

# INTRODUCTION TO META-LEADERSHIP

Creating Unity of Effort

**Eric McNulty, M.A.**

National Preparedness Leadership Initiative - Harvard

**Dr. Steven Goldman**

Office of Professional Education - MIT



**PROFESSIONAL EDUCATION**  
Short Programs



## Agenda

- Introductions
- Leadership
- Meta-Leadership
- Connectivity
- Experience
- Two Great Resources
- Summary



**PROFESSIONAL EDUCATION**  
Short Programs



# Your Facilitators



## Eric McNulty

- Associate Director of Harvard University's *National Preparedness Leadership Initiative*. He is responsible for research relating to leadership in the high stakes, high pressure situations typically faced by those charged with preparedness and response.



## Steve Goldman

- Senior Lecturer at MIT. Has over 35 years' experience in all aspects of our industry. He developed and co-conducts MIT's "*Crisis Management & Business Continuity*" and "*Advanced Business Resiliency*" programs.



PROFESSIONAL EDUCATION  
Short Programs



# Leadership



“People Follow You”



PROFESSIONAL EDUCATION  
Short Programs



# Leadership Analysis



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership



## ATTRIBUTES OF GREAT LEADERS (and the flip side)

Surround themselves  
with “great” people

Consistently curious about improving  
their capacity to lead

Cope well with uncertainty:  
Understand there is a limit to  
what they can control and what they  
can know

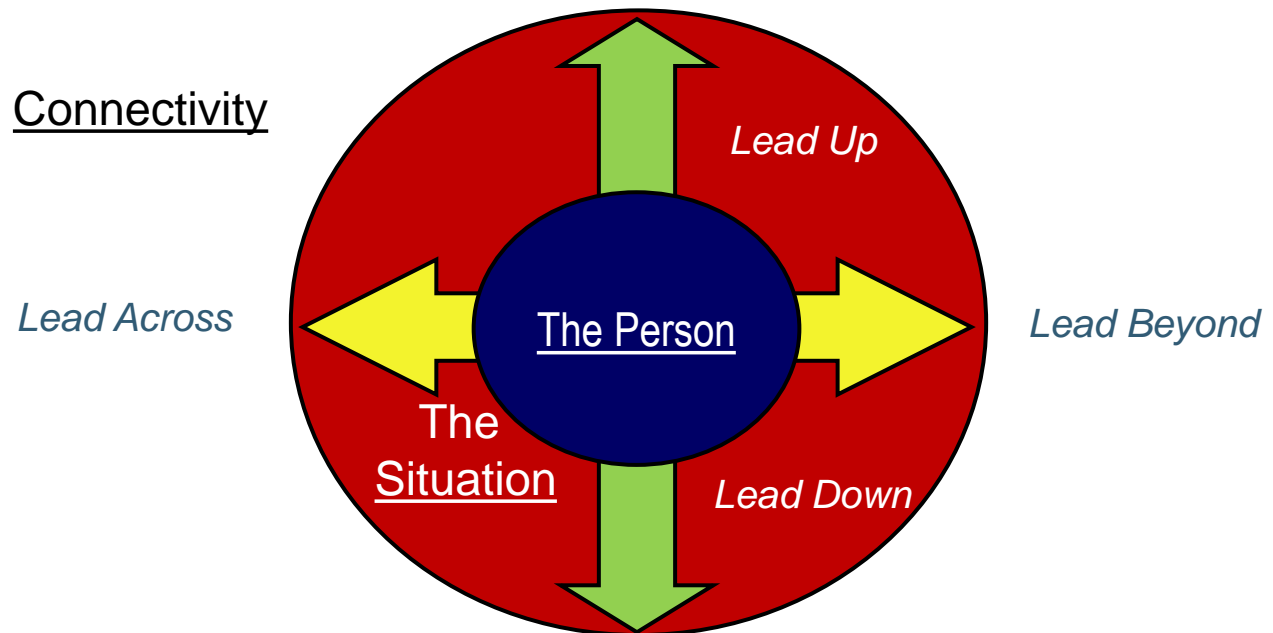


PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# THE DIMENSIONS OF META-LEADERSHIP



PROFESSIONAL EDUCATION  
Short Programs



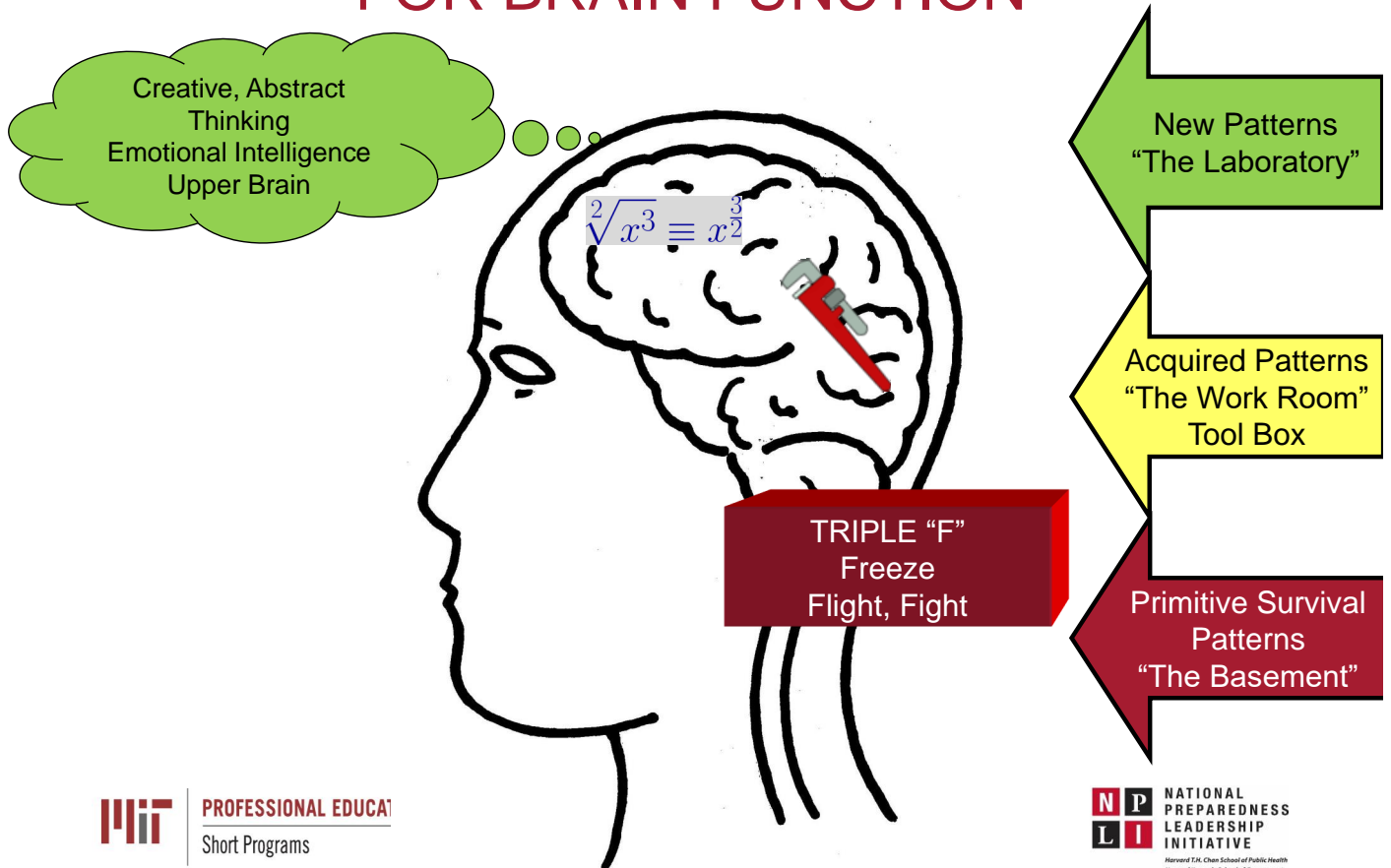
## YOU'RE IT: THE PERSON



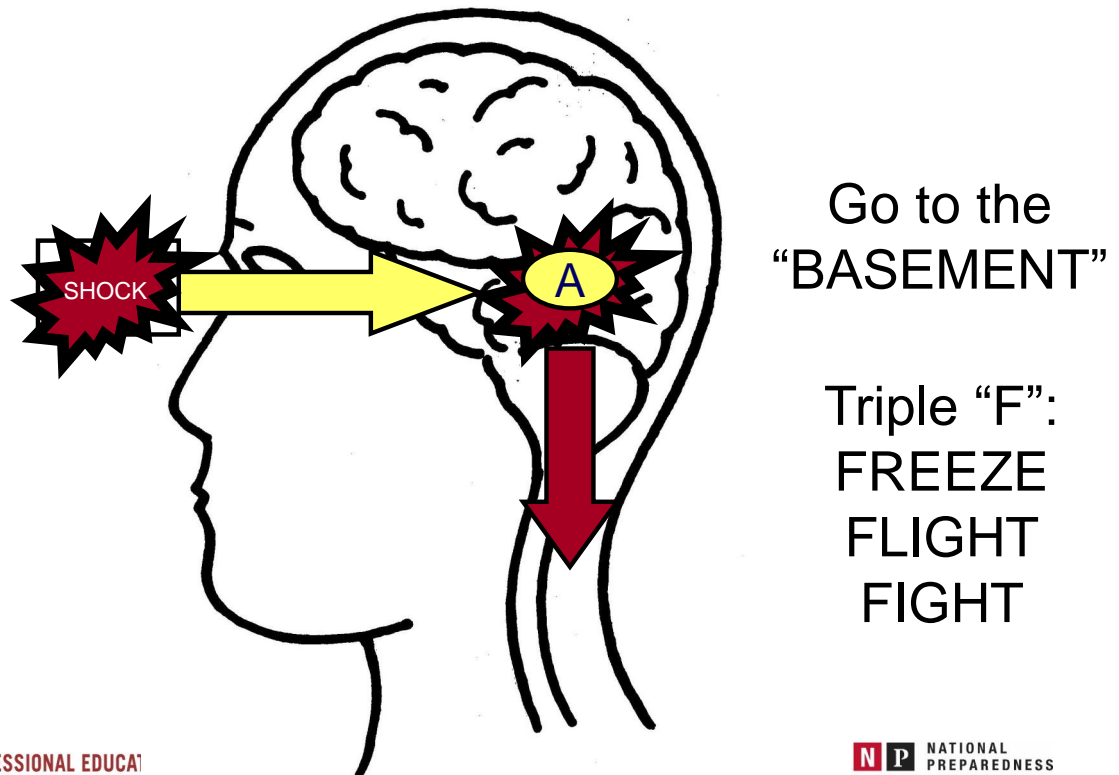
PROFESSIONAL EDUCATION  
Short Programs



# A META-LEADERSHIP METAPHOR FOR BRAIN FUNCTION



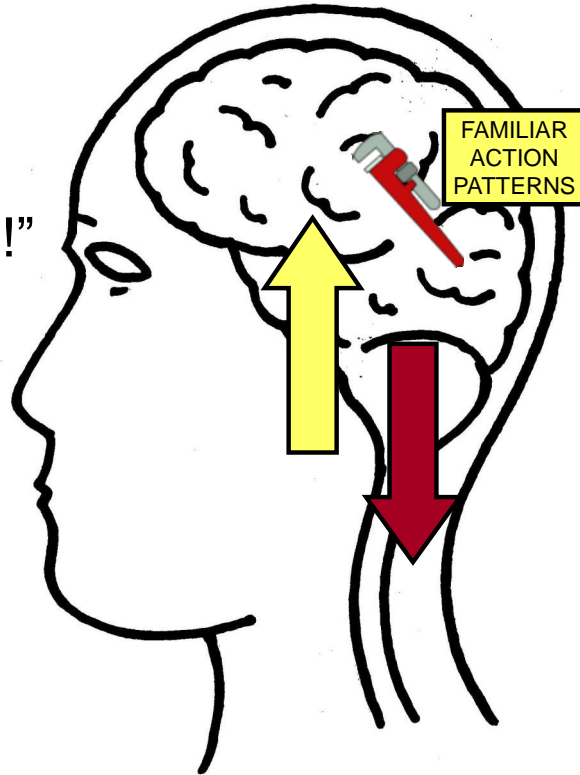
## Your Brain: AMYGDALA HIJACK



# 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  
Training  
Connectivity  
Mindfulness



PROFESSIONAL EDUCATION  
Short Programs



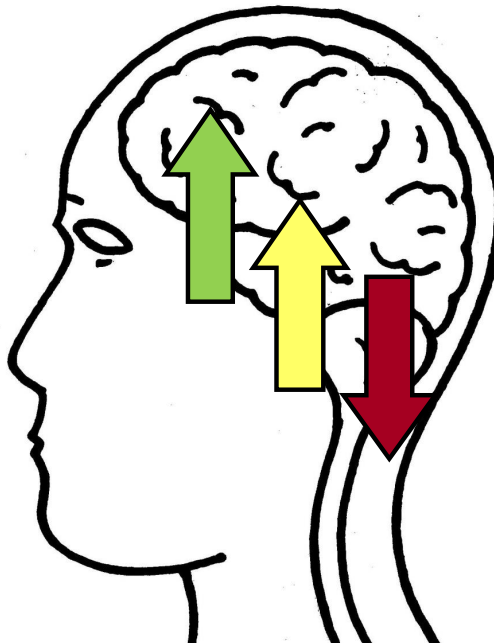
NATIONAL PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## YOUR BRAIN: THE THINKING META-LEADER

In Preparedness

Build &  
Practice Your  
Protocols &  
Strategies

EMBED THE  
PATTERNS



In Response

3. CLOSE  
GAPS

2. TOOL  
BOX

1. ADMIT  
BASEMENT

WORKING WITH YOUR BRAIN



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership





Never lead when you are  
**IN THE BASEMENT...**

The speech or decision you make  
**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.



## EXPERIENCE: *SHUTTLE VIDEO*



PROFESSIONAL EDUCATION  
Short Programs



# WHY EXERCISES ARE IMPORTANT

I Hear  $\Rightarrow$  I Forget

I See  $\Rightarrow$  I Remember

I Do  $\Rightarrow$  I Understand

*Confucius*



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

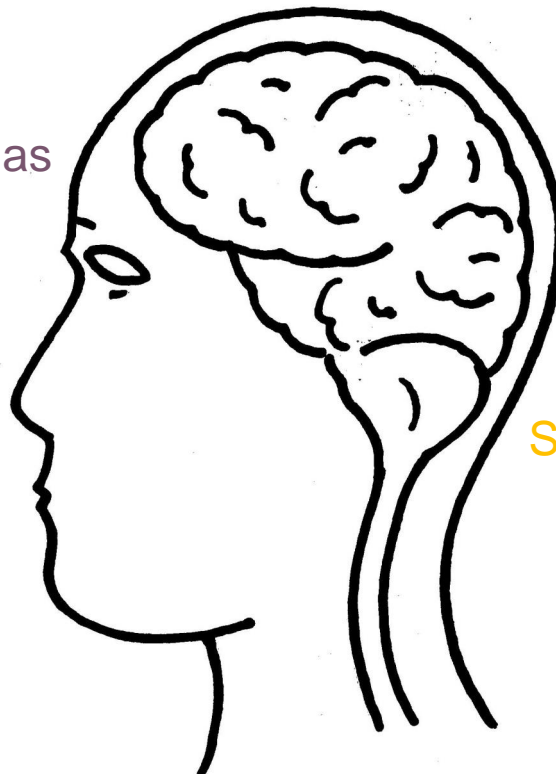
## COGNITIVE BIAS

Confirmation Bias

Outcome Bias

Availability Bias

Self-Serving Bias



PROFESSIONAL EDUCATION  
Short Programs



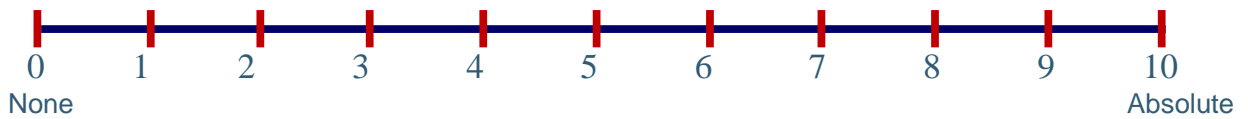
NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership



# AUTHORITY



Individual Level of Authority



PROFESSIONAL EDUCATION  
Short Programs

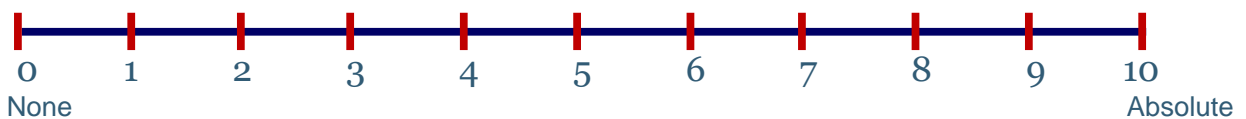


NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# INFLUENCE



Individual Level of Influence



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# BUILDING INFLUENCE *BEYOND YOUR AUTHORITY*



- Liking
  - Reciprocity
  - Social Proof
  - Commitment & Consistency
  - Authority
  - Scarcity
- Robert Cialdini



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership



## EMOTIONAL INTELLIGENCE

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

- Daniel Goleman



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# THE SITUATION



PROFESSIONAL EDUCATION  
Short Programs



# 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

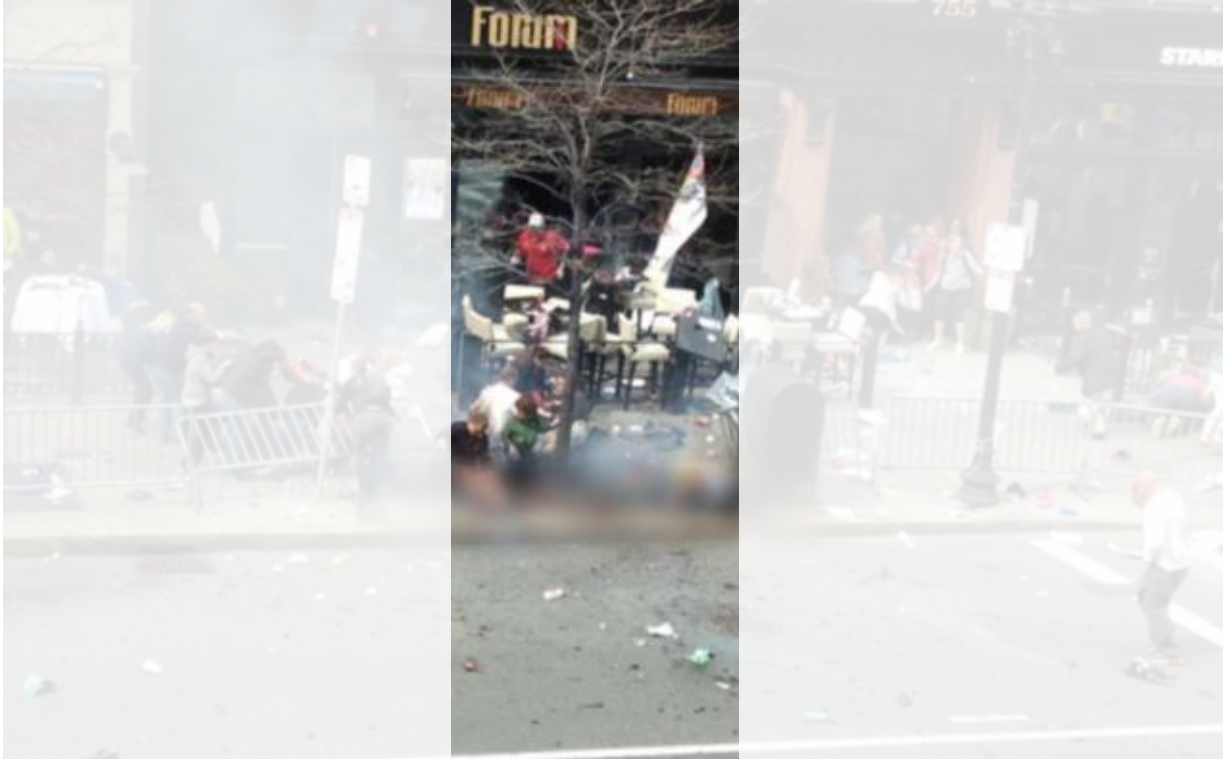


PROFESSIONAL EDUCATION  
Short Programs





# SCOPE OF THE SITUATION



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## PUBLIC TRANSPORTATION OPEN OR CLOSE?

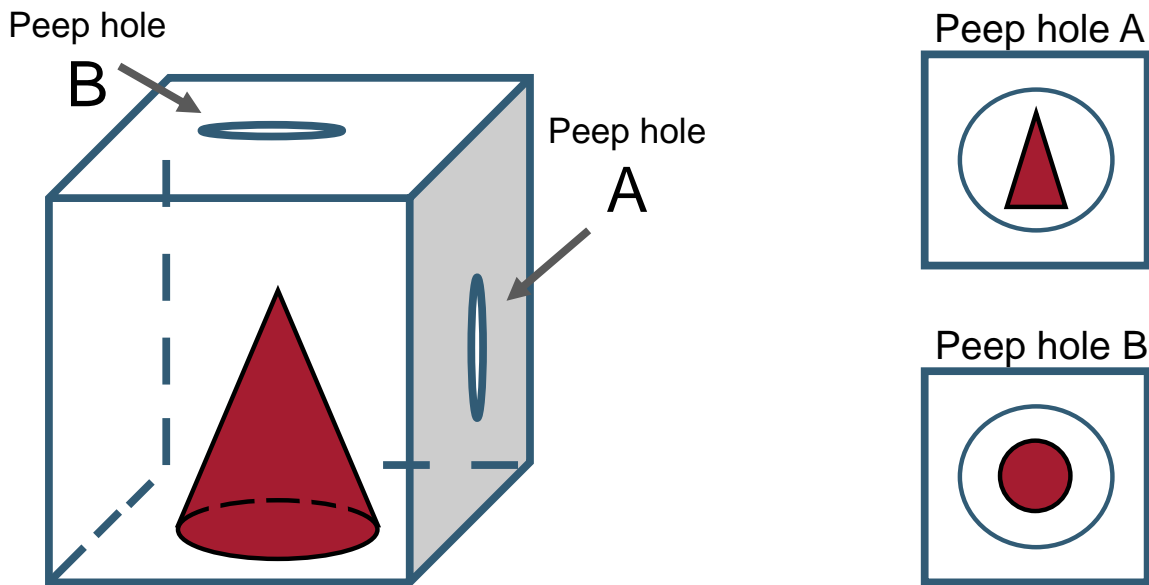


PROFESSIONAL EDUCATION  
Short Programs



NATIONAL PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE

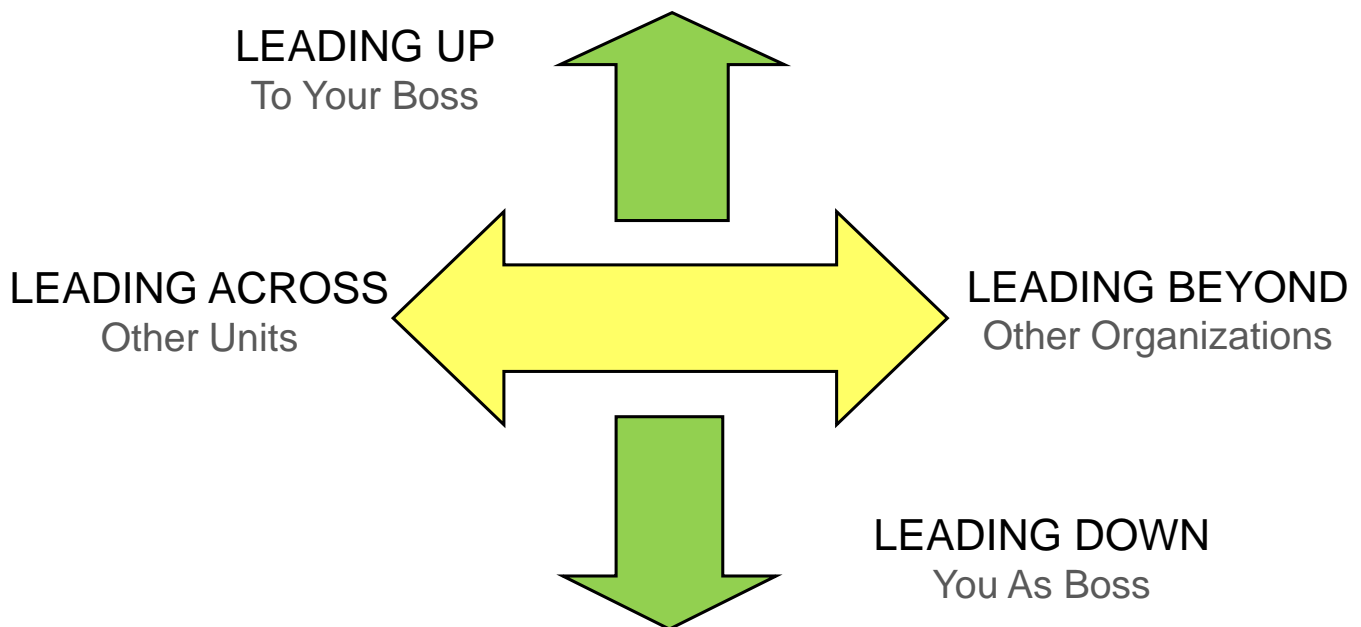


PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## LEADING CONNECTIVITY



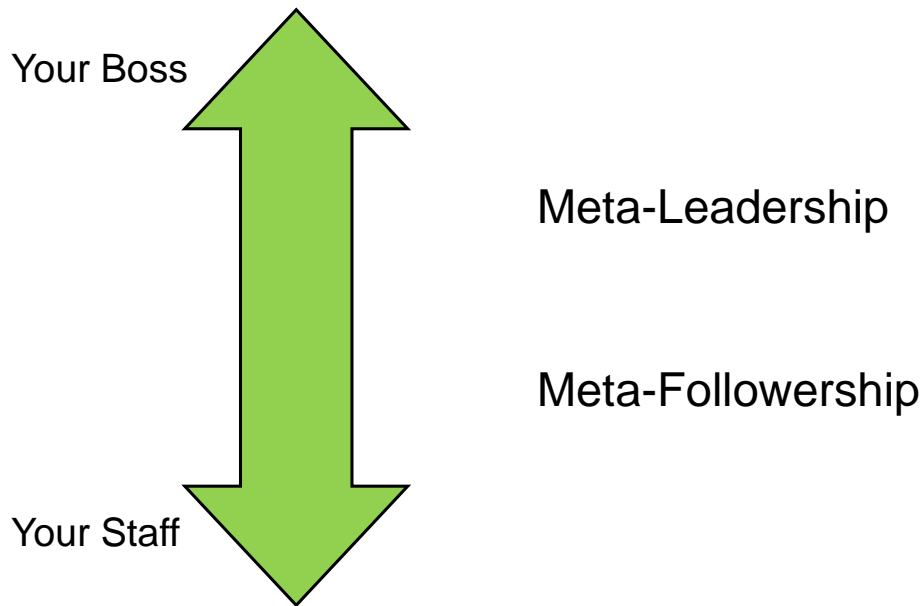
PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership



# VERTICAL CONNECTIVITY



PROFESSIONAL EDUCATION  
Short Programs



# VERTICAL CONNECTIVITY



## A CULTURE OF LEADERSHIP

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



PROFESSIONAL EDUCATION  
Short Programs





**SPEAKING  
TRUTH TO  
POWER**

**HEARING  
TRUTH TO  
POWER**

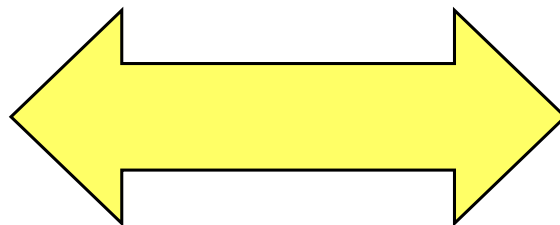


**PROFESSIONAL EDUCATION**  
Short Programs



**NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE**  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

**LEADING ACROSS & BEYOND**



Integrate mission and operations across  
departments, units & organizations

Leverage capacity among different  
stakeholders

Build teams to foster unity of purpose

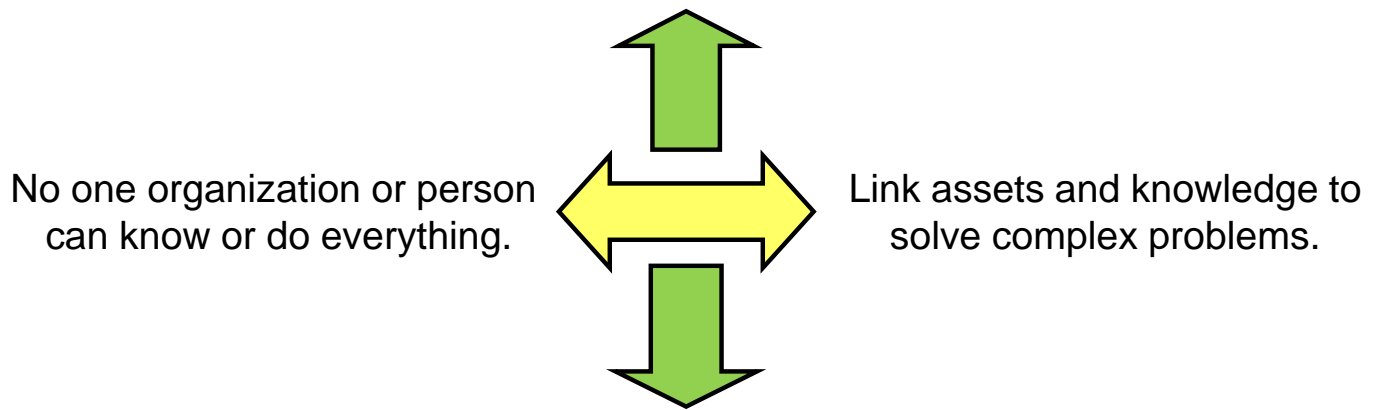


**PROFESSIONAL EDUCATION**  
Short Programs



**NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE**  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# THE MOST IMPORTANT BENEFIT OF CONNECTIVITY



Create leverage up, down, across, and beyond  
the system in unified effort



PROFESSIONAL EDUCATION  
Short Programs



## THE OUTCOME OF EFFECTIVE CONNECTIVITY

“Autonomy of action for the parts...

...Unity of action for the whole.”

General Michael Hayden



PROFESSIONAL EDUCATION  
Short Programs



# CONNECTIVITY OF EFFORT



PROFESSIONAL EDUCATION  
Short Programs

## WHO WAS IN CHARGE?

No one agency leader, political leader, or organizational leader was in operational command.

... yet, they all – including the community – worked together so well.



... and with remarkable results.



PROFESSIONAL EDUCATION  
Short Programs





# SWARM INTELLIGENCE

Simple rules and social cues  
guide complex,  
self-organized productivity



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## CONNECTIVITY IN THE SWARM

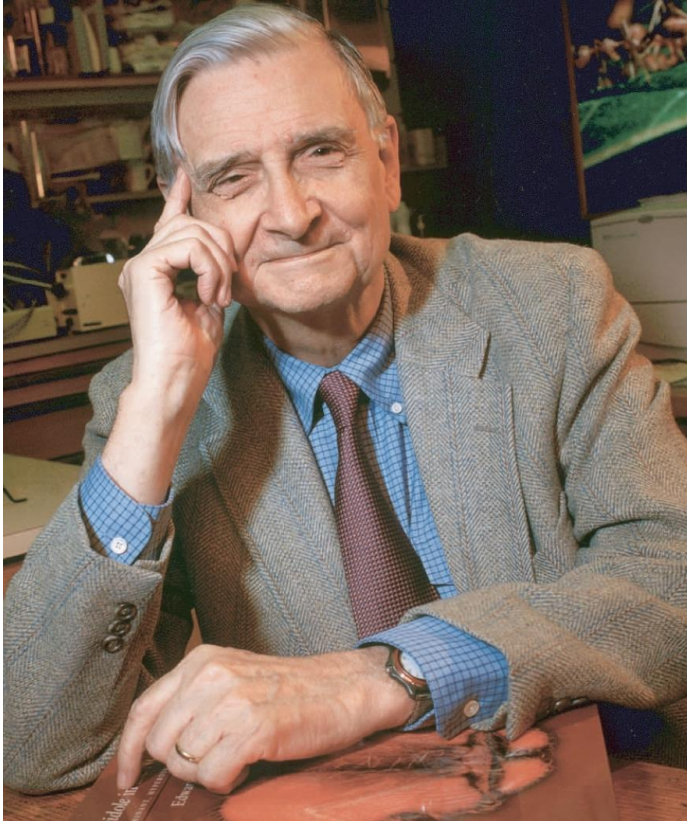


PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership





# WHO CARES ABOUT ANTS?

...if you look at all the species  
that have ever lived on planet  
Earth, the most successful were  
ants, termites, bees and people.  
Why? Because they're the  
greatest cooperators.

E.O. Wilson



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## SWARM INTELLIGENCE

Structure

Communication Channels

Decision Making Protocols



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership





# SWARM LEADERSHIP

1. Unity of Mission
2. Generosity of Spirit and Action
3. Stay in Lanes/  
Help Others Succeed
4. No Ego – No Blame
5. A Foundation of Relationships



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## ESTABLISH CONDITIONS IN WHICH SWARM LEADERSHIP IS LIKELY TO EMERGE

1. Unity of Mission
2. Generosity of Spirit and Action
3. Stay in Lanes/  
Help Others Succeed
4. No Ego – No Blame
5. A Foundation of Relationships



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# SUMMARY

- Questions?



- Two Great Resources



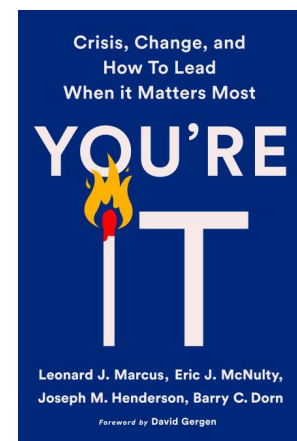
PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

## HARVARD'S NATIONAL PREPAREDNESS LEADERSHIP INITIATIVE

- The NPLI prepares leaders in the public, private, and non-profit sectors to handle crisis and significant change.
- Participants in our training programs are leaders responsible for safety and security, emergency preparedness, response, and recovery.
- We have trained more than 8,000 leaders, from more than 95 agencies and organizations, in over 30 U.S. States and 10 countries around the world.



<https://npli.sph.harvard.edu/>



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# MIT'S CRISIS MANAGEMENT & BUSINESS CONTINUITY COURSE

## “Crisis Management & Business Continuity”

July 27 – 31, 2020

at MIT in Cambridge MA

<http://shortprograms.mit.edu/cm>



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# THANK YOU!

- Please complete the Evaluation Form.  
**Help is available!**
- Feel free to e-mail Eric and/or Dr. Steve with questions, comments, follow-up, etc:

[Emcnulty@hsph.harvard.edu](mailto:Emcnulty@hsph.harvard.edu)

[Goldmans@MIT.edu](mailto:Goldmans@MIT.edu)



PROFESSIONAL EDUCATION  
Short Programs



NATIONAL  
PREPAREDNESS  
LEADERSHIP  
INITIATIVE  
Harvard T.H. Chan School of Public Health  
Harvard Kennedy School of Government  
Center for Public Leadership

# INTRODUCTION TO META-LEADERSHIP

Creating Unity of Effort

**Eric McNulty, M.A.**

National Preparedness Leadership Initiative - Harvard

**Dr. Steven Goldman**

Office of Professional Education - MIT



**PROFESSIONAL EDUCATION**  
Short Programs

