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Leadership Challenges in Emergency Management
A Moderated Panel Discussion

with

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(Note: You must use the Live Meeting Client to access one-way audio broadcast)

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Why is Leadership Important for Emergency Management?



- Traditional notions of leadership no longer serve us
- We all share responsibility to contribute effectively
- Leadership can be demonstrated in many ways
- Leadership skills can be learned and developed

***"Leadership and learning are indispensable
to each other."***

- John F. Kennedy

What Is Emergency Management Leadership?



- Crisis leadership?
- Collaborative leadership?
- Servant leadership?
- Transformational leadership?
- All of the above?

"Example is not the main thing in influencing others, it is the only thing." - Albert Schweitzer

What Can We Learn from the Federal Senior Executive Service Leadership Model?



Executive Core Qualifications (ECQs)

- ECQ #1: Leading Change
- ECQ #2: Leading People
- ECQ #3: Results Driven
- ECQ #4: Business Acumen
- ECQ #5: Building Coalitions

Source: U.S. OPM,
Guide to Senior Executive Service Qualifications
http://www.opm.gov/ses/references/ses_qual_guide_2006.pdf



Selected Leadership Links

- Collaborative Leadership
http://tamarackcommunity.ca/CL_index.html
- Center for Creative Leadership
<http://www.ccl.org/leadership/index.aspx>
- The Community Leadership Association
<http://www.communityleadership.org/dnn/>
- Center for Servant Leadership
<http://www.greenleaf.org/>
- Emotional Intelligence
<http://www.eiconsortium.org/index.htm>
- Emotional Intelligence and Emergency Response
<http://morethansound.net/wordpress/?p=36>

General Thoughts



- Everyone is a leader, not just supervisors—Start with yourself
- There are all types of leadership styles. The most important thing to do as a leader is to be yourself
- Emergency managers are leaders—even if they don't want to be
- The act of functioning as a leader will help you lead in the future
- Mistakes will be made, learn from them and grow as a leader.



Leadership Challenges in Emergency Management

- Responsibility—but no authority
- Benign neglect
- Reporting relationships
- Setting expectations: How “ready” do you say you are?
 - Public
 - Elected Officials
- Who gets along with who?



Command Myth

- ICS—NIMS Incident Commander
 - Field – Yes
 - EOC – Maybe not
- Multi-agency, Multi-jurisdictional environments
- Coordination vs. Command
- Facilitated leadership
- Must have relationships in place before an event



Challenge: Setting Work Priorities

- #1--Have a disaster response plan
- #2--Have a response capability
 - Staff
 - Facility
 - Training
 - Conduct exercises
- Mitigation plan, recovery plan, Panflu plan, dam failure plans, public education, Homeland Security grants, logistics and resource management, HAZMAT, HIVA, equipment maintenance, etc., exercises for all of the above, staff administration



Leadership Styles and Emergency Management

Leadership Style	Characteristics	Phase of Usefulness	Phase Where Can Be Problematic
Autocratic	Strong leader Clearly in charge	Incident commander at Incident site	Recovery – when consensus is needed
Laissez-Faire	Let people do their own thing	Widespread response when communications are difficult	Mitigation – when leadership is needed to encourage difficult steps
Collegial	Let's all get along Consensus decision- making	Planning – when all sides need to be heard and considered Recovery – when divergent groups need to reach consensus on best overall path	Response – when quick actions are needed



Management Styles

Examples of Former Presidents

- **Harry S. Truman:** “Not all problems can be solved, but they can all be decided.”
- **George Bush, Sr.** is described by close associates as, “ the quintessential man of the moment’, who rarely dealt with problems unless they are forced upon him, yet who tended to be a brilliant crisis manager.”
- **Jimmy Carter** had daily meetings on the Iranian hostage crisis for over a year, but failed to formulate a cohesive policy.

*From Boin , et al, “The Politics of Crisis Management: Public Leadership Under Pressure” Cambridge U. Press, 2005



Some Insights into Obama's Management Style

- “Being president is not making sure that schedules are being run properly or the paperwork is being shuffled effectively. It involves having a vision for where the country needs to go.”
(Obama, January 15, 2008 Democratic debate)
- “So many people are helping shape my views and opinions. I like a table with many viewpoints to question my assumptions.”
(Obama interview, as quoted on Brian Lehrer show, WNYC, 10/28/08)
- Obama's selection of Joe Biden resulted from weeks of deliberation, and was a choice for the long-haul, a steady hand to help govern; like at the Harvard Law Review, when Obama surrounded himself with people who had divergent points of view. (David Mendell, Brian Lehrer show, WNYC, 10/28/08)

Emergency Management Priorities for the Next Administration



(Benini personal view)

1. Resolve ambiguity between “emergency management and “homeland security”
 - ✓ They are different facets of the same thing
 - ✓ Clear up funding parameters so grants make sense and can be used to greatest benefit
 - ✓ Complete a true National Response Plan, so we all know what to expect from each other

Emergency Management Priorities for the Next Administration



(Benini personal view)

2. Develop National Catastrophic Incident Response capability
 - ✓ Impacts of climate change
 - ✓ Continued terrorist threat
 - ✓ Involves ALL elements of society

Emergency Management Priorities for the Next Administration



(Benini personal view)

3. Focus on making systems and communities inherently resilient
 - ✓ Takes mitigation to the next level
 - ✓ Uses technology to greatest advantage
 - ✓ Saves money over the long run