



# INTRODUCTION TO META-LEADERSHIP

Creating Unity of Effort

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National Preparedness Leadership Initiative - Harvard

**Dr. Steven Goldman**

Office of Professional Education - MIT



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## Agenda

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



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## 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.



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## Leadership



“People Follow You”



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# Leadership Analysis



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



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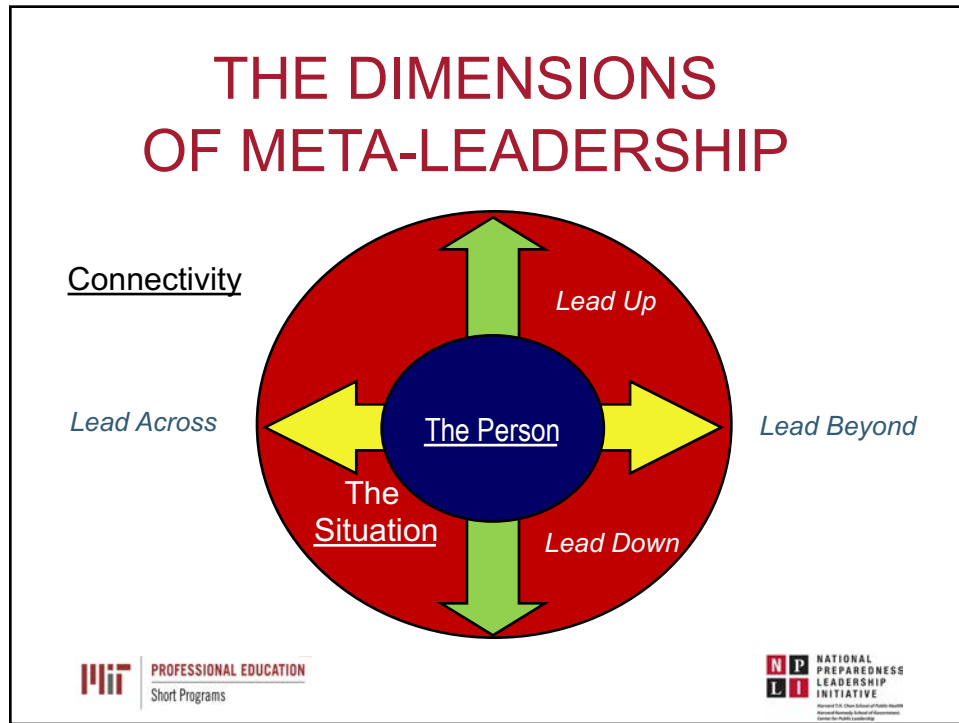


Surround themselves  
with “great” people

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

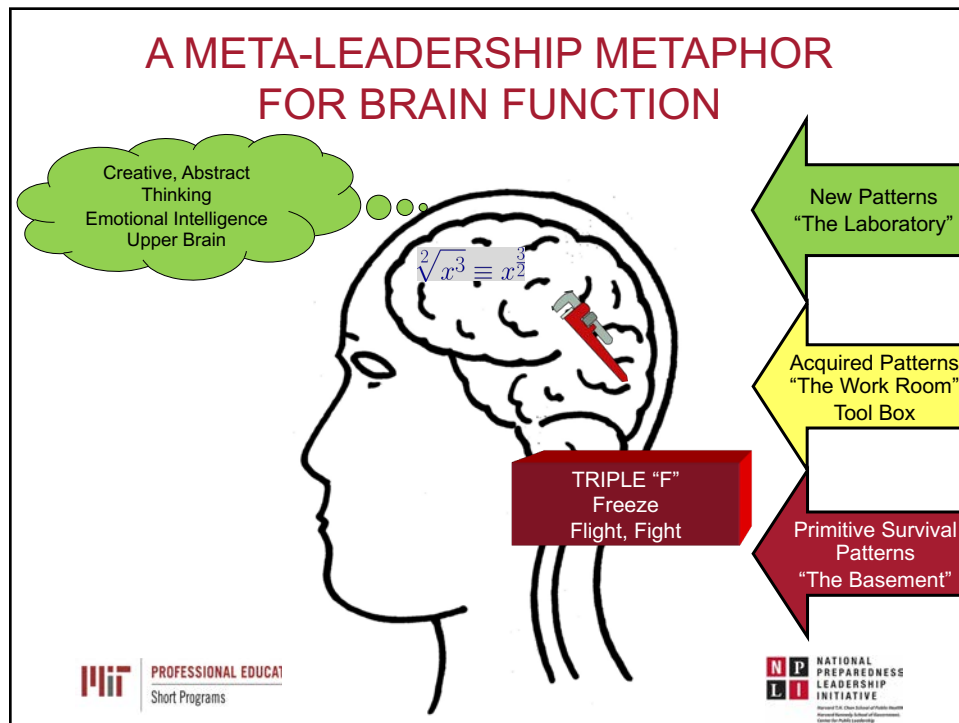
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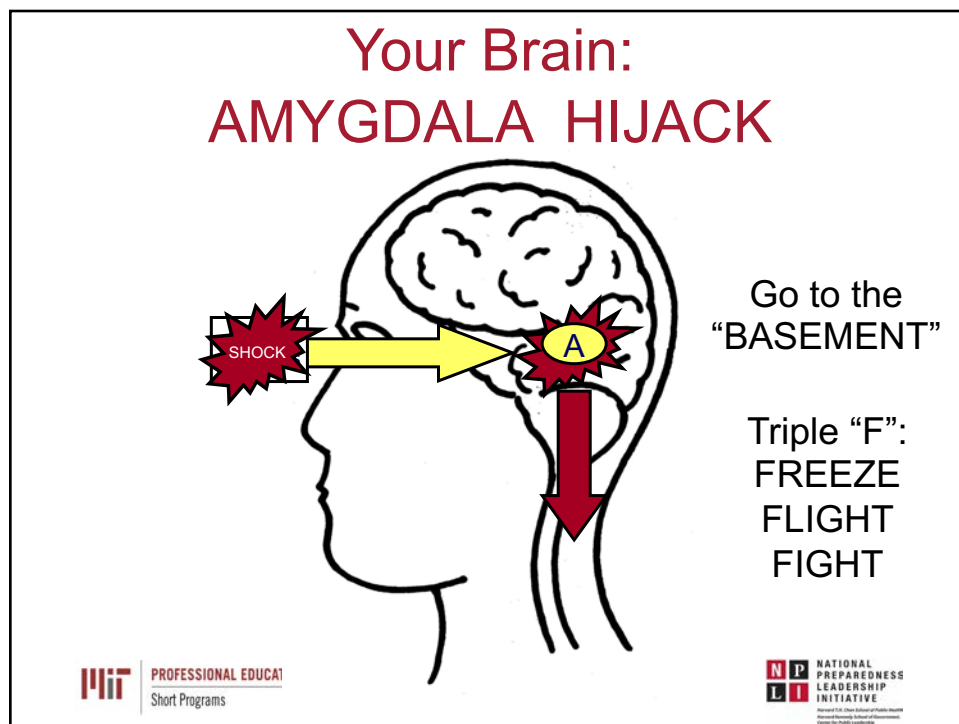
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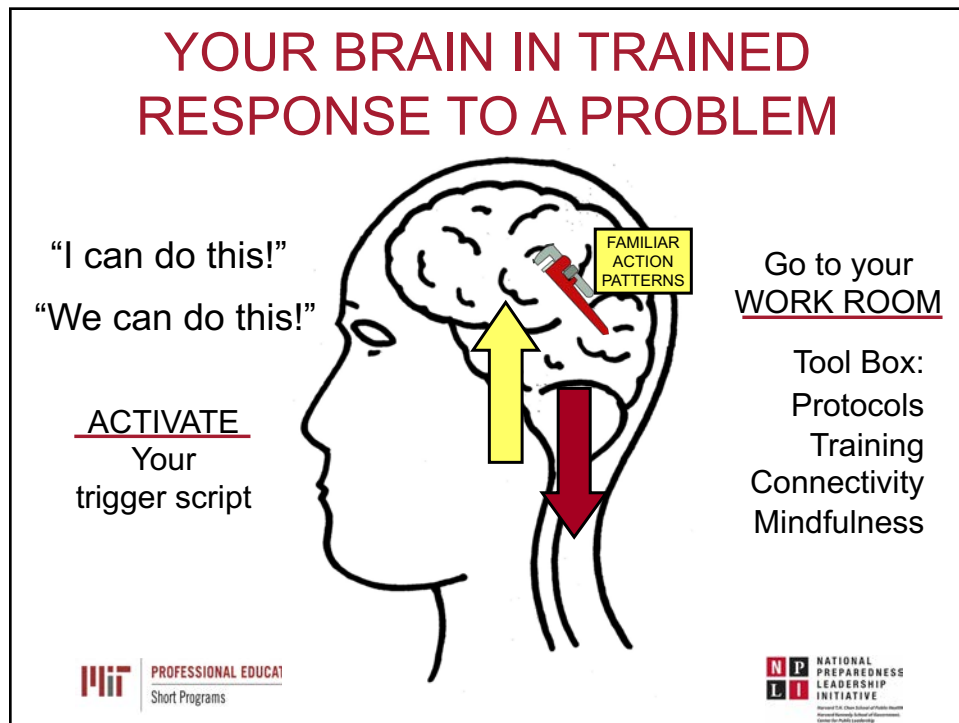
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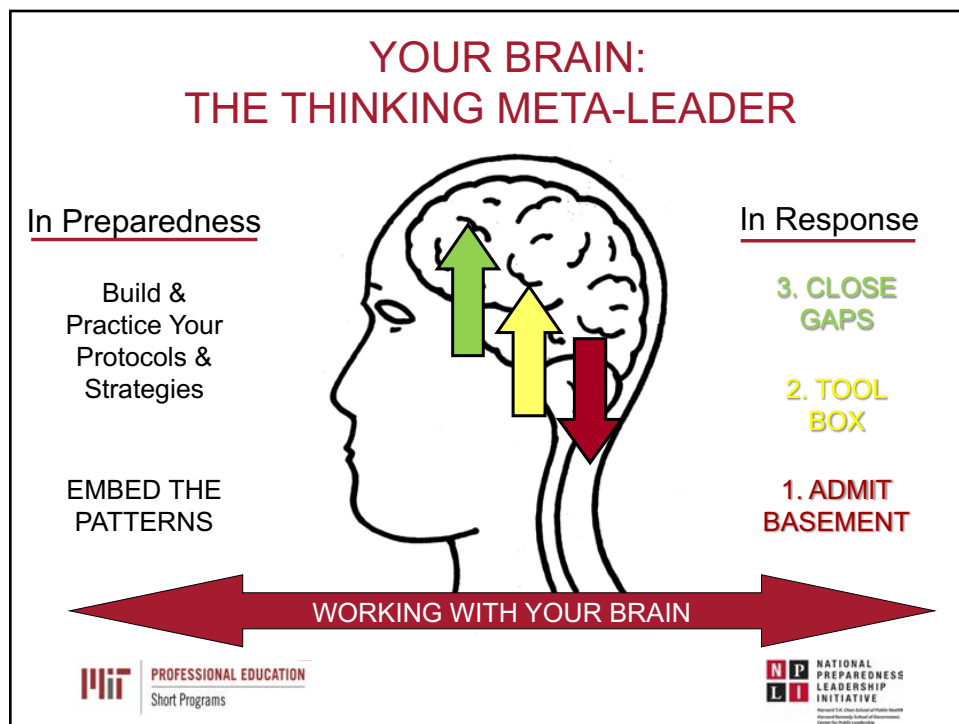
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Never lead when you are  
IN THE BASEMENT...

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.

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## EXPERIENCE: SHUTTLE VIDEO



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## WHY EXERCISES ARE IMPORTANT

I Hear  $\Rightarrow$  I Forget

I See  $\Rightarrow$  I Remember

I Do  $\Rightarrow$  I Understand

*Confucius*

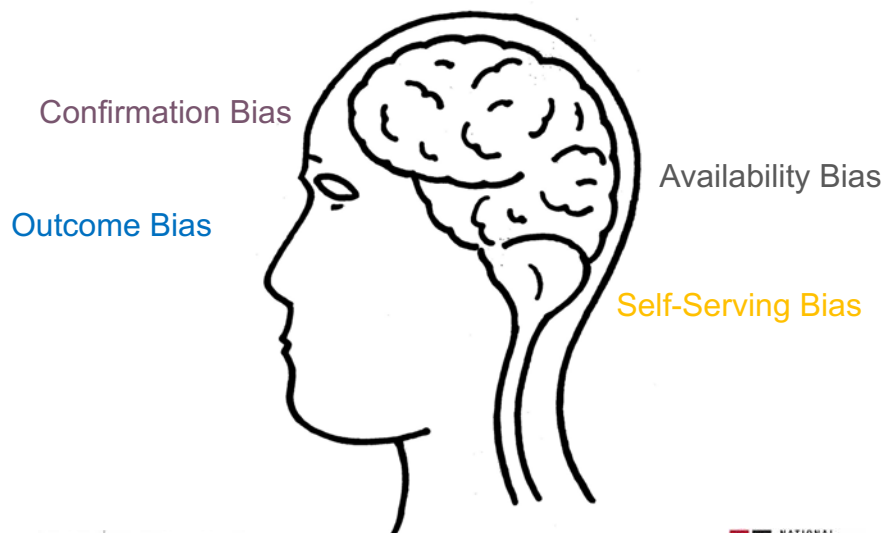


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## COGNITIVE BIAS



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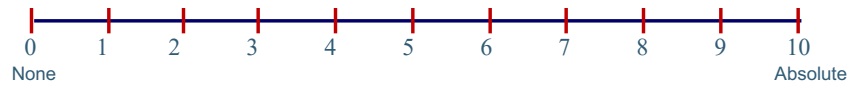
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# AUTHORITY



Individual Level of Authority



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Harvard University School of Education  
Harvard Business School

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# INFLUENCE



Individual Level of Influence



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## BUILDING INFLUENCE *BEYOND YOUR AUTHORITY*



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

- Robert Cialdini



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## EMOTIONAL INTELLIGENCE

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

- Daniel Goleman



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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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## SCOPE OF THE SITUATION



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## PUBLIC TRANSPORTATION OPEN OR CLOSE?



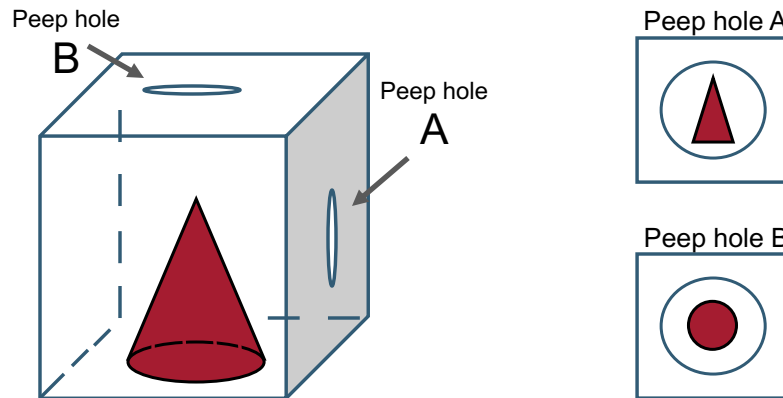
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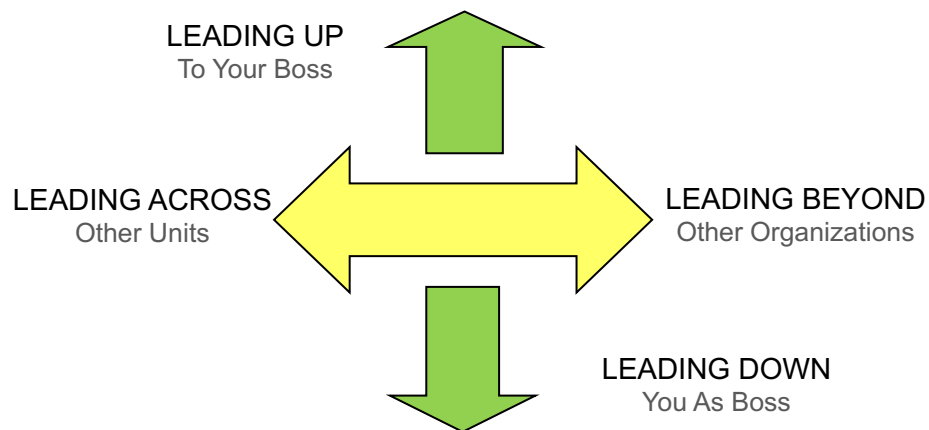
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## DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE



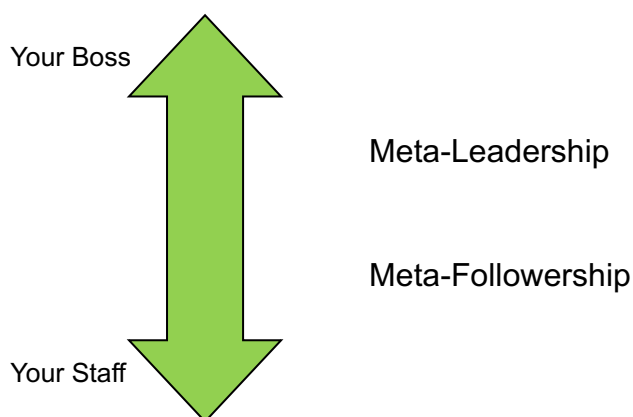
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## LEADING CONNECTIVITY



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## VERTICAL CONNECTIVITY



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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 and OUTCOMES
- Prevent SURPRISES

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**SPEAKING  
TRUTH TO  
POWER**

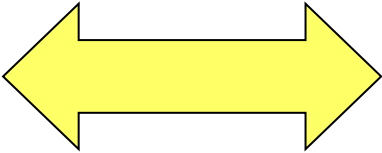
**HEARING  
TRUTH TO  
POWER**

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**LEADING ACROSS & BEYOND**



Integrate mission and operations across  
departments, units & organizations

Leverage capacity among different  
stakeholders

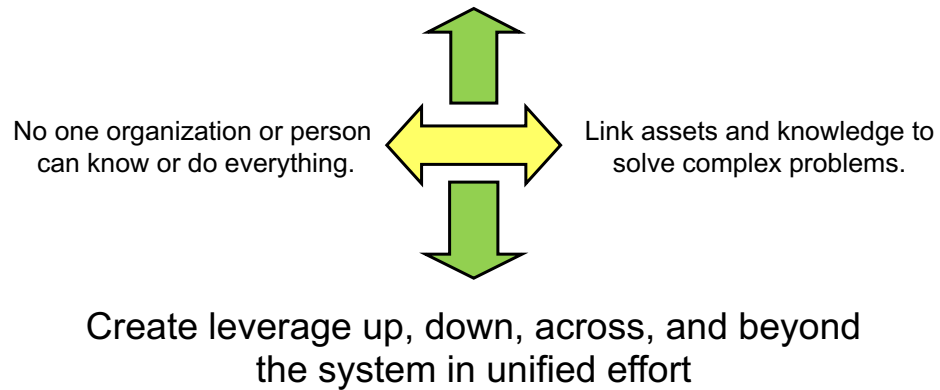
Build teams to foster unity of purpose

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## THE MOST IMPORTANT BENEFIT OF CONNECTIVITY



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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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## CONNECTIVITY OF EFFORT



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## 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.

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## SWARM INTELLIGENCE

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



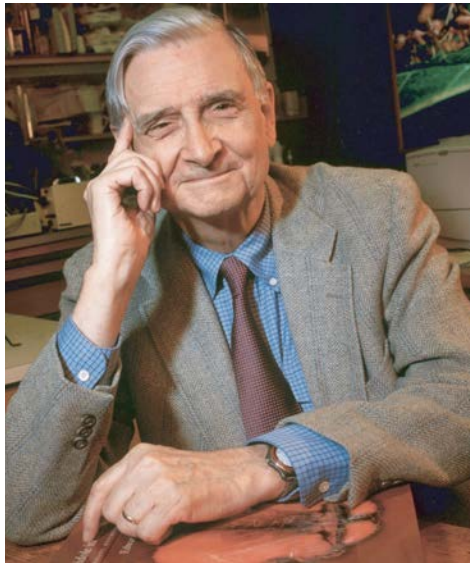

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## CONNECTIVITY IN THE SWARM






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## 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



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## SWARM INTELLIGENCE

Structure

Communication Channels


Decision Making Protocols



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## 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

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## 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






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## SUMMARY

- Questions?



- Two Great Resources



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## 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/>

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# 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>



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# 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:

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