




Slide 1



“YOU'RE IT!”

META-LEADERSHIP LESSONS FROM
THE BOSTON MARATHON BOMBINGS RESPONSE

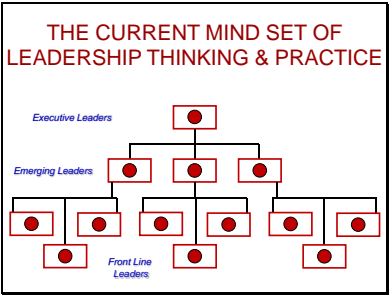


Leonard J. Marcus, Ph.D.

Co-Director
National Preparedness Leadership Initiative

A joint program of the Harvard T.H. Chan School of Public Health
and the Harvard Kennedy School of Government, Center for Public Leadership

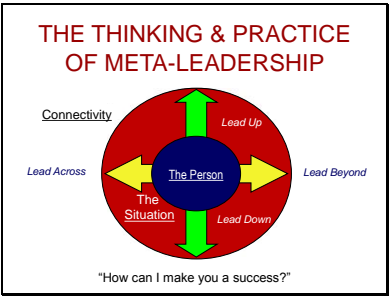
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Slide 3



Slide 4



Slide 5



Slide 6



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NATIONAL

PREPAREDNESS


LEADERSHIP



INITIATIVE

Executive Education Program

Harvard School of Public Health

Harvard Kennedy School of Government







102 HOURS


LEADERSHIP OF THE

BOSTON MARATHON BOMBINGS RESPONSE

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THE FINISH





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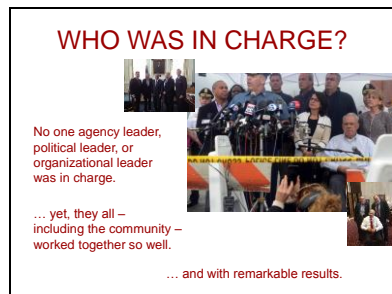
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Slide 11



Slide 12




Slide 13



SWARM INTELLIGENCE

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

Slide 14



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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SWARM LEADERSHIP In Your Work?

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



CASE DEVELOPMENT

Select a problem, mission, opportunity or change you would hope to lead in your system

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SWARM LEADERSHIP: BUILDING SOLUTIONS

Motivation equates to Swarm Participation:
Why will people join?

Swarm Participation is Voluntary:
Orders within organizations work, not across

Participation equates to Success:
Wider engagement = Wider impact

Different operational procedures:
Succeed without imposing control



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1. UNITY OF MISSION



LEADERS CRAFT A
NARRATIVE THAT IS:

Meaningful

Important


Achievable

Autonomy of action for the parts...
... Unity of action for the whole

General Michael Hayden

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2. GENEROSITY OF SPIRIT AND ACTION



LEADERS SET A TONE THAT IS:

Interested – Listening - Curious

Reciprocal – Giving & Getting

This problem is bigger than anyone alone

Assume that no one has the full answer.
Rather, everyone has one part of the answer.

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3. STAY IN YOUR LANE; HELP OTHERS STAY IN THEIRS




LEADERS DEMONSTRATE:

- Credibility and reliability
- Trust and confidence in one another
- Performance: Get their job done

"How can I help you succeed?"

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4. NO EGO, NO BLAME



EMOTIONAL INTELLIGENCE ROLE MODELS:

- Self-Aware - Disciplined - Empathic
- Motivated by the good of the whole over self
- Socially comfortable and engaged: It's about us

"The secret is to gang up on the problem, rather than each other."
Thomas Stalkamp

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5. A FOUNDATION OF TRUST-BASED RELATIONSHIPS



LEADERS KNOW & RESPECT ONE ANOTHER:

- Experience: Crucible events together
- Shared values: Lived and emulated by others
- Time & Collaboration: We are in this together

"Trusting is hard. Knowing whom to trust is harder."
Maria V. Snyder

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SWARM LEADERSHIP
IN PRACTICE


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



A Commitment:

Leaders Working Together

Swarm Leadership Practiced Together

Setting Mutual Expectations

For Themselves & For Others

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APPLYING SWARM LEADERSHIP:
CONNECTIVITY

How can I help make you a success?

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

In Practice

What is the central/convening narrative?

Rising tides lift all boats."

Does every job have someone responsible? Is there role clarity? Is mutual success valued?

Maturity and experience

Trust and confidence in one another.

Across organizations:
Order beyond control

Robust & productive leaders geared
for complex problem solving

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IN TIMES OF CRISIS & EVERY DAY

SWARM
LEADERSHIP

LEADING THRU
SUSPICION

Shared Loyalty to the Mission

Competing Leadership Loyalties

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

1. Competing Missions



2. Focus on "My" Benefit: Selfish

3. Extend Authority and Turf/
Set Others To Fail

4. Promote Me – Blame Others

5. Untrustworthy and scheming

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“YOU'RE IT!”

META-LEADERSHIP LESSONS FROM
THE BOSTON MARATHON BOMBINGS RESPONSE

BREAK

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**WHAT IS YOUR
DEFINITION OF LEADERSHIP?**



“People Follow You”

Slide 30

COLLABORATION

“WHOLE IMAGE NEGOTIATION”

Interdependence - Fit - Collaboration

Imagination

Interest based - Mutual benefits

“W.I.N.”

Slide 31

NEGOTIATION
ASSIGNMENT



Complete the task
as best as you can

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NEGOTIATION
ASSIGNMENT



What happened?

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GAME THEORY

"You know, we've been doing a lot of talking.
Why don't we get a bit of physical exercise.
I'd like you to link up with the person sitting next to you
in an arm wrestling position.
Your task, in thirty seconds, is to get the back of the
hand of the other person down as many times as possible.
Count how many times you get it down.
Wait until I say go."
"GO!"

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GAME THEORY

“WHOLE IMAGE NEGOTIATION”

Interdependence - Fit - Collaboration

Imagination

Interest based - Mutual benefits

“W.I.N.”

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COLLABORATION

Framing

The Frame Outlined What You . . .

Heard

↓

Understood

↓

Did

Information → Actions → Outcomes

How did you interpret (frame) the instructions?

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LEADERSHIP ANALYSIS

Great

You

Lousy

Slide 37



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 part of the answer

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EMOTIONAL INTELLIGENCE


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

- Daniel Goleman

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PERSONAL ATTRIBUTES

- Courage
- Curiosity
- Imagination
- Passion
- Integrity



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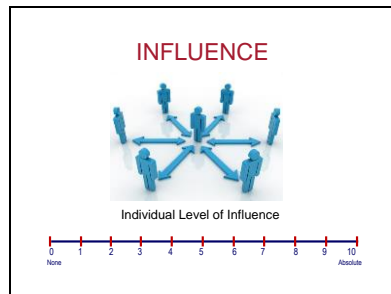
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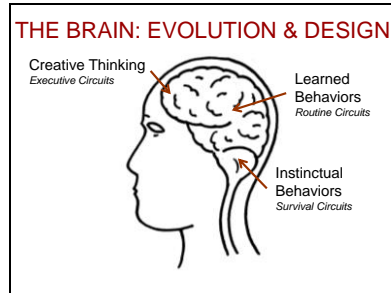
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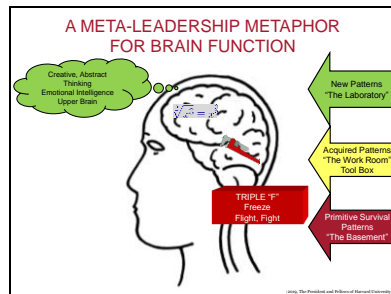
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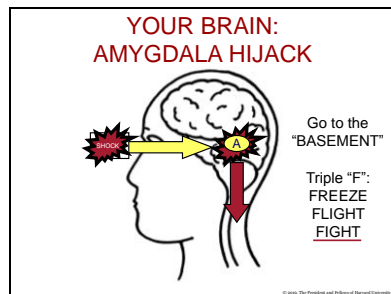
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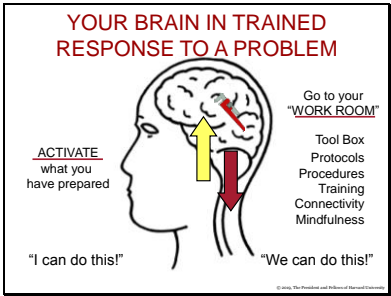
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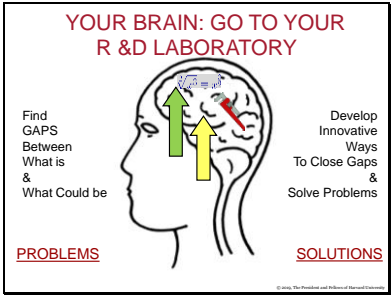
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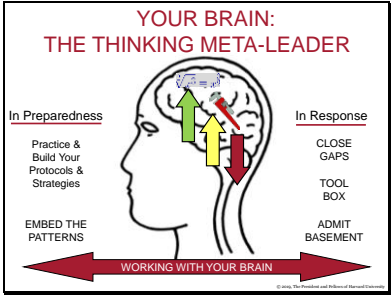
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Slide 50



Slide 51



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Never lead/negotiate when you are
IN THE BASEMENT...

The speech/decision you make
when you are
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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GOING TO THE BASEMENT



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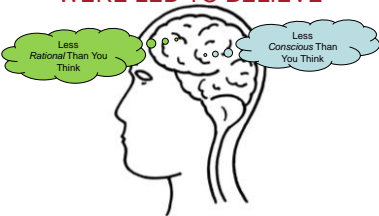
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DISCUSSION QUESTIONS

- Discuss a time you – or even your organization – went to the basement. What happened?
- Discuss a time when you saw particularly high (or low) emotional intelligence from a leader. What were the consequences?

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THE BRAIN: NOT WHAT YOU WERE LED TO BELIEVE



Slide 57

MEET YOUR NEW BOSS



Slide 58

CONFIRMATION BIAS

You prefer information that conforms to what you believe
You demean information that challenges/opposes your beliefs

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SELF-SERVING BIAS

You take the credit when there is success
You blame others or uncontrollable factors when there are failures

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ANCHORING BIAS

You elevate the importance of the first piece of information
That information may overly influence decision-making

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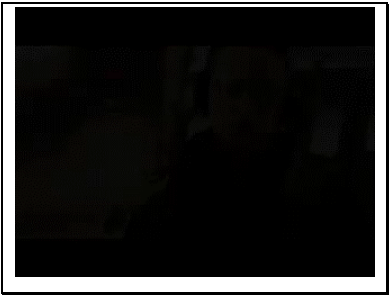


"YOU'RE IT!"

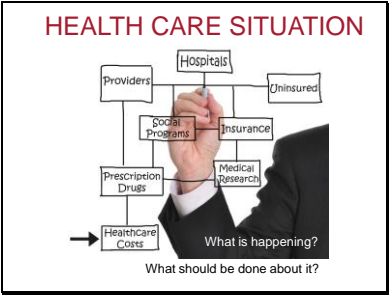
META-LEADERSHIP LESSONS FROM
THE BOSTON MARATHON BOMBINGS RESPONSE

LUNCH

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SITUATIONAL AWARENESS:

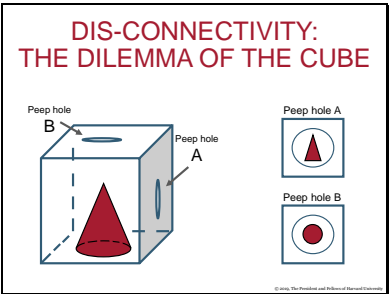
- PICTURE of a Problem/Clarity
- Information: Incomplete & changing
- Problem & Picture develop in stages: Anticipate & Articulate - Trends
- Complexity: ONE problem is MANY different problems

Problems

Opportunities

Crises

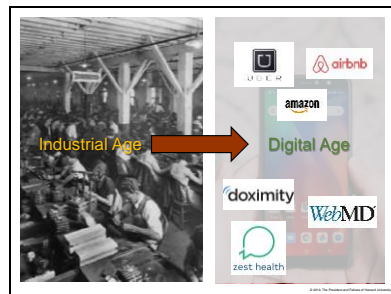
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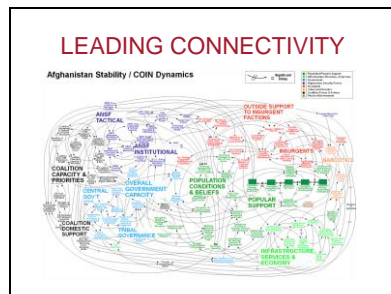
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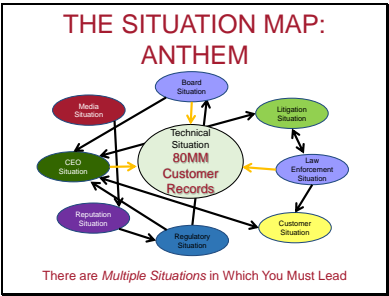
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**SITUATIONAL AWARENESS:
RISK FILTERS**

A

Pay \$\$\$

Get \$\$\$

B

Decision analysis: What criteria influence your decisions?
Same INFORMATION – Different interpretations & actions

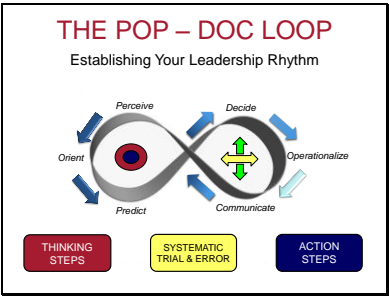
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**TIMING AND
ANTICIPATION**

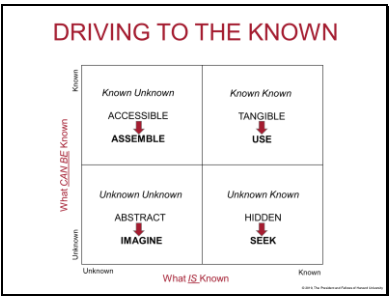
"Skate to where
the puck is
going to be."
- Wayne Gretzky

"You miss 100% of the shots you
don't take."

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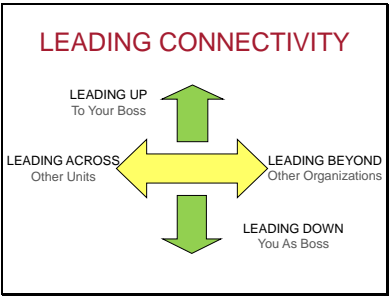


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DISCUSSION QUESTIONS

- Did you choose Door A or Door B? Did it change when you were paying or getting? What does this say about you?
- How intentionally do you drive to the known? How do you do it?

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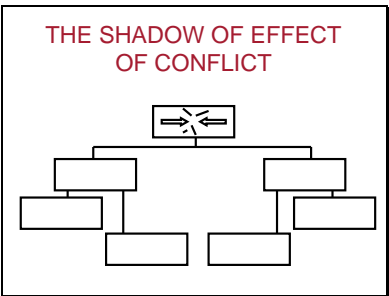
LEADING DOWN: YOU AS BOSS

You

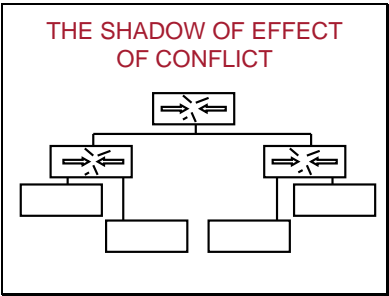
Your Subordinates

- Build leadership capacity throughout
- What can I do to make you a success?
- Building your team: "Dogs that hunt"
- You are learner and teacher

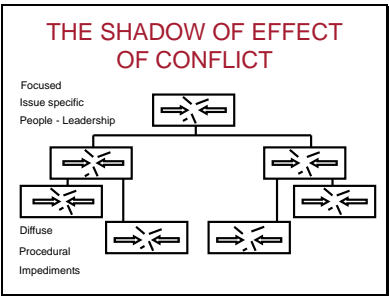
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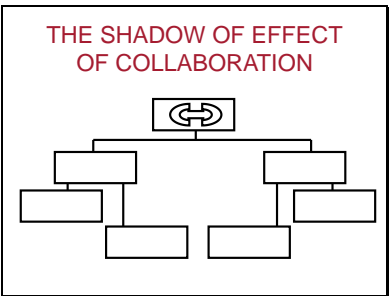
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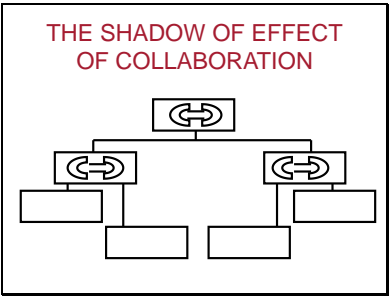
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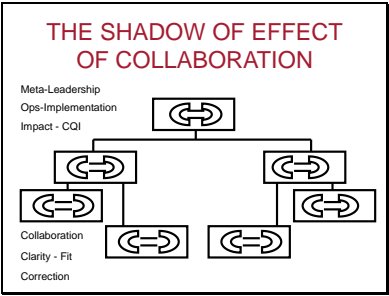
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DISCUSSION QUESTIONS


- In what ways does the "shadow effect" of conflict and/or collaboration apply to your health system?
- What do you perceive to be your greatest strength as a boss? Your greatest weakness?

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LEADING UP: TO YOUR BOSS

- Being a great meta-follower
- Create balance: Trust/Confidence
- Prioritize problems and decisions
- "Truth to Power"

Your Boss




You

Slide 86

LEADING UP: TO YOUR BOSS

- Information: What and how does your boss want to get info?
- Decisions: How are they made – information, who, tracking?
- Expectations: What are your boss' performance expectations for you?
- Pressures: What shapes your boss' (and your boss' boss') worldview?

Your Boss




You

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LEADING UP AND DOWN

Your Boss



Your Staff

VERTICAL CONNECTIVITY
IN YOUR ORGANIZATION

Meta-Leadership
Meta-Followership

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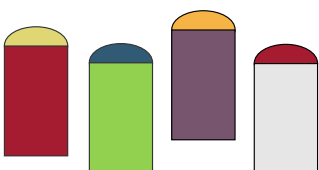
DISCUSSION QUESTIONS

- "Who" is your boss – person & position?
- What works & does not in leading up?

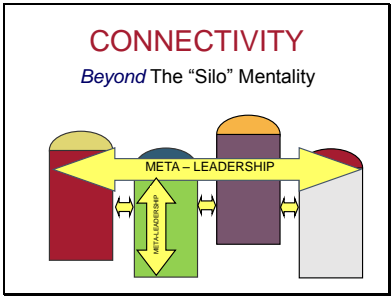
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DIS-CONNECTIVITY

The "Silo" Mentality



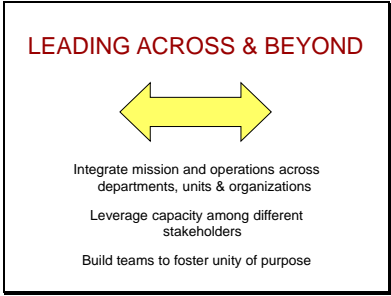
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DISCUSSION QUESTIONS

What are your health system cross-silo problems that could be solved by better connectivity?

What are your health system cross-silo opportunities that could be solved by better connectivity?

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BARRIERS TO NEGOTIATING TEAMWORK



How do you value what you "get"?



Perceptions

What you "fight" for?

What you get "easily"?

The value of the OUTCOME is linked to the PROCESS

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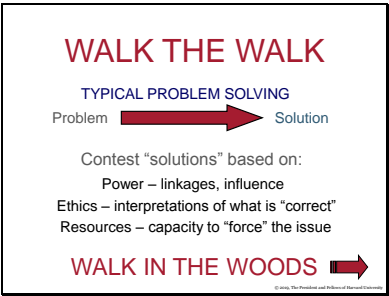


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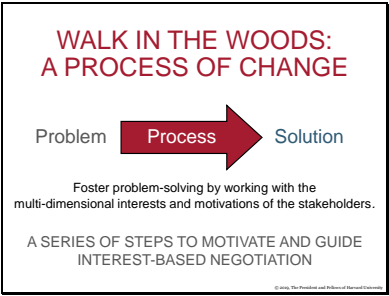
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BREAK

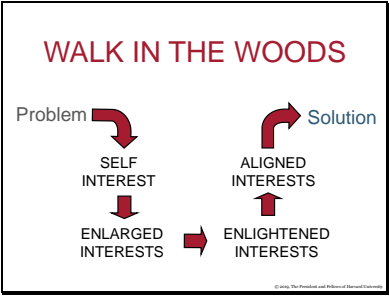
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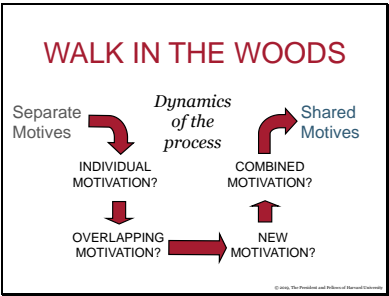
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WALK IN THE WOODS

Setting the Table

Who are the **STAKEHOLDERS**?

What are their **INTERESTS**?

Questions: Among stakeholders, what are **LINKAGES & FRICTIONS**?

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WALK IN THE WOODS

Starting the Conversation

YOUR self interests

HEAR others' self interests

Encourage **ACTIVE** listening – **DIALOGUE**

Understanding **DISTINGUISH** legitimate self interests from the "selfish"

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WALK IN THE WOODS



ENLARGED INTERESTS

What are the themes of:
AGREEMENT?
DISAGREEMENT?


How might issues be
REFRAMED
to create
NEW OPTIONS & SOLUTIONS?

Questions:

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WALK IN THE WOODS



ENLARGED INTERESTS

What are people saying?

"If we agree on so much, we've got to be able to figure this out."
"I had no idea that you felt the same way about X."
"All these points of agreement: these are why I get up to come to work here every morning."

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ENLARGED INTERESTS: TECHNIQUE

Distinguish
CHOICES
and
CONSEQUENCES

Identify and integrate each choice,
good and bad:
Seek common ground

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WALK IN THE WOODS

Problem

SELF INTEREST

ENLARGED INTERESTS

LEARNING STEPS

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WALK IN THE WOODS

What NEW IDEAS can you
IMAGINE? BRAINSTORM?

"NO COMMITMENT ZONE"

How would you
CATEGORIZE
these ideas into
"LISTS?"

ENLIGHTENED INTERESTS

Questions:

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WALK IN THE WOODS

What do we AGREE UPON?

1

"LISTS?"

2

What do we DISAGREE UPON?


3

ENLIGHTENED INTERESTS

Questions:

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WALK IN THE WOODS IN PRACTICE

 ENLIGHTENED INTERESTS

New Hope,
New Motives
& New Momentum

LIST EXERCISE exposes the range of options

PRACTICE ACHIEVING mini-agreements:
Mutually beneficial options
Mutually rejected options

GENERATES NEW FOCUS on what is achievable


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WALK IN THE WOODS

TRANSITIONING FROM

ENLIGHTENED...

 Deal Breakers

1

2

3

Deal Makers

... TO ALIGNED INTERESTS

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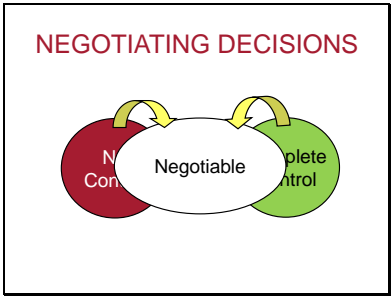
NEGOTIATING DECISIONS

No Control

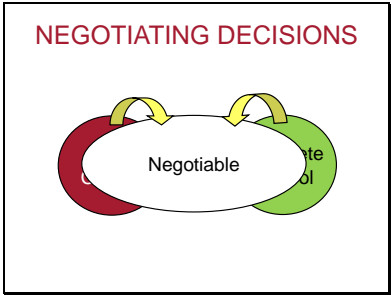
Negotiable

Complete Control

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WALK IN THE WOODS

What does each stakeholder want to "GET"?

What is each stakeholder willing to "GIVE"?

What are possible GAIN OPTIONS?

How might you redefine MUTUAL "SUCCESS"?

ALIGNED INTERESTS

Questions:

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WALK IN THE WOODS

"SUCCESS"

"How do you define success?"


For Multiple Stakeholders

The Aligned Interests Formula:

When you succeed, I succeed

When I succeed, you succeed

ALIGNED INTERESTS



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ALIGNED INTERESTS: TECHNIQUE


Appropriately memorialize or record the agreement

Celebrate the accomplishment!


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WALK IN THE WOODS


ACTION STEPS



ENLIGHTENED INTERESTS



ALIGNED INTERESTS



Solution

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WALK IN THE WOODS
IN PRACTICE

LEADING A "WALK"

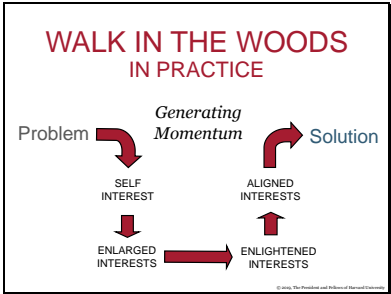
Explain the purpose

Create the background: the "Geneva" story

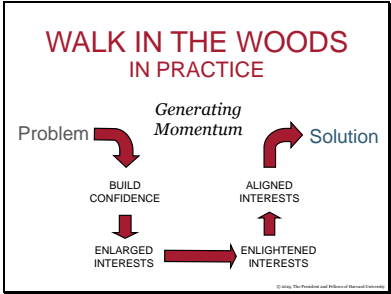
Describe the process, step by step

Create a picture for the outcome

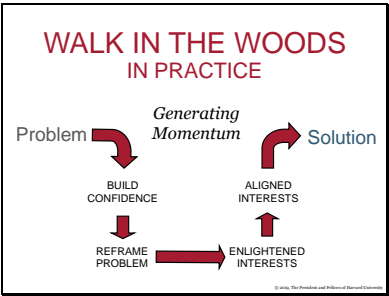
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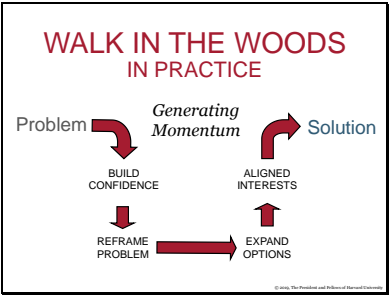
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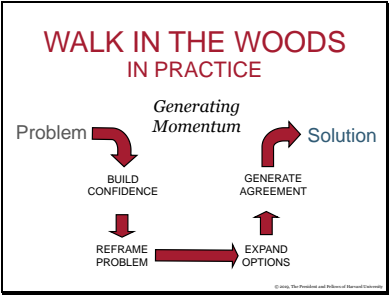
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Slide 123



Slide 124

WHY
"THE WALK IN THE WOODS" ?

Negotiators focus on solutions:

The "Walk" focuses on *process* toward *solutions*

The "Walk" serves as *systematic guide*

...for both leader (mediator) and participants

The "Walk" *metaphor* focuses attention on *perspective* & *multi-dimensional* aspects of the problem.

"Leave the conflict; go someplace else"

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WALK IN THE WOODS

What you seek to discover as the guide to process

Separate Motives

Uni-Dimensional Two Dimensional

Multi-Dimensional Perspectives

INDIVIDUAL MOTIVATION?

OVERLAPPING MOTIVATION?

THE PROCESS

SHARED MOTIVATION?

Multi-Dimensional Solutions

New Dimensions

Shared Motives

Dynamics of the process

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MOVE FROM STEP TO STEP
AFTER MAKING REAL PROGRESS

Problem

Be flexible

Solution

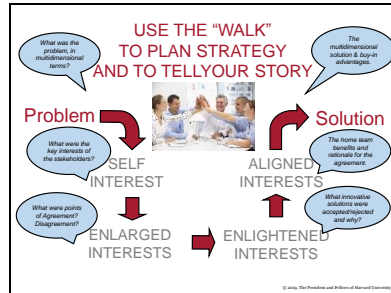
SELF INTEREST

ENLARGED INTERESTS

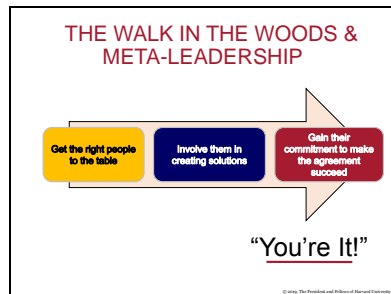
ALIGNED INTERESTS

ENLIGHTENED INTERESTS

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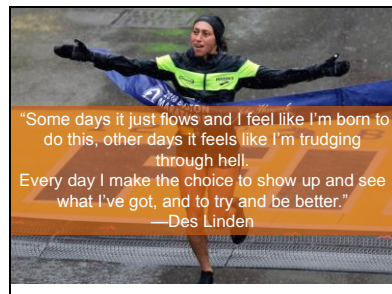
NEGOTIATION WISDOM

The Art and Practice of Multi-Dimensional Problem Solving

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