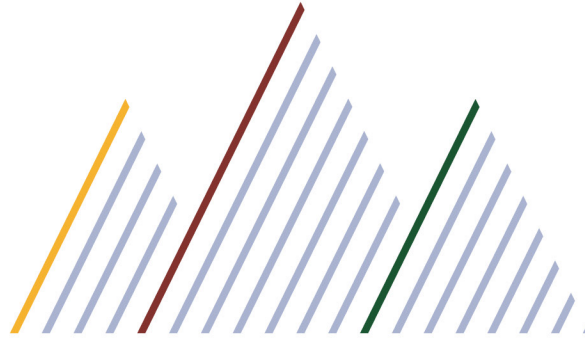


THE WEXNER FOUNDATION



WEXNER SUMMITS
THE NETWORK IN ACTION

SUMMIT ON LEADERSHIP SKILLS:

Where Are You? Tools for Continued Crisis Management with Dutch Leonard

COVID-19, Crisis Management, and Innovation

COVID-19 is a
medical
phenomenon.

The COVID-19 *CRISIS*
goes far beyond that.



How do we
understand the
nature of this event

...

... and what that
implies about our
leadership tasks?

**What characteristics
of this event
make it different
from what you have
seen in past events?**

(chat in a few words)

Physical Realities

Global

Enormous scale

High uncertainty

High stakes

Lives and health

Economy

Unknown duration

...

Physical Realities

Global

Enormous scale

High uncertainty

High stakes

Lives and health

Economy

Unknown duration

...

Implications

No existing plan

Beyond existing resources

Fear and confusion

Goals / Actions

Everyone involved

Politicians

Experts

Media ...

Public

What do we do ...

... when ***no one***
knows what to do?

Major emergencies
are a **VOLCANO**

Major emergencies are a **VOLCANO**

- 1) Issues
- 2) Competing priorities
- 3) Questions
- 4) Decisions
- 5) Tasks
- 6) ...

In *routine* events, all
of those are *familiar*

In *routine* events, all
of those are *familiar*

In COVID-19 ...

**... VIRTUALLY
NOTHING HAS BEEN
(OR WILL BE)
FAMILIAR**

So .. what do we do
... when ***no one***
knows what to do?

**WE HAVE TO FIGURE
IT OUT, IN REAL TIME,
UNDER STRESS**

So .. what do we do
... when ***no one***
knows what to do?

**WE HAVE TO FIGURE
IT OUT, IN REAL TIME,
UNDER STRESS**

This is what crisis
management ***is*** ... and
the way you have been
feeling is how it ***feels***.



A central message
to all of you:
**YOU HAVE BEEN
SPEAKING PROSE
ALL OF YOUR LIFE!**

A central message
to all of you:

**YOU HAVE BEEN
SPEAKING PROSE
ALL OF YOUR LIFE!**

That is:

**You have all been
implementing the
basic concepts of
crisis management (!)**

Let's look briefly at a
few of the key
concepts/ approaches
you all have been
implementing ...

the concepts we teach
when we teach crisis
management



Because we don't
have pre-existing
answers ...

Because we don't
have pre-existing
answers ...

the answer to
every COVID-19
question ...

... is a ***PROCESS***



Three Key Elements:

(I) Structure

(II) People

**(III) Problem-solving
method**

(I) Structure: Critical Incident Management Team

Comprehensive reach

Tracks evolution

Defines questions

Deliberates / Delegates

Communicates

Communication: Stockdale Principles

- (1) Brutal honesty
- (2) Rational basis
for hope

Communication: Stockdale +1 Principles

- (1) Brutal honesty
- (2) Rational basis
for hope
- (3) Empathy

(II) People
Who know your setting
and *organization*
(clients, operations,
suppliers, ..)

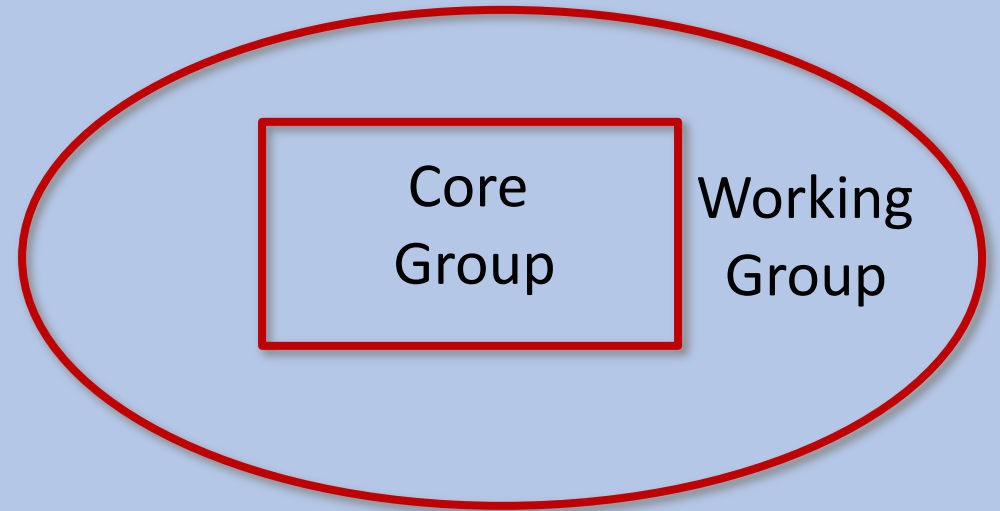
Who understand the
external situation

Who understand the key
values / goals / interests

YOUR MISSION



Team



SME₁

SME₂

SME₃

(III) Problem-solving:

(1) Understand the situation

(III) Problem-solving:

- (1) Understand the situation
- (2) Create options

(III) Problem-solving:

- (1) Understand the situation
- (2) Create options
- (3) Predict outcomes

(III) Problem-solving:

- (1) Understand the situation
- (2) Create options
- (3) Predict outcomes
- (4) Choose the best approach

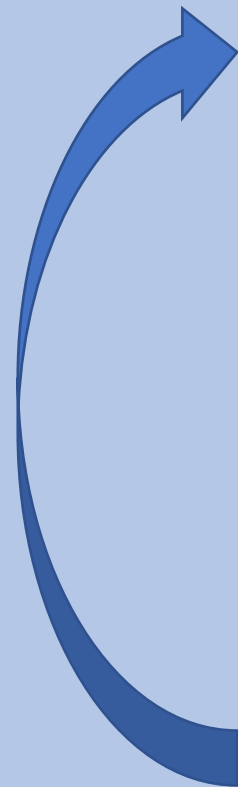
(III) Problem-solving:

- (0) Establish goals and values
- (1) Understand the situation
- (2) Create options
- (3) Predict outcomes
- (4) Choose the best approach

(III) Problem-solving:

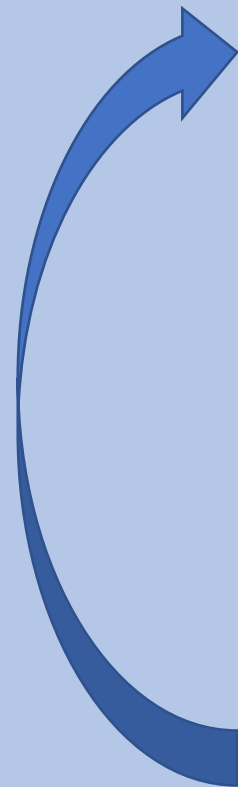
- (0) Establish goals and values
- (1) Understand the situation
- (2) Create options
- (3) Predict outcomes
- (4) Choose the best approach
- (5) Execute

(III) Problem-solving:



- (0) Establish goals and values
- (1) Understand the situation
- (2) Create options
- (3) Predict outcomes
- (4) Choose the best approach
- (5) Execute
- (6) REPEAT

(III) Problem-solving: Agile, Iterative



- (0) Establish goals and values
- (1) Understand the situation
- (2) Create options
- (3) Predict outcomes
- (4) Choose the best approach
- (5) Execute
- (6) REPEAT

Does that look familiar?

It SHOULD!

- (1) OODA Loop
- (2) Rational Action Model
- (3) Generalized Problem-Solving

Does that look familiar?

It SHOULD!

- (1) OODA Loop
- (2) Rational Action Model
- (3) Generalized Problem-Solving
- (4) **CASE METHOD!**

**IV. Execute
Chosen
Actions,
But Treat
Them as
Tentative and
*Experimental***

V. Set Reasonable
Expectations:
Best efforts
Rapid learning
Not everything will
work
We'll keep working ...
until it does

So .. what do we do
going forward ...

... when ***STILL***
no one knows what
to do?

**WE HAVE TO KEEP
FIGURING IT OUT,
IN REAL TIME,
UNDER STRESS**

**What do you see as
the *current* and
oncoming
challenges of this
continuing event?**

Breakout Groups Discussion

**On Return:
One person from your group:
Chat in 1-2 challenges**



**Questions?
Comments?
Observations?**

AT BEST ...
we are now in the
muddled middle

An implication:

**Resist giving
quick answers**

Three Key “Features:”

(1) We *don't* yet
understand the
situation as it is now

(2) The *situation* will
keep changing

(3) The *response* will
keep changing

Watershed Disruptions Generate Permanent Changes

**e.g., “Post-war” changes
to the physical and social
landscape:**

Technology

Trade

Land Use

Real estate

Philanthropy

COVID-19 is a Watershed Disruption

Will accelerate existing trends
New discoveries we won't forget
Telecommuting
Transportation
Land use? Housing? Facilities?

...



Disruptions also
generate enormous
opportunities

The four chapters of COVID-19

- (1) The acute phase
- (2) The muddled middle
- (3) The COVID-19 endgame –
changes wrought by COVID
- (4) A changed **and more rapidly
changing** world after COVID

Beyond this crisis ...

... lies continuous
rapid innovation

***The crisis
leadership skills
you are now
acquiring
are going to be
useful for a long
time to come!***

LOOK FOR OPPORTUNITY

A Rational Basis
for Hope:

Your
Leadership

Resilience
is *adaptability,*
personified



We
systematically
underpredict
our adaptive
capacity

DO
take care

**At best – now at the
start of the middle**

**Don't get worn out on
the first lap**

Self care is critical

**This will continue to be
a marathon**



A sign on a door
here:

We **are** the
professionals

A sign on a door
here:

We **are** the
professionals

This **is** the
bigtime

A sign on a door
here:

We **are** the
professionals

This **is** the
bigtime

This is **not** a
rehearsal

This ***MUST*** be done.

This ***MUST*** be done.

This may be one of the
HARDEST things that we
have ever done.

This ***MUST*** be done.

This may be one of the ***HARDEST*** things that we have ever done.

YOU can do it.

This ***MUST*** be done.

This may be one of the ***HARDEST*** things that we have ever done.

YOU can do it.

ONLY you can do it.



GOOD LUCK
and
GODSPEED

