

Principles of Swarm Intelligence Applied to the Boston Marathon Bombings Leadership Response

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Principle of Swarm Intelligence	Application to the Boston Marathon Experience	Applications to General Leadership Practices
1. Unity of mission	"Save lives!"	What does your team strive to accomplish? What are the shared purpose, motivation, and set of objectives?
2. Generosity of spirit and action	"Whaddya got? Whaddya need?"	Are your team members motivated to make the necessary investments to get the job done? What would further motivate them? Do they see a return on investment for their altruistic, professional, and personal objectives?
3. Stay in one's lane and assist others to succeed in theirs	"I focused on my tasks confident that others would accomplish theirs."	Do all tasks have someone equipped and responsible? Is there role clarity? Are leaders oriented to build connectivity of effort at both executive and operational levels of the enterprise? Is mutual success valued?
4. No ego—no blame	"No one took credit. No one pointed fingers."	What is the emotional intelligence of leaders? Are they able to stay calm in a crisis or in confronting a complex problem? Are people valued and do they value others?
5. A foundation of trusting relationships	"I knew other leaders involved, and they knew me."	Do leaders have confidence in the integrity, capabilities and commitment of one another? Do they share a sense of social familiarity and comfort? Do they behave predictably in the midst of a fluid or chaotic situation?