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


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 MARATHON 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