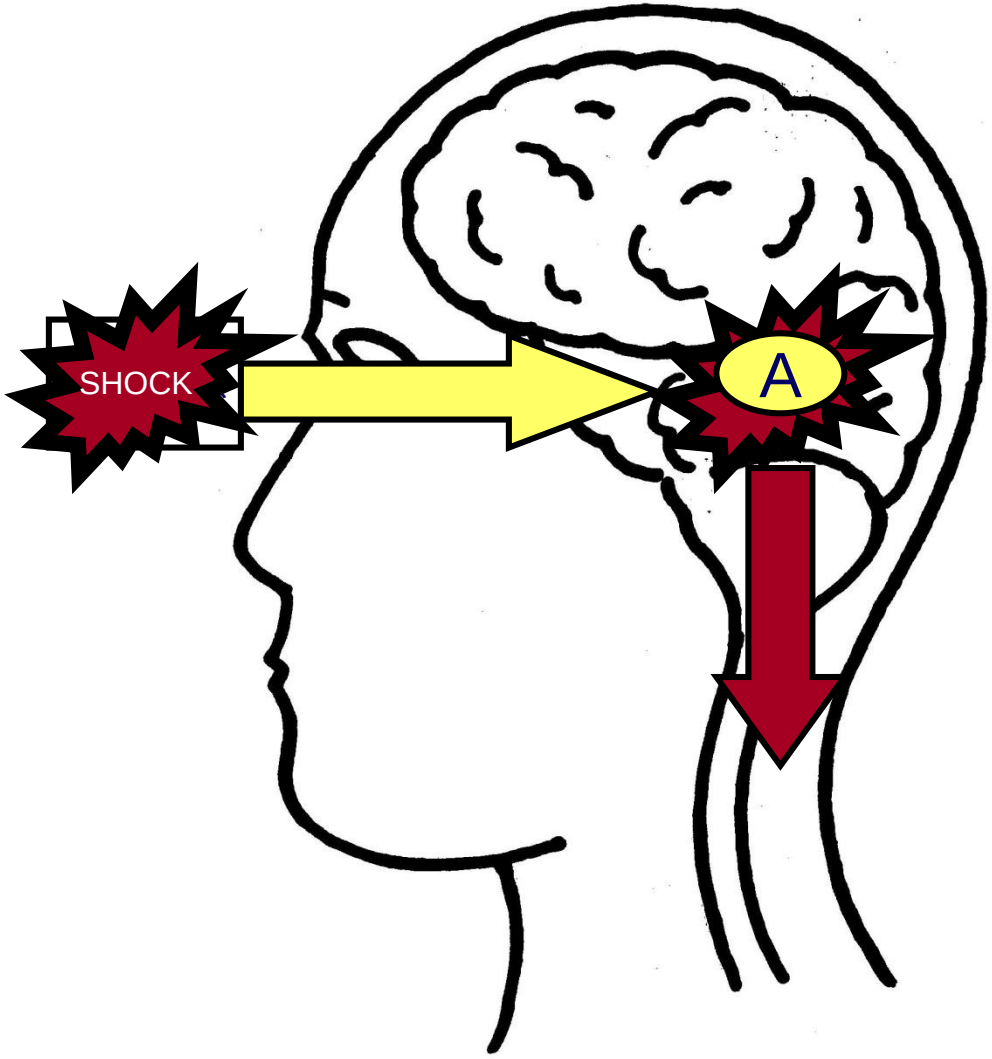
YOUR BRAIN: AMYGDALA HIJACK



Go to the "BASEMENT"

Triple "F":
FREEZE
FLIGHT
FIGHT

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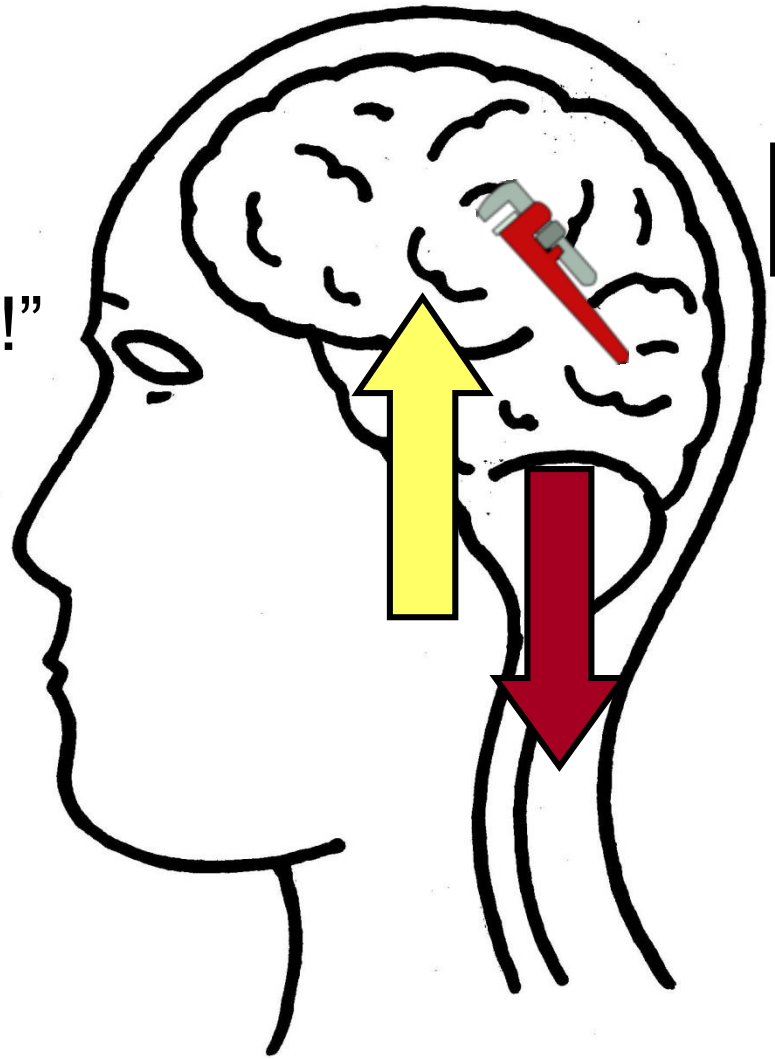
YOUR BRAIN IN TRAINED RESPONSE TO A PROBLEM

"I can do this!"

"We can do this!"

ACTIVATE
Your
trigger script



Go to your
WORK ROOM

Tool Box:
Protocols
Procedures
Training
Connectivity
Mindfulness

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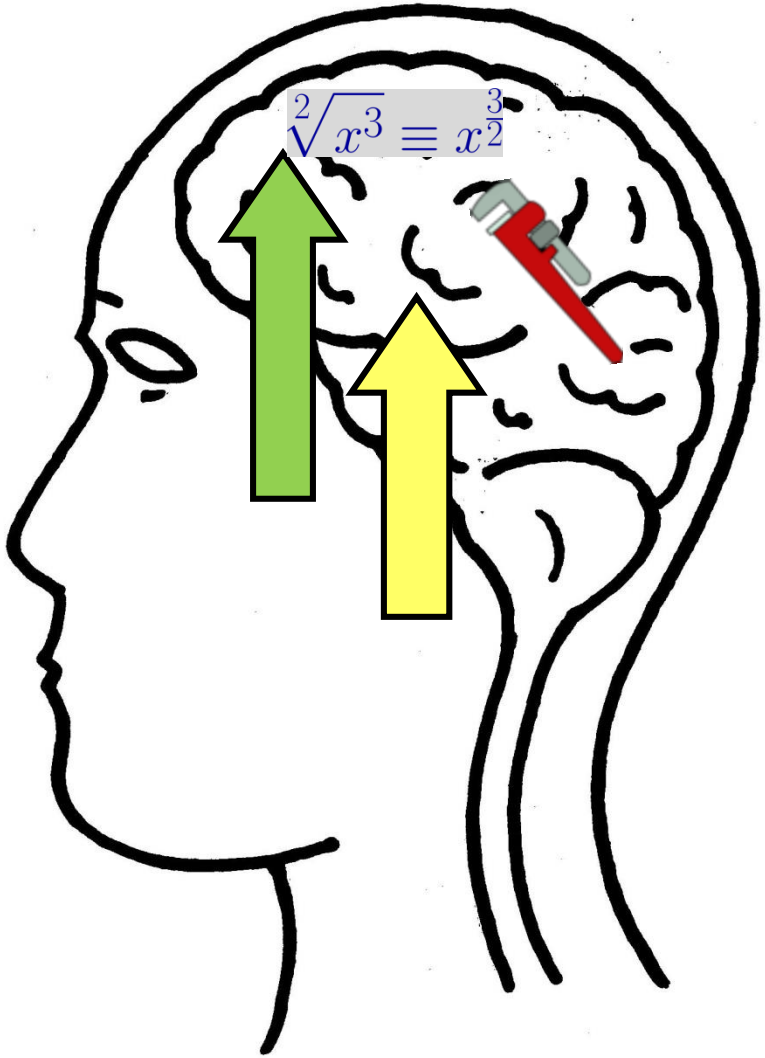
YOUR BRAIN: GO TO YOUR RESEARCH & DEVELOPMENT LABORATORY

Find
GAPS
Between
What is
&
What Could be



Develop
Innovative
Ways
To Close Gaps
&
Solve Problems

PROBLEMS

SOLUTIONS

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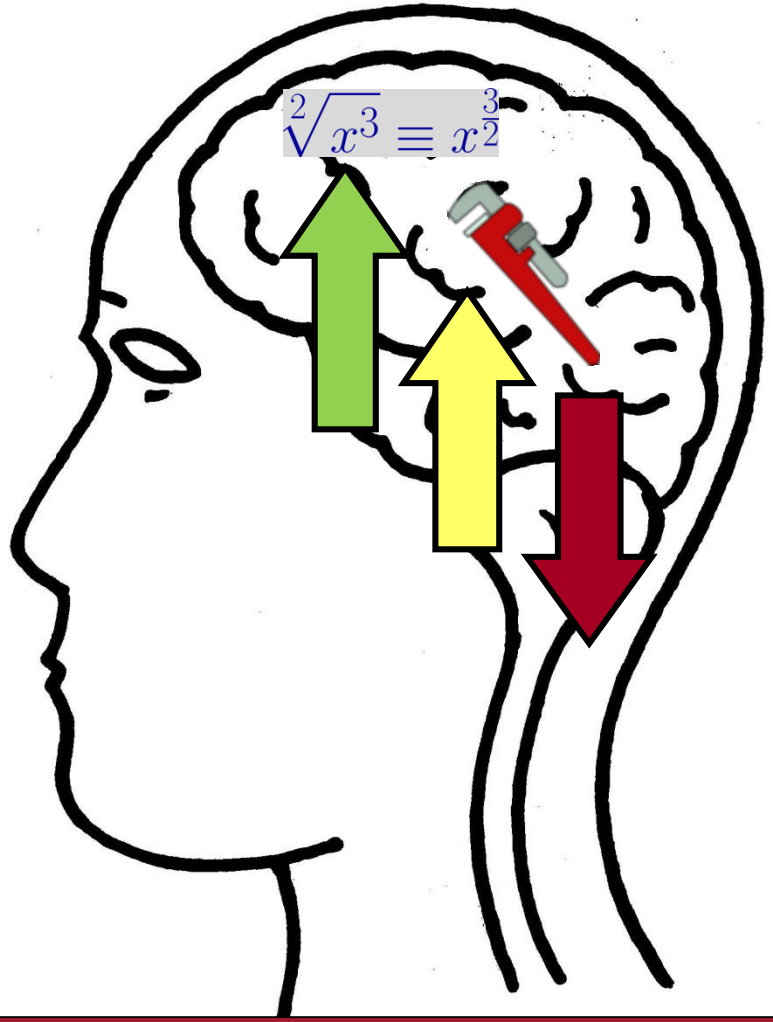
YOUR BRAIN:
THE THINKING META-LEADER



In Preparedness

Practice &
Build Your
Protocols &
Strategies

EMBED THE
PATTERNS

In Response

CLOSE
GAPS

TOOL
BOX

ADMIT
BASEMENT

WORKING WITH YOUR BRAIN

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EXPERIENCE

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Never lead or negotiate when you are IN THE BASEMENT…

The speech or decision you make when you are
IN THE BASEMENT is the one you are most likely to regret.

The problem is NOT in going to the BASEMENT…

The problem is HOW DEEP into the BASEMENT you go...

how long you stay there
AND what you do while there.

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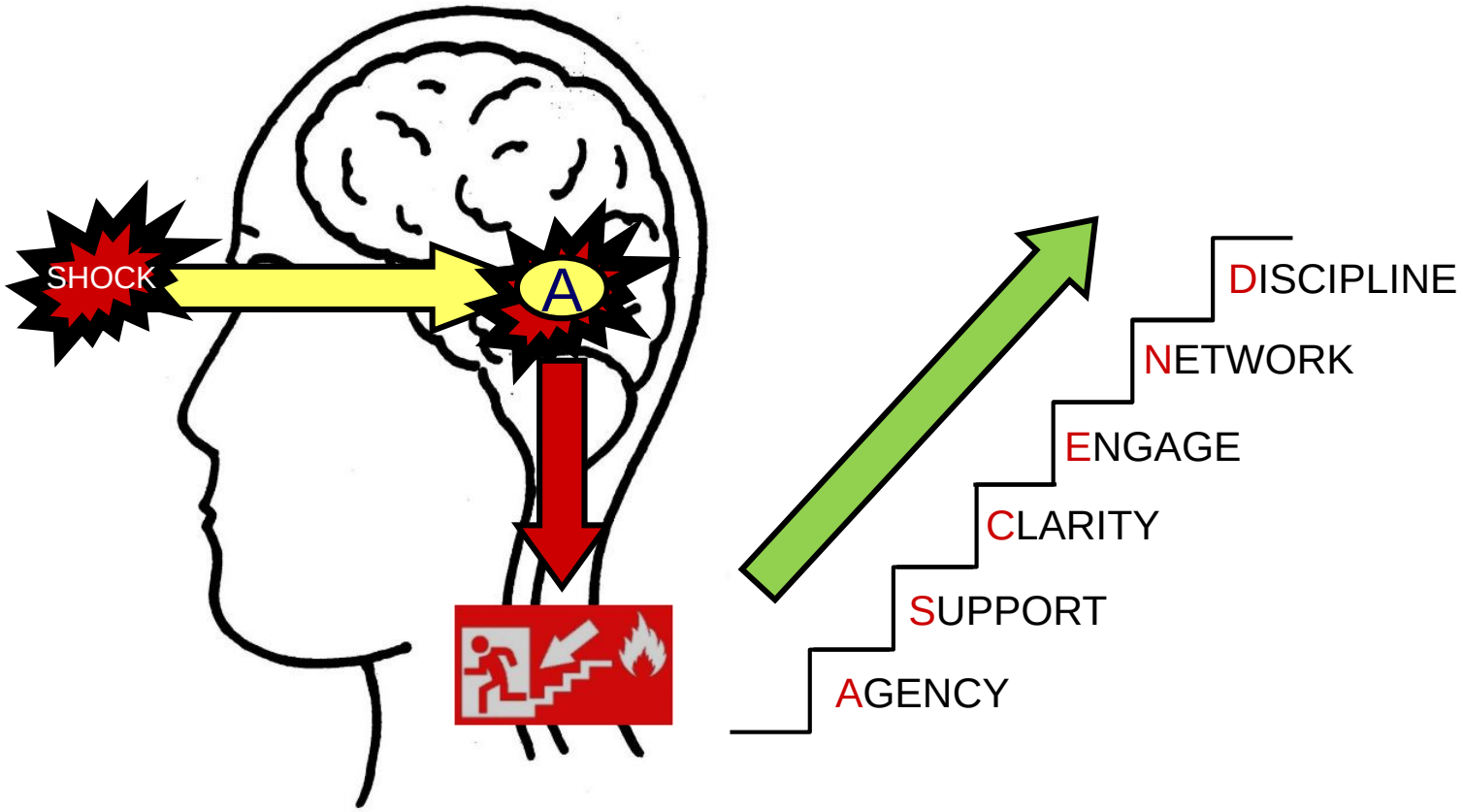
GETTING OTHERS OUT OF THE BASEMENT



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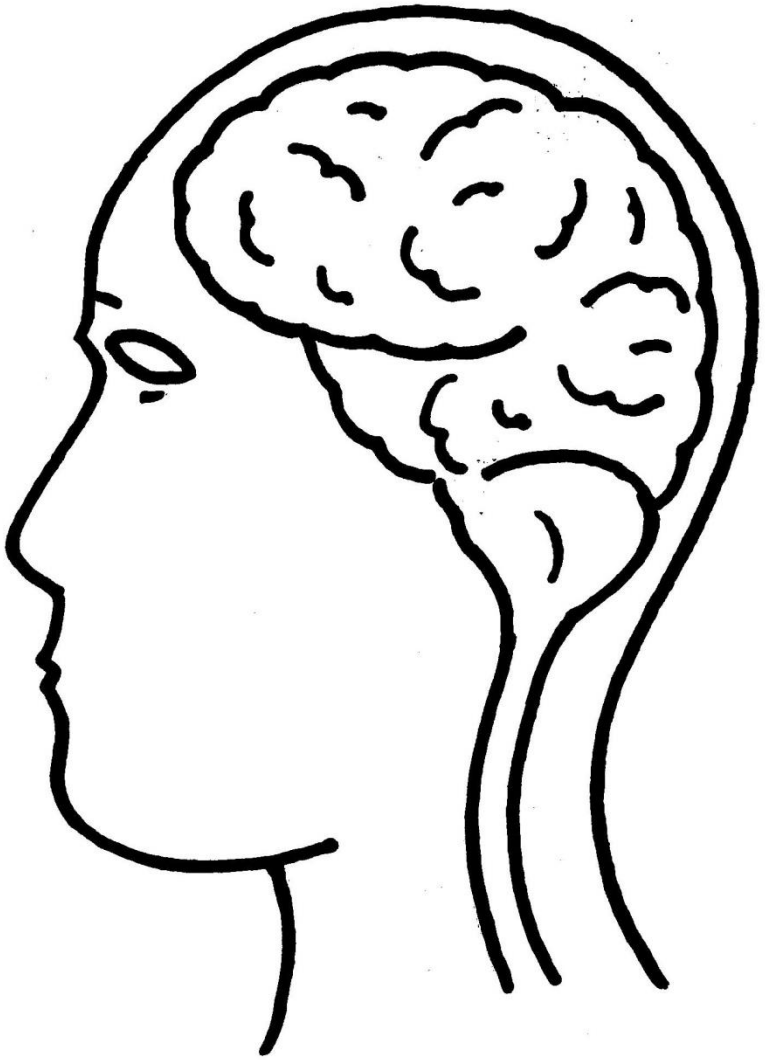
COGNITIVE BIAS



Confirmation Bias

Self-Serving Bias

Hindsight Bias

Availability Bias

Fear of Decision Making

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EMOTIONAL INTELLIGENCE

- Self-awareness
- Self-regulation
- Empathy
- Motivation
- Social skills

- Daniel Goleman

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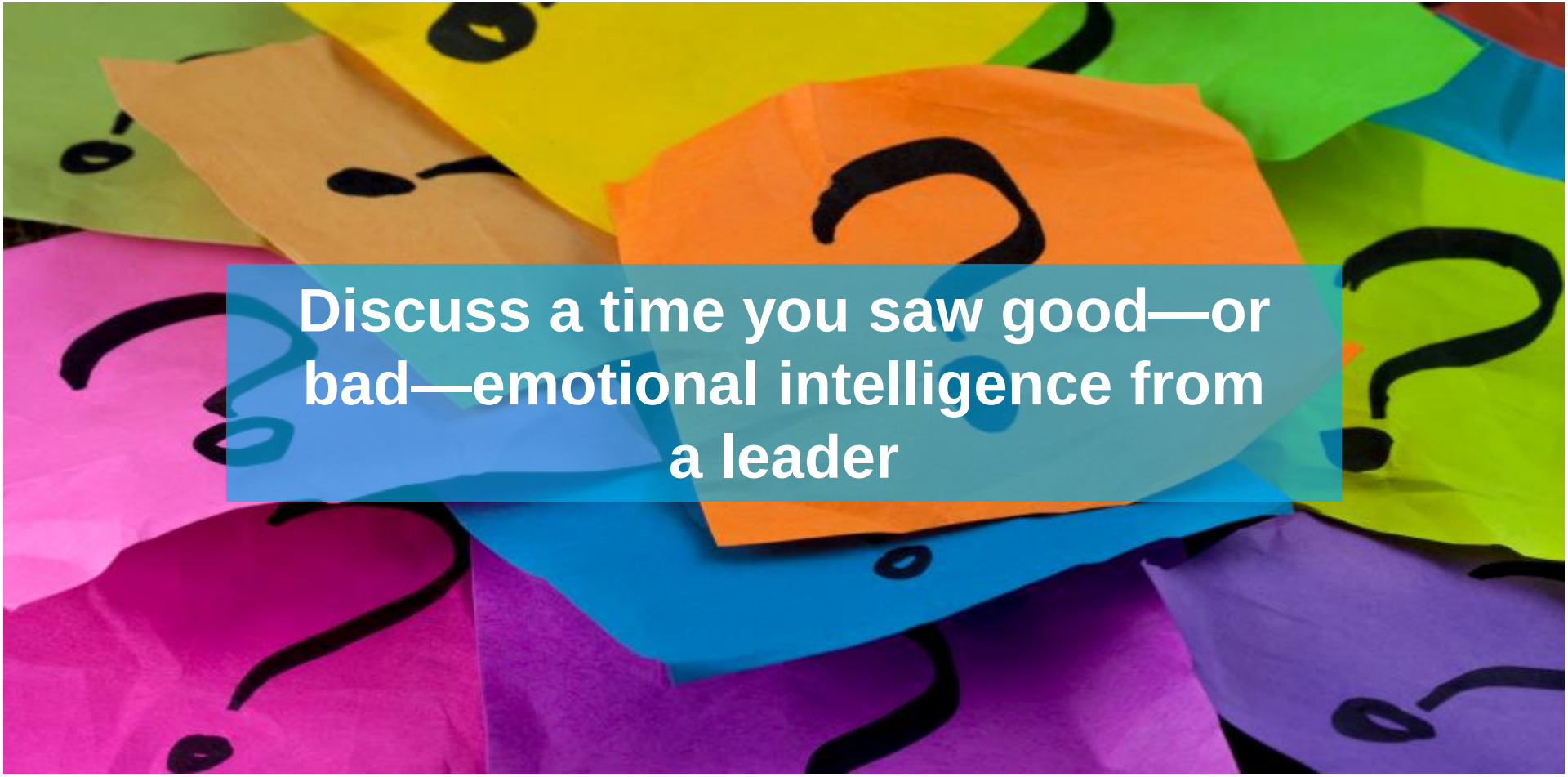
DISCUSSION QUESTION



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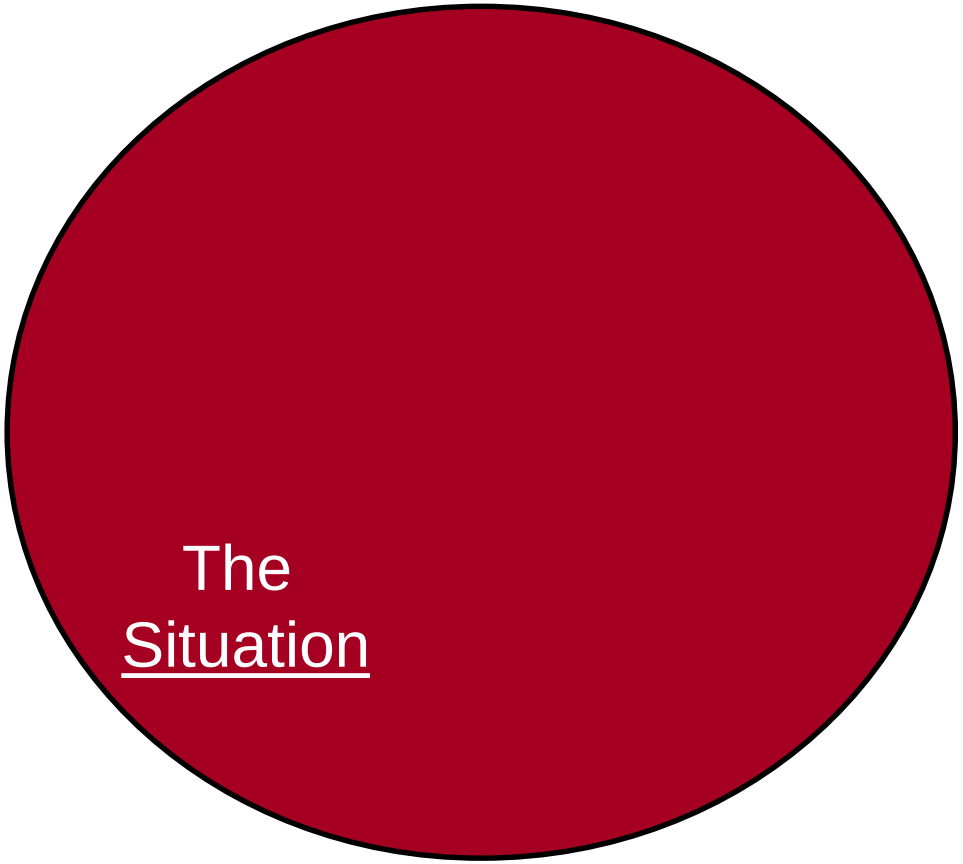
THE SITUATION



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THE SITUATION

SITUATIONAL AWARENESS:

- PICTURE of a Problem/Clarity
- Information: Incomplete & changing
- Problem & Picture develop in stages: Anticipate & Articulate
- ONE crisis is MANY different crises

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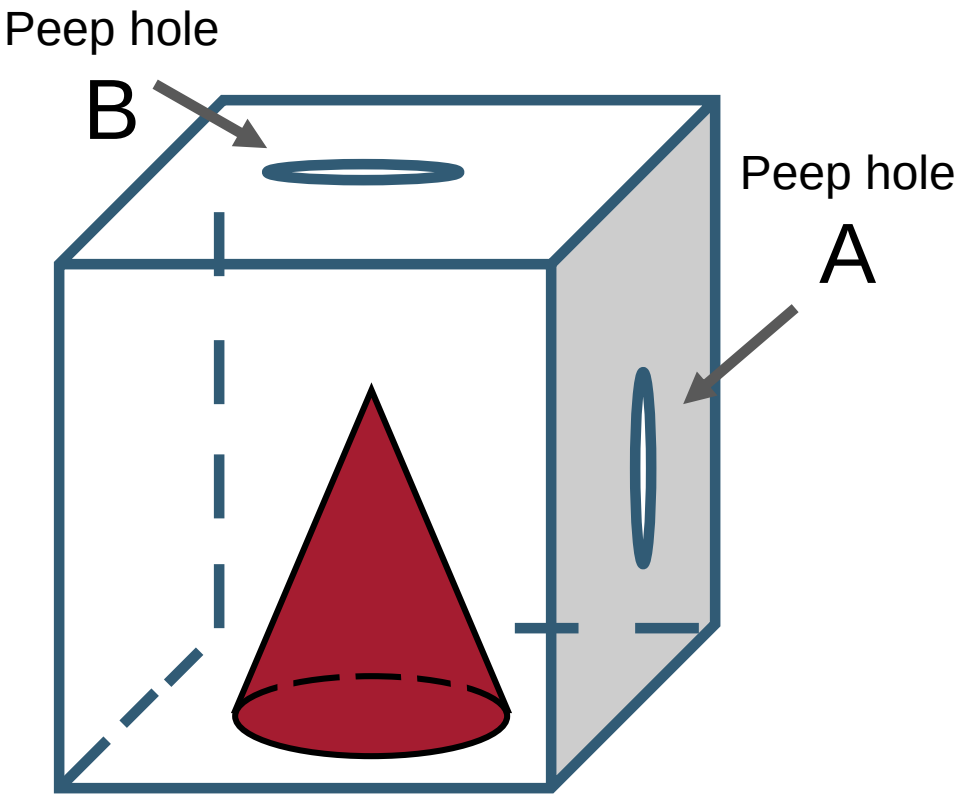
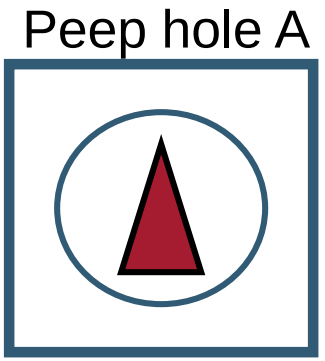
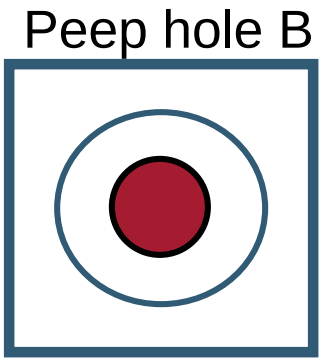
DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE







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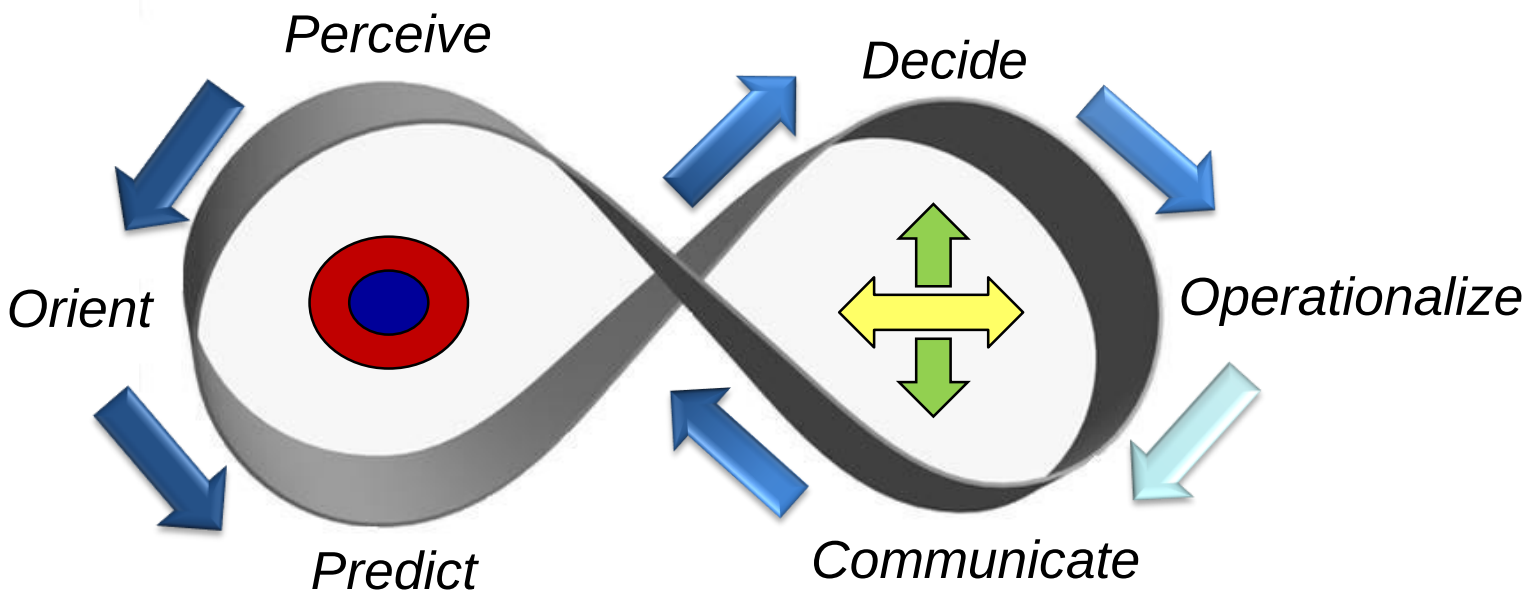
POP – DOC

Establishing Your Leadership Rhythm



THINKING

DOING

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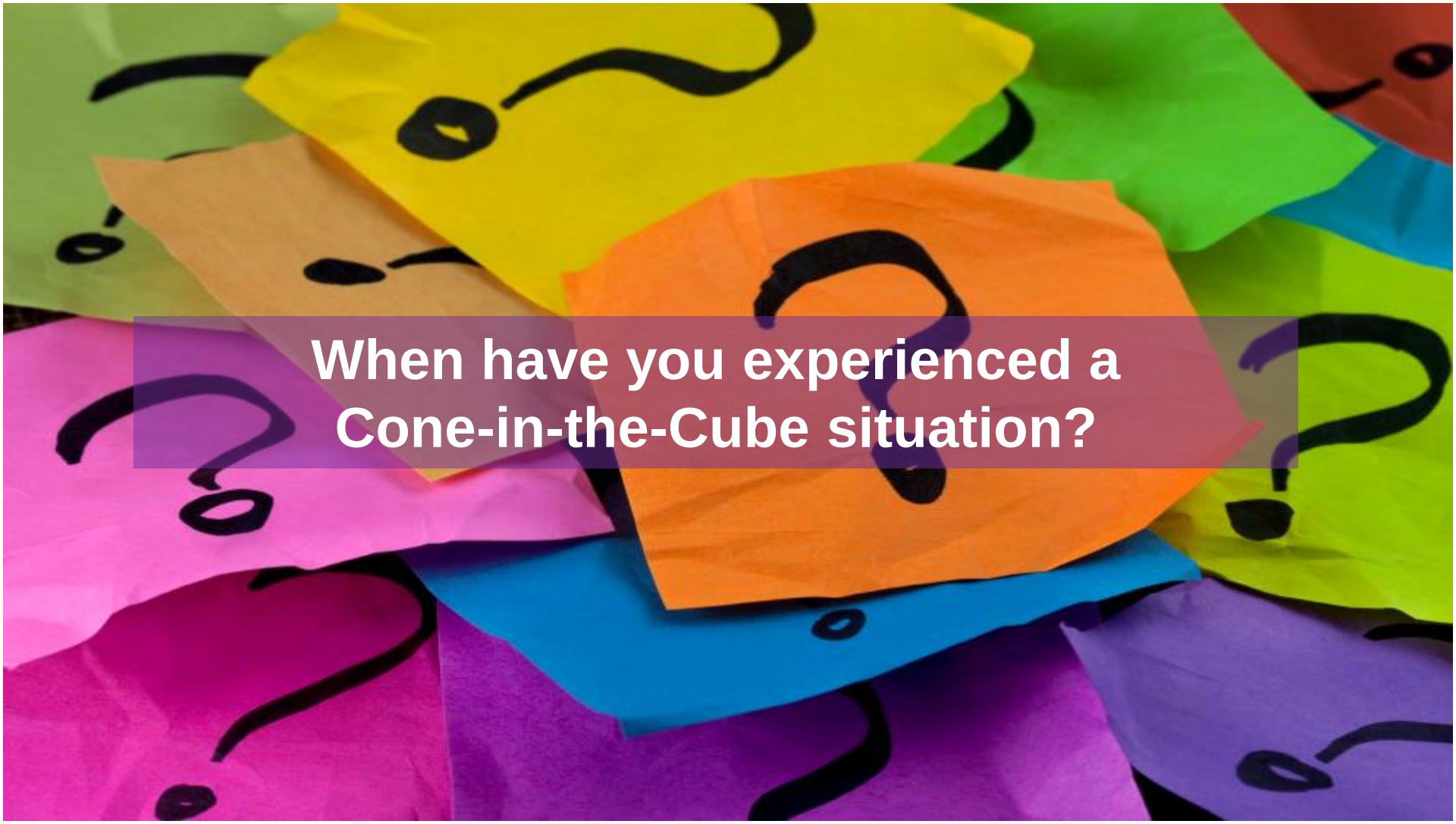
DISCUSSION QUESTION



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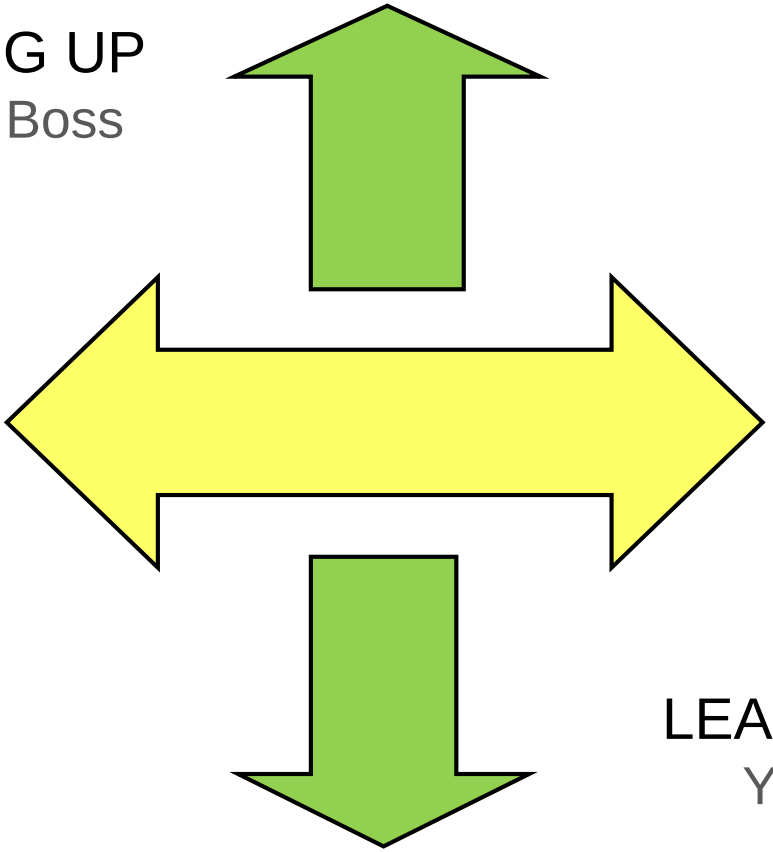
LEADING CONNECTIVITY

LEADING UP
To Your Boss



LEADING ACROSS
Other Units

LEADING BEYOND
Other Organizations

LEADING DOWN
You As Boss

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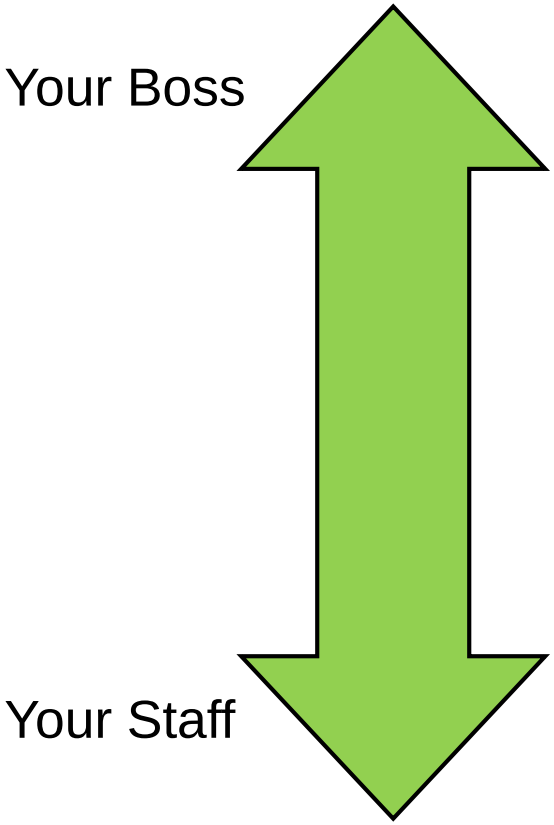
VERTICAL CONNECTIVITY



Meta-Leadership

Meta-Followership

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VERTICAL CONNECTIVITY

A CULTURE OF LEADERSHIP

- Catalyze good DECISIONS
- Enable people to manage TIME
- Facilitate information FLOW
- Manage ASSUMPTIONS
- Focus on SOLUTIONS
- Prevent SURPRISES

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SPEAKING TRUTH TO POWER

HEARING TRUTH TO POWER

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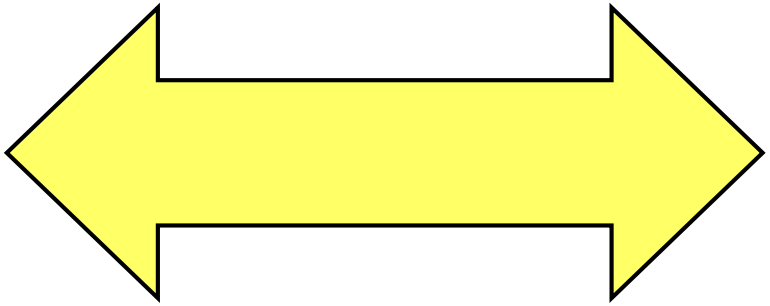
LEADING ACROSS & BEYOND



Integrate mission and operations across departments, units & organizations

Leverage capacity among different stakeholders

Build teams to foster unity of purpose

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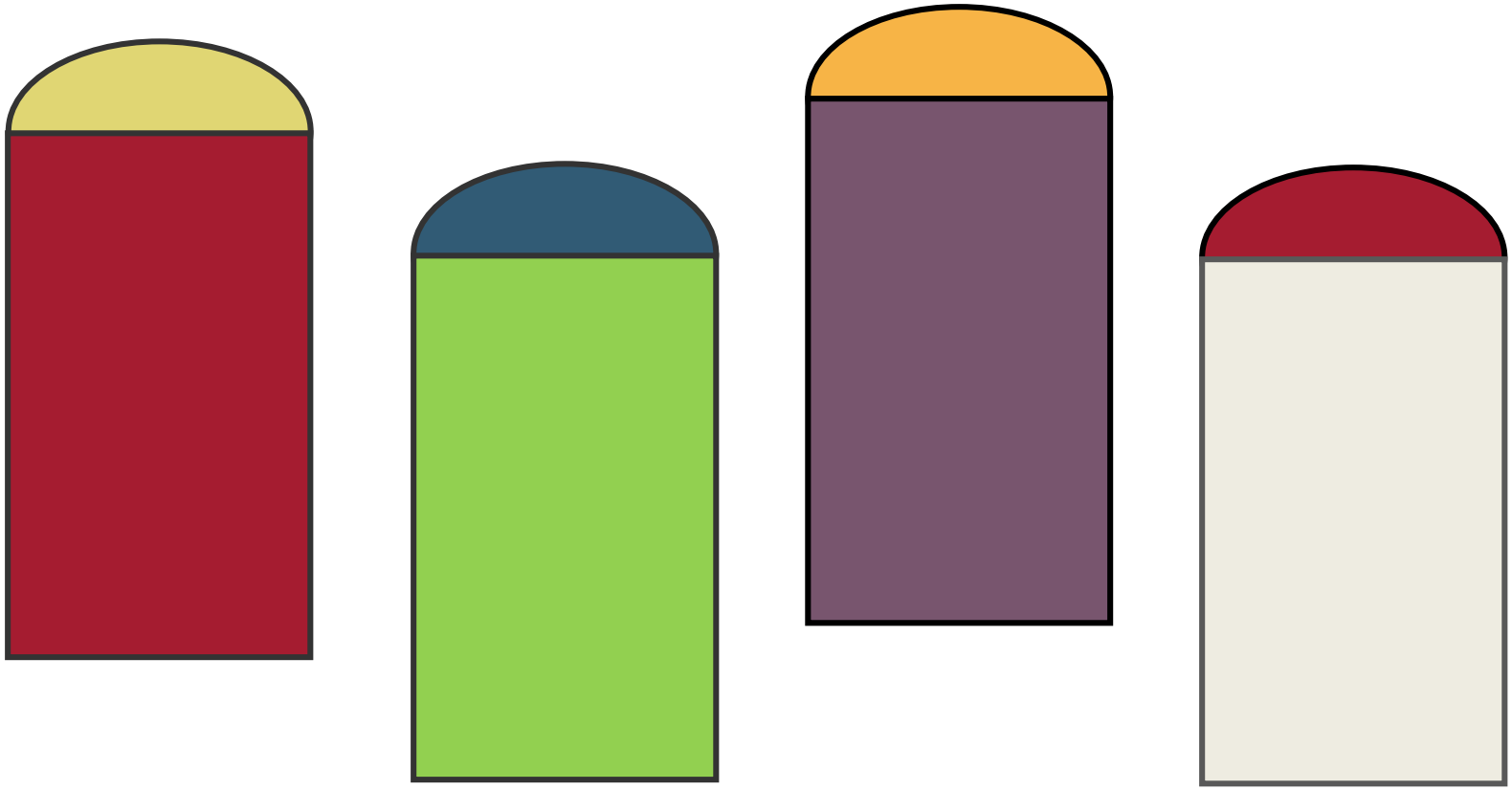
DIS-CONNECTIVITY

The “Silo” Mentality



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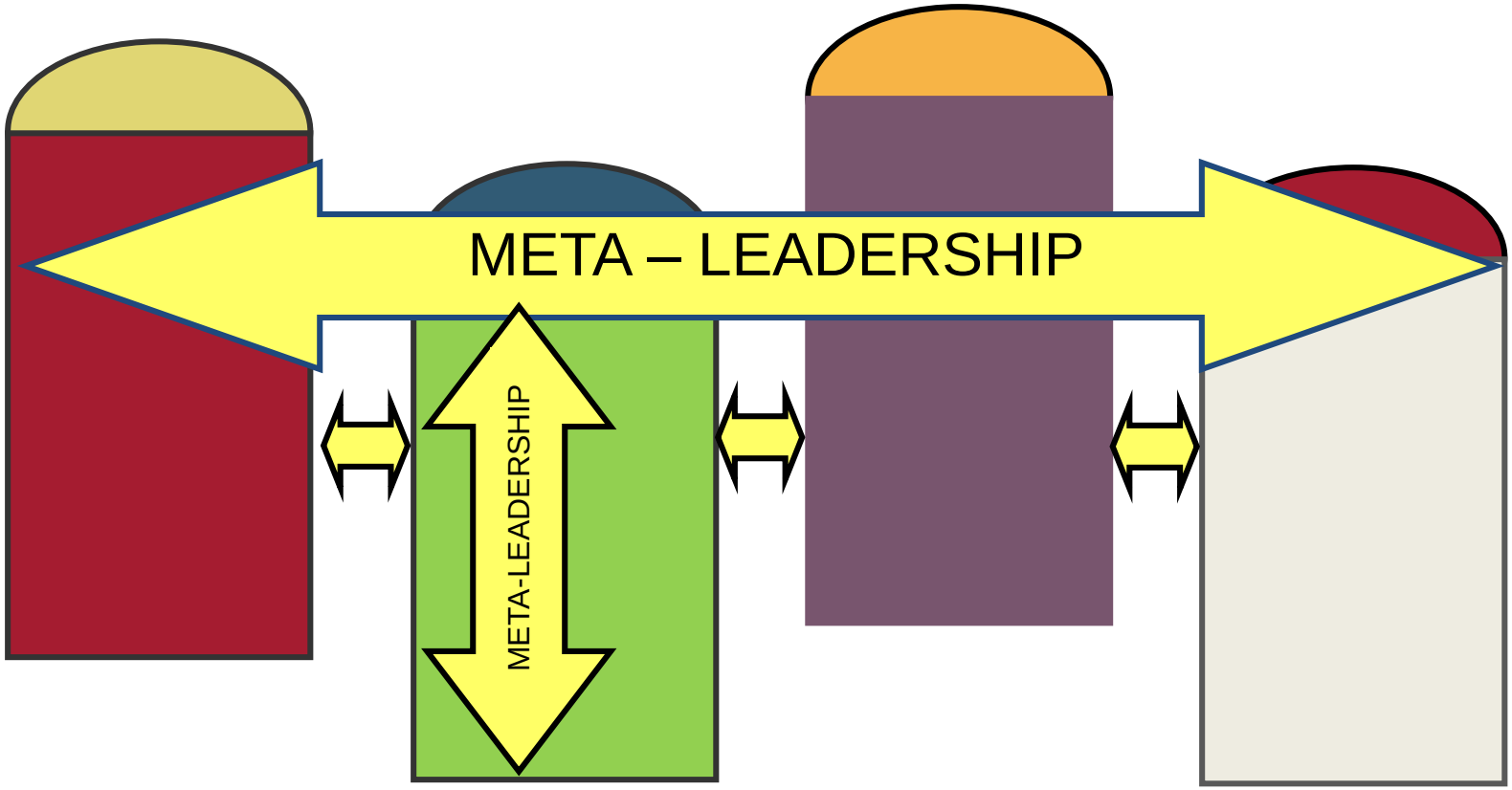
DIS-CONNECTIVITY

Beyond The “Silo” Mentality



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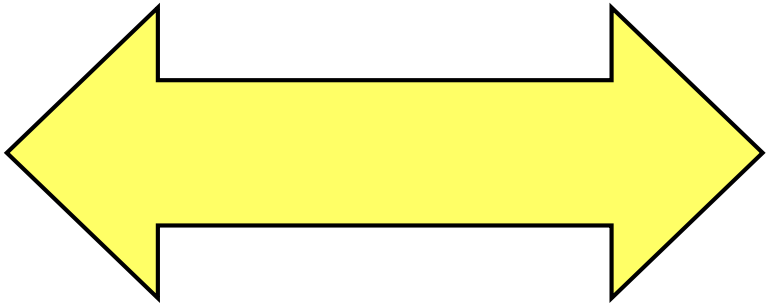
LEADING ACROSS & BEYOND



Think broadly outside of your “four walls”

Elevate the mission of what silos/organizations can accomplish together: Enterprise success

Foster and celebrate collaboration

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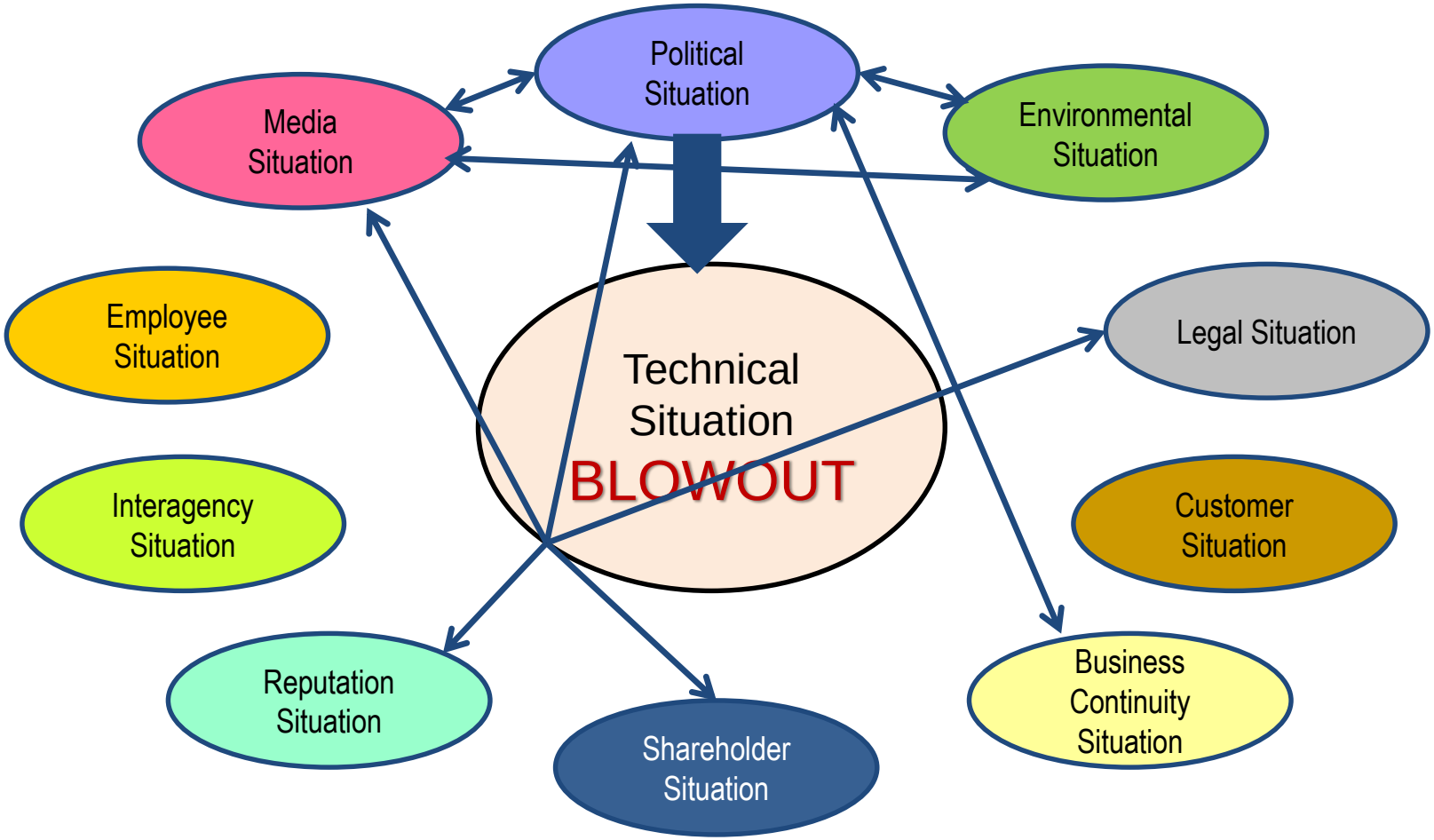
THE SITUATION MAP: MACONDO



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THE OUTCOME OF EFFECTIVE CONNECTIVITY

"Autonomy of action for the parts…

…Unity of action for the whole."

General Michael Hayden

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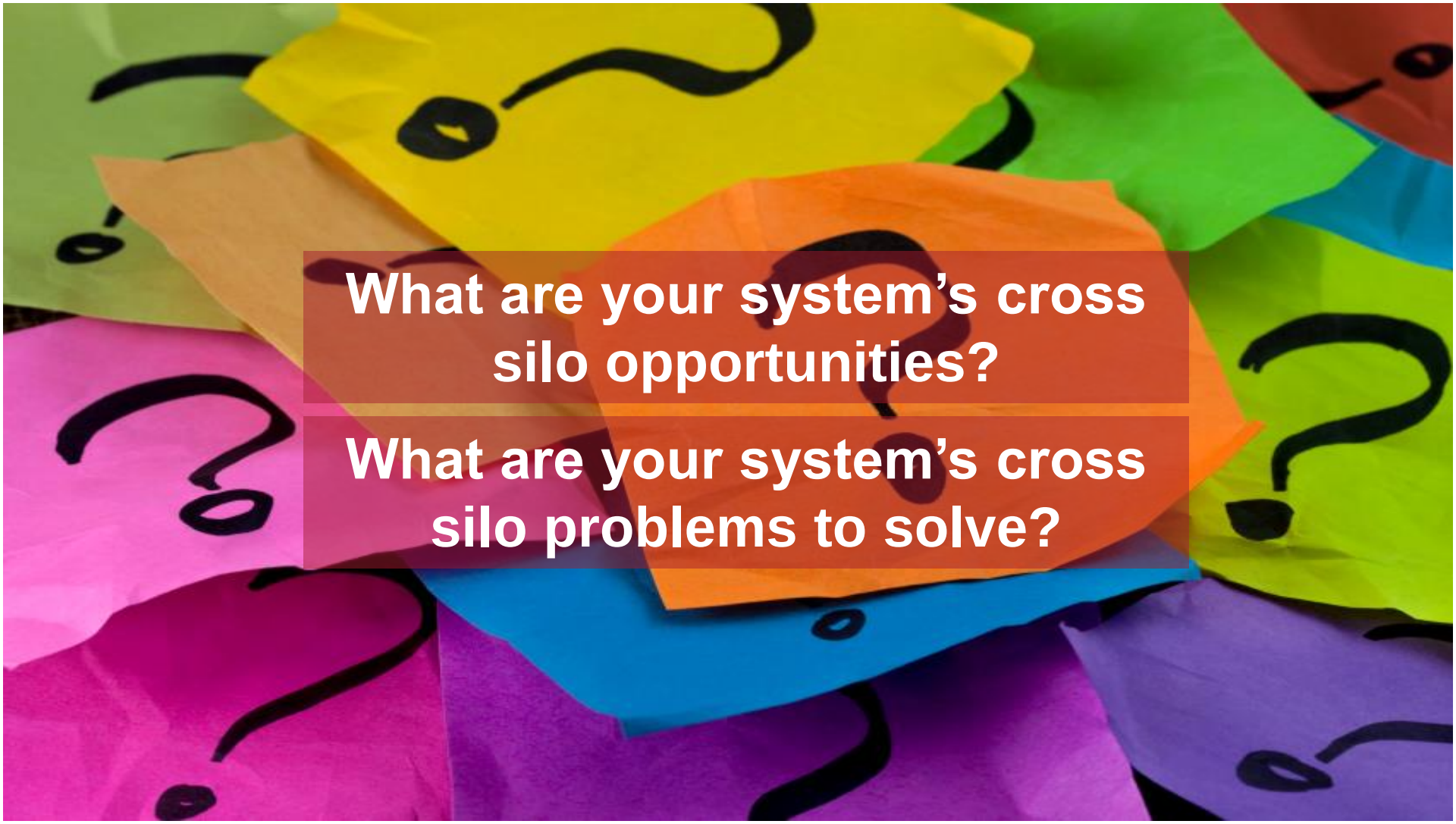
QUESTIONS FOR DISCUSSION



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TEA BREAK

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