15th Annual ASTHO Directors of Public Health Preparedness Meeting

Preparedness Leadership Summit

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Our Leadership Challenges...

- Speed of change is increasing and problems are becoming more complex,
- Composition of the workforce is rapidly changing,
- Technology is adding a higher level of complexity to help us understand the world around us,
- The pace set (by leaders) to identify, understand, and solve problems is artificially increasing,
- Existing and emerging leaders are demanding new approaches to learn how to lead, and
- Most organizations are not intentionally developing their leaders to lead throughout the course of their careers – Yet demand high leader performance especially during a crisis.
The “You’re It” Moment…

• Tools to navigate the complex world in which you lead.
• Enable adaptation to become a transformative leader.
• Help your team reach their full potential to meet and exceed the mission…..
You’re It **When** Others Observe that you are...

- Intentional, disciplined and courageous in your approach to solving complex problems to produce the most good for as many as possible,
- Engaged with your team and stakeholders,
- Communicating effectively,
- Continuously gaining followers, and
- Building Meta-leadership capacity all around you.

*Being “It” effectively offers the greatest chance to generate the best possible outcomes, build and strengthen Meta-leadership capacity in our society, while remaining adaptable and resilient as new problems and crisis are confronted.*
WHAT IS META-LEADERSHIP?

“How can I make you a success?”

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YOU AS A LEADER
LEADERSHIP ANALYSIS

Great

You

Lousy
LEADERSHIP ANALYSIS

What is lousy leadership?

What is great leadership?
LEADERSHIP ANALYSIS

Lousy
You
Great

Closed Minded
Micro-manager
Sets inconsistent Direction
Fails to empower others
No courage
Not self- or socially-aware
Fails to solve problems
Does not develop others
Fails to create and sustain relationships
Ineffective communicator
Not adaptable
Risk averse

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LEADERSHIP ANALYSIS

Lousy          You          Great

Open Minded  
Macro-manager
Sets consistent Direction
Empowers others
Is courageous
Self- and socially-aware
Solves problems
Develops others
Creates and sustains relationships
Effective communicator
Highly adaptable
Risk tolerant
LEADERSHIP ANALYSIS

Lousy

You

Great

Closed Minded
Micro-manager
Sets inconsistent Direction
Fails to empower others
No courage
Not self- or socially-aware
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LEADERSHIP ANALYSIS

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Sets consistent Direction
Empowers others
Is courageous
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Solves problems
Develops others
Creates and sustains relationships
Effective communicator
Highly adaptable
Risk tolerant
LEADERSHIP ANALYSIS

Lousy → You → Great

Usually open minded
Micro-manager at times
Sets direction
Seldom empowers others
Can be courageous
Self-aware but socially-awkward
Works to solve problems but not efficient
Develops some but not all
Creates and sustains some relationships
Communicates but not consistent
Adaptable
Manages Risk

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EMOTIONAL INTELLIGENCE

Who I am  What I do

Self-awareness  Self-management

Awareness of others  Socially Engaged

Personal Competency

Social Competency
GOING TO THE BASEMENT

High-Brain

Mid-Brain

SHOCK

A

Go to the "BASEMENT"

TRIPLE “F” Freeze, Flight, Fight
FOLLOWER DOUBTS
SINGLE POINT OF FAILURE
TAKE CARE OF YOURSELF
BREAK
THE SITUATION DIMENSION OF META-LEADERSHIP

Connectivity

Lead Across

The Situation

The Person

Lead Up

Lead Down

Lead Beyond

“How can I make you a success?”
CREATE A SITUATION MAP: DEEPWATER HORIZON

- Technical Situation
- Environmental Situation
- Legal Situation
- Economic Situation
- Business Continuity Situation
- Shareholder Situation
- Reputation Situation
- Interagency Situation
- Mental Health Situation
- Media Situation
THE LEADERSHIP/MANAGEMENT CONTINUUM – THE PIVOT

Routine
Normal
Simple

Certainty - Stability - Predictability

Time is your friend

Ambiguity - Dynamism - Risk

Time is your enemy

Crisis
Change
Complex

Leadership

Management
THURSDAY, SEPTEMBER 7, 2017

WAS

Hurricane Harvey
TEXAS

Hurricane Jose
Las Vegas Shootings

IS

Hurricane Irma
ST. THOMAS

Hurricane Maria
California Wild Fires

WILL BE

Hurricane Irma
FLORIDA
DIFFERENT EVENTS HAVE DIFFERENT ARCS OF TIME

Different Dilemmas for Leaders

Evacuation? Communication? Reaction?
People/Leadership? Assets and Resources?
Getting Ahead of the Threat?

Not simply WHAT you do - It is WHEN you do it - AND AT WHAT PACE?
NOTICE:
PREPARE FOR DIFFERENT ARCS OF TIME

A crisis with a LONG arc of notice:
Hurricane, Flood, Snow Storm

A crisis with SHORTER arc of notice:
Earthquake, Tsunami, Wildfire, Tornado, Scandal

A crisis with a LONGER arc of notice:
Industrial accident, Pandemic, Planned Terrorist Scheme

A crisis with NO NOTICE:
Terrorist Attack, Major Transportation Accident, Active Shooter

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THE CONNECTIVITY DIMENSION OF META-LEADERSHIP

Connectivity

Lead Across

Lead Up

The Person

The Situation

Lead Down

Lead Beyond

“How can I make you a success?”

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CONNECTIVITY TO SOLVE COMPLEX PROBLEMS

- No one person or organization has all of the answers, resources or capacity
- Strategic linking and leveraging is a force multiplier
- It’s more efficient and effective to work together than to fight against each other
WHY FOUR DIRECTIONS?

Each may have distinct:
- Authority & Influence Dynamics
- Organizational & Governance Structures
- Expectations & Objectives
- Culture
- Reputation
- Risk tolerance/acceptance
CONNECTIVITY

_Beyond_ The “Silo” Mentality
INTEGRATING THE DIMENSIONS
What Does it Mean to Be a Meta-leader in Practice? They…

1. Think and act from a solid ethical and moral center,
2. Deploy influence beyond authority to drive actions,
3. Pivot to adapt to changing conditions,
4. Are intentional in their choices, with a bias for action,
5. Invest in mutually-beneficial human relationships,
6. Drive followership and follow others,
7. Proactively and productively resolve conflicts,
8. Model and foster resilience,
9. Communicate effectively,
10. Wield “good” power,
11. Demonstrate emotional intelligence,
12. Creates an environment for Meta-leading,
13. Are consistent and predictable,
14. Are worthy of trust, and
15. Are a model of courageous behavior.

Our Meta-Leadership Principles

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Questions
TABLE WORK

- 3-5 Pressing Issues:
  - Impacting your mission work
  - Considered through the lens of leadership
  - All will be collected and shared with ASTHO leadership

30 Minutes to Complete this Exercise
Many Thanks

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