Senium Leadership Symposium 2019



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Speaker ERIC McNULTY Meta Leadership & Swarm Intelligence

- Associate Director and Programme Faculty at the National Preparedness Leadership Initiative (NPLI) of Harvard University
- Co-authored You're It: Crisis, Change, and How to lead when it Matters Most
- Widely published business author and researcher
- Produced thought leadership events globally
- Developed customised programmes with Accenture, Coca-Cola, SAS, UPS, and Visa

Crisis, Change, and How To Lead When it Matters Most

Leonard J. Marcus, Eric J. McNulty, Joseph M. Henderson, Barry C. Dorn Forward by David Gergen



Crisis Meta-Leadership for Turbulent Times

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Why do you lead? Why does anyone follow you? Why is it different now?



A second chance to make a difference



- Volatile
- Uncertain
- Complex
- Ambiguous



- System-scale disruptions and challenges
- Ubiquitous Transparency



A three-dimensional, holistic view of challenges and opportunities:

- The Person: Curious, self-aware, and resilient
- The Situation: Accurate perception and pattern recognition
- **Connectivity**: Linking and leveraging among teams and across the system



Focus as a leader: a verb, not a noun:

- Purpose: What job are you there to do?
- Values: What enduring principles guide you?
- Performance: How are you measuring success?



Taking the meta-view:

- What's happening and who are the stakeholders?
- Distinguishing what you *think* from what you *know*
- Questions more important than answers



Leading as sense-maker:

- Recognizing patterns and finding meaning
- Testing assumptions and questioning orthodoxies
- Seeing people as problem-solvers, not order-takers



Leading through anticipation, not reaction:

- Patterns repeat, revealing what's next
- Establish probabilities and key indicators
- Follow evidence and be ready to correct your course



Leading by catalyzing action:

- Know the decisions you must make
- Delegate the rest
- Articulate your criteria



Leading by getting things done:

- Who will have to carry out the decisions?
- What resources will they need?
- How much time will it take?



Leading through communication:

- Optimize flow
- High signal-to-noise ratio
- Voids will be filled... by someone (better by you)





Foreword by David Gergen

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