



META-LEADERSHIP: CRISIS, CHANGE, AND HOW TO LEAD WHEN IT MATTERS MOST

Eric J. McNulty

Associate Director, National Preparedness
Leadership Initiative

SESSION ONE: COMPLEXITY

NPLI FIELD RESEARCH



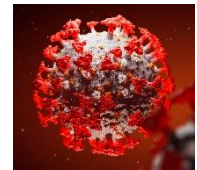
2003



2007
White House



2009
H1N1



2020
COVID-19

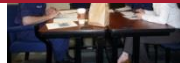
Field Leadership Practices
Translated To Field Leadership Lessons



2005
Hurricane
Katrina



2009
Presidential
Inauguration



2010
Deep Water
Horizon
Oil Spill



2013
Boston Marathon
Bombings Response



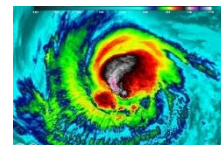
2014
U.S. Ebola Response



2016
Zika Response



2016 - 2017
Cyber-Security

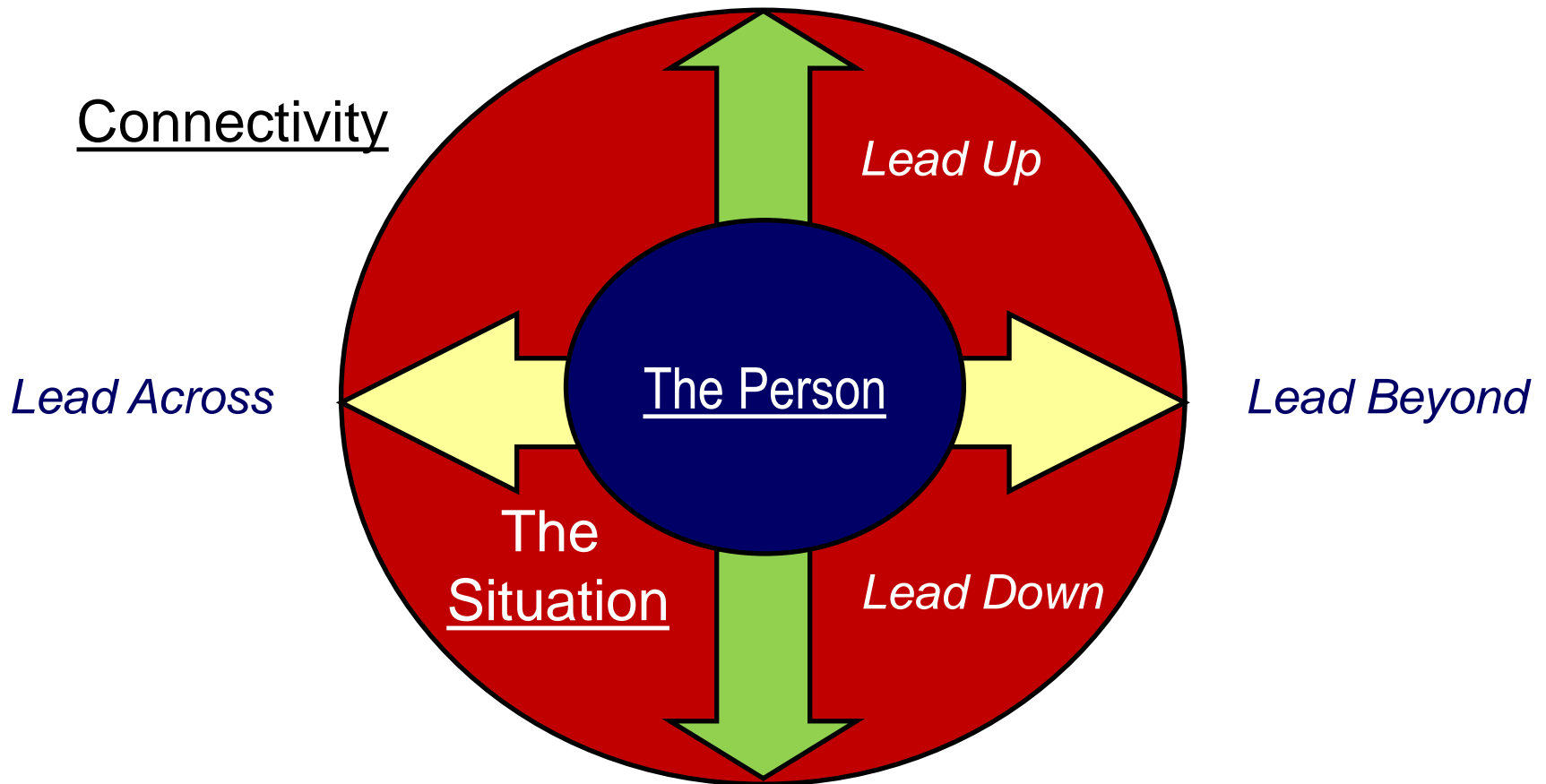


2017 Hurricanes



2019
FEMA

THE THINKING & PRACTICE OF META-LEADERSHIP



“How can I help make you a success?”

TECH INTRO

PollEverywhere:

Text to # 22333

Message: ericmcnulty964

You should get a message
that you are in PollEverywhere


OR

Log into
pollev.com/ericmcnulty964





In THREE words (one at a time) share what you hope to get out of this training.

The background of the slide is a complex, abstract fractal pattern in shades of blue and grey. It consists of numerous overlapping, swirling, and branching lines that create a sense of depth and complexity, resembling a tangled web or a dense network of paths.

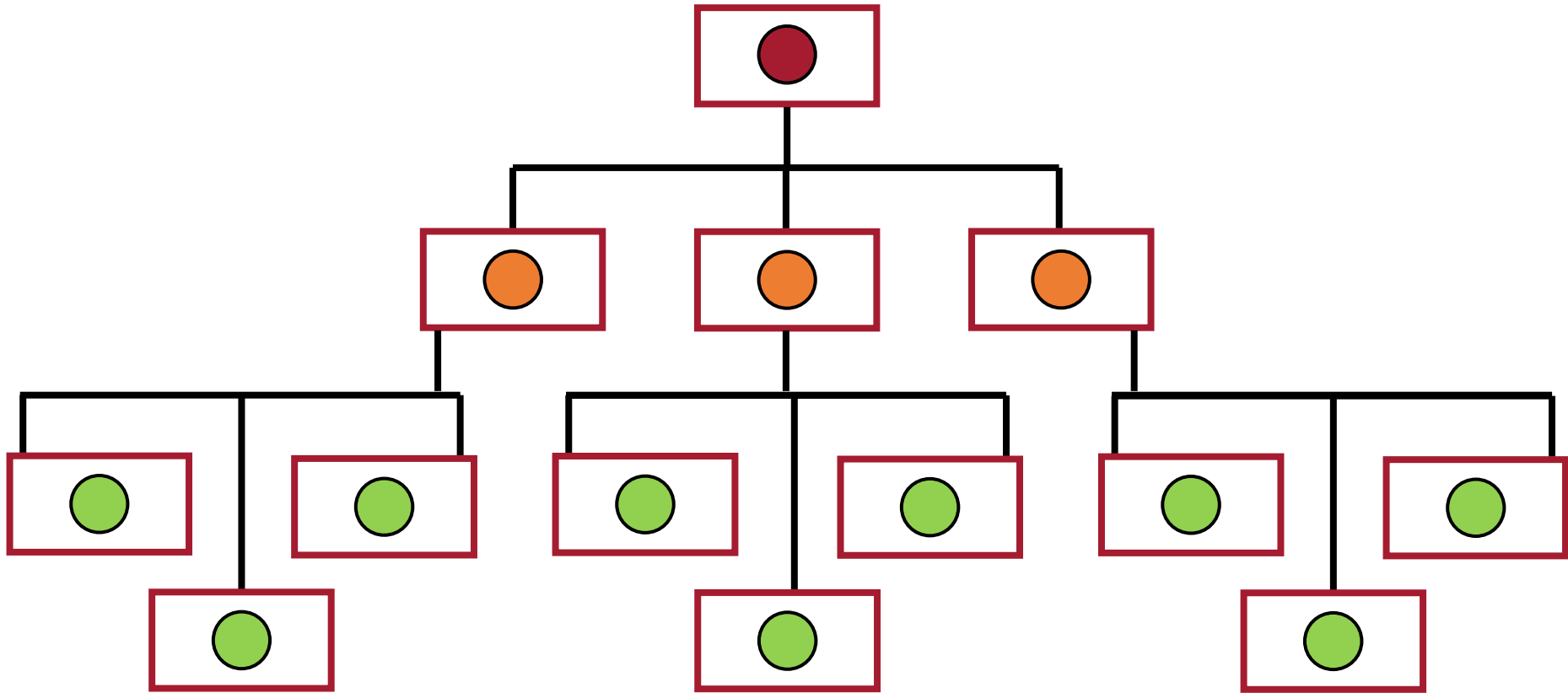
**Is your work getting more or
less complex?**



What is making your work more complex?



CURRENT THINKING



An aerial night photograph of a city, showing a dense network of streets and buildings illuminated by warm orange and yellow lights, with some blue lights scattered throughout. The overall scene is dark, with the city lights creating a complex, glowing pattern against the black background of the night sky.

Today, organizations
look more like this.,

YOU'RE IT!

TURNING
COMPLEXITY
INTO
SOLUTIONS




LEADERSHIP





“People Follow You”

LEADERSHIP ANALYSIS





**In a word or two each, list your top three traits of your
"great" leader.**



**In a word or two each, list your top three traits of the
"not so great" leader.**

A man with a mustache, wearing a blue button-down shirt, is sitting in a black office chair. He is smiling and looking towards the camera. The background is a blurred office environment with other people working at desks. The text "WHO YOU ARE... AND WHAT YOU DO" is overlaid in yellow, bold, sans-serif font across the center of the image.

WHO YOU ARE...
AND WHAT YOU DO



GREAT LEADERS

Surround themselves
with strong people

Consistently ask
the “right” questions

Starting Point:
No one has all of the
answer... And
everyone may have
a part of the answer

GREAT LEADERS

Remain grounded

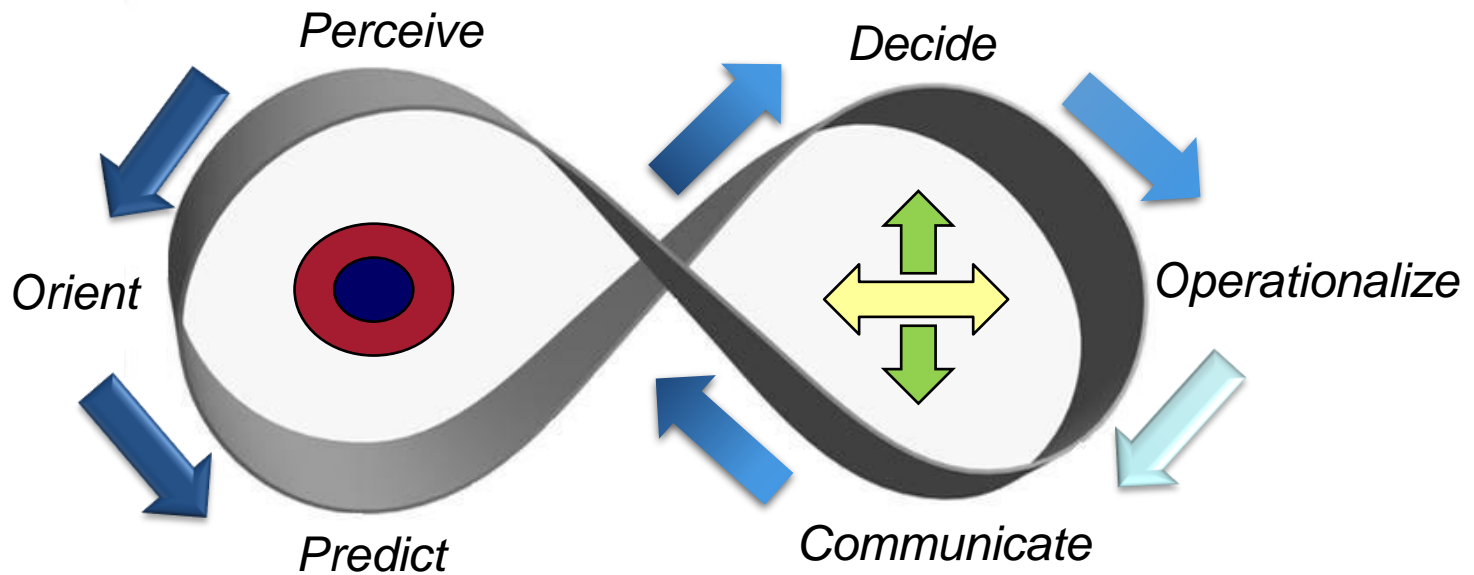
Create islands of
certainty amidst chaos

Model the behavior they
want to see in others



THE POP – DOC LOOP

Establishing Your Leadership Rhythm



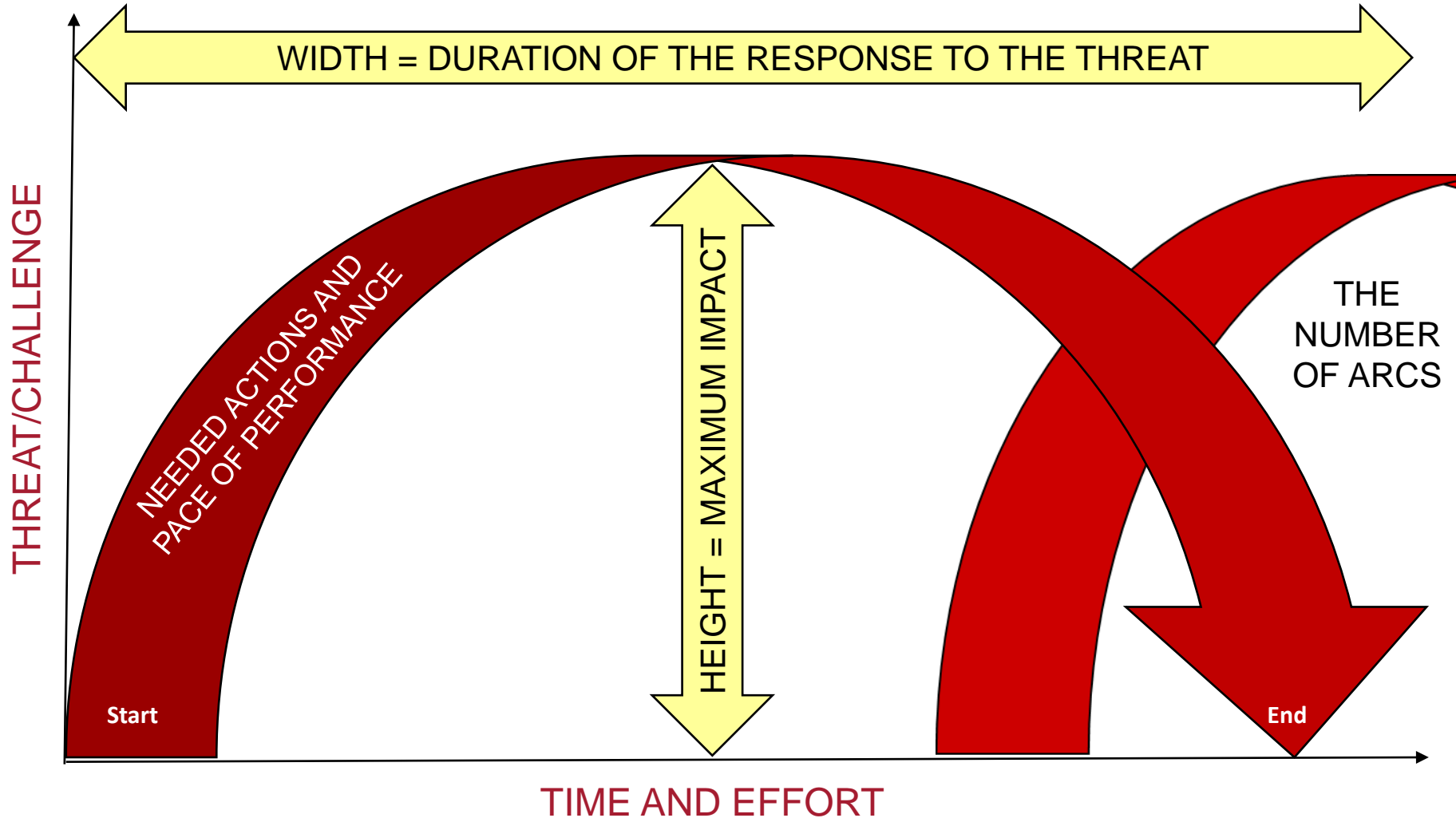
THINKING
STEPS

SYSTEMATIC
TRIAL & LEARN

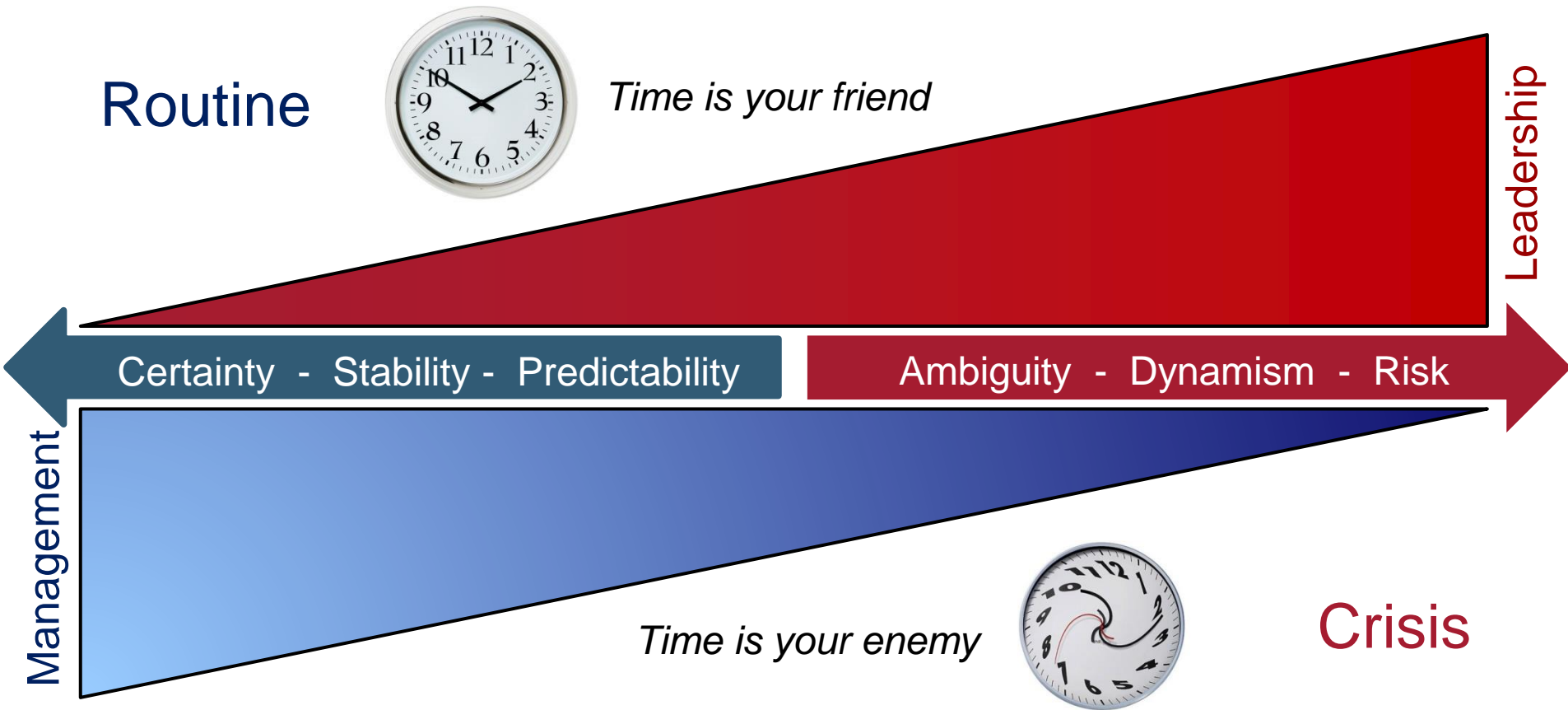
ACTION
STEPS

THE ARCS OF A CRISIS

Leaders Guide & Shape Arcs INTENTIONALLY



ADAPT, RESPOND, ADJUST TO NEW REALITIES





QUESTIONS?

STAYING IN TOUCH

National Preparedness Leadership Initiative

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<https://www.linkedin.com/company/harvardnpli/>





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You're It!

COVID-19 Crisis, Change
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NEW DATES!

npli.sph.harvard.edu

Two New Online Training Programs

- Crisis Leadership: Core Principles & Practices | October 6 - 29, 2020
- Advanced Crisis Leadership: Innovative Strategies & Decisions | November 10 – December 10, 2020

