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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*

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

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

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