

META-LEADERSHIP IN EMERGENCY MANAGEMENT



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THE TASK OF LEADERSHIP

- A quote from John Buchan:

The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already!



OBJECTIVES FOR THIS PRESENTATION

- **Introduce, discuss meta-leadership/ crisis leadership**
- **Motivate ongoing self-assessment, self-improvement actions**
- **Recognize and appreciate the value of our leadership efforts---see yourselves in different light!**
- **Add value to our roles through that recognition**

**EMERGENCY MANAGEMENT IS HARD WORK AND
THOSE WHO DO IT DESERVE GREAT THANKS!!**



WE ARE LEADERS!

- **Effective emergency management requires leadership skills**
- **We lead in preparation, response, recovery and mitigation**
- **We can't do it alone!**
- **We must collaborate!**
- **The better we collaborate, the better the outcome!**

META LEADERSHIP SKILLS WILL HELP! SO, WHAT IS META-LEADERSHIP?



META-LEADERSHIP

A meta-leader :

- Leads leaders
- Mobilizes people and organizations to collaborate in a crisis
- Reaches across organizations and sectors to build cross-cutting strategies to protect the safety of responders, communities, businesses
- Exchanges information and shares resources, coordinates systems, personnel
- Uses influence and connections to guide a cooperative course of action



META-LEADER CHARACTERISTICS

- **Meta-leader uses skills valuable when many different organizations must be brought together for a common purpose!**
- **Meta-leader seeks to achieve results which can't be accomplished by one organization---creates synergy!**
- **Seeks to influence and activate change above and beyond established lines of decision-making and control**
- **Objective is often social good (like community preparedness**



CHARACTERISTICS (CONTINUED)

- Works well with people in different sectors--- public, private, community-based
- Intentionally links efforts of these people and leverages, integrates their activities to accomplish something otherwise not achievable
- Acts, interacts above, beyond, across confines of own organization
- Attributes: emotional intelligence; self-awareness; self-discipline; motivation; empathy; social skills; relationship building ability



MORE META-LEADERSHIP SKILLS

The meta-leader:

- Sees big picture, can influence others, has sense of strategic direction, isn't prone to flight/flight/freeze reaction to crisis
- Has great stamina
- Can ID the problem(s) quickly
- Establishes clear situational awareness
- Works well with ambiguity---perspective, patience
- Manages inter-personal conflict
- Helps diverse disciplines work well together toward a common goal



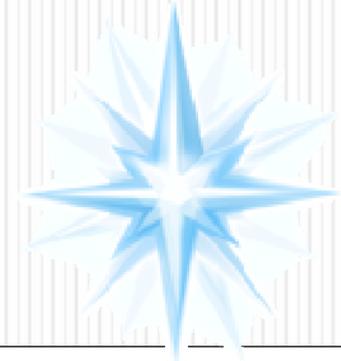
ULTIMATE ACTION OF A META-LEADER

**TO CONNECT THE INTENTIONS
AND WORK OF DIFFERENT
ORGANIZATIONS TO ACHIEVE
A SHARED PURPOSE**



META-LEADER EXAMPLES

- Incident commander
- County emergency manager at emergency operations center convened in disaster
- Hospital emergency management coordinator in a disaster situation at the hospital
- Regional Medical Surge Director working to facilitate a true regional medical surge coalition
(All must work across different organizational or disciplinary boundaries)



CRISIS LEADERSHIP IS META-LEADERSHIP!!

Crisis leadership is:

- **Anticipating, recognizing, responding effectively to elements of crisis event**
- **Influencing others through judicious use of moral, technical, and positional authority**
- **Utilizing system thinking skills, unified decision-making and collective actions**

(National Public Health Leadership Development Network, 2003)



WE ALL NEED TO HONE THESE SKILLS!

SUCCESSFUL CRISIS LEADERS ARE:

- **Proactive**
- **Able to think the unthinkable, and develop a team plan to handle it as well as possible**
- **Prepared personally, and so are their organizations**
- **Able to work to prevent, respond, recover, and LEARN**
- **Able to anticipate stakeholder response**



THE WORD “CRISIS”!

JUST THE WORD EVOKES DISCOMFORT, BUT IT ISN'T ALL BAD! THERE IS DANGER, BUT THERE IS ALSO OPPORTUNITY TO IMPROVE---LESSONS LEARNED MUST BE PRACTICED AND APPLIED!



EXAMPLE OF CRISIS LEADERSHIP

New York's Mayor, Rudolph Giuliani (lame duck mayor with personal and professional problems) became national hero through 5 critical actions:

- 1. Unwavering presence
- 2. Great Communication---honest, timely, frequent
- 3. Exercise of power of his position
- 4. Cheerleader---provided hope
- 5. Provider a vision of a strong New York

“CAN DO ATTITUDE!!”



CRISIS LEADERS ARE:

- **DECISIVE** (even wrong decision promoting action better than doing nothing. Realize they will never have every bit of info, accept there are risks, get recommendations from others, **LISTEN** to their gut feelings)
- **COURAGEOUS** (tell truth under difficult circumstances, make hard decisions, answer tough questions, face unhappy crowds, accept responsibility, accountability)



CRISIS LEADERS ARE:

- **PREPARED** (have done self-assessment, make continuous self-improvement and learning efforts, conduct organizational assessments, have a systems view---big picture, community assessment, intra- and interagency assessment)
- **SKILLED AT ICS AND NIMS**
- **SKILLED IN COMMUNICATION**
- **DEMONSTRATE CARING**
- **FULLY REALIZE A DISASTER IS A MARTHON NOT A SPRINT**



LEADERSHIP QUOTES

- **Lao-Tsu---To lead people, walk beside them....when the leader's work is done, the people say, "we did it ourselves."**
- **Albert Schweitzer—Example is not the main thing in influencing others, it is the ONLY thing.**



THANKS!!

- Comments, questions??



- <http://meta-leadershipsummit.org>