# The “Rules”

<table>
<thead>
<tr>
<th>Rule</th>
<th>Short Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The No Asshole Rule</td>
<td>No one is so good that bad behavior can be tolerated. There is no such thing as a brilliant jerk that contributes enough to outweigh the bad things that come with having them on the team.</td>
</tr>
<tr>
<td>Relentlessly Persistent, Positive Action (Bias towards action)</td>
<td>It’s too easy to get bogged down. Leaders and individuals need to ensure that actions are done and that a culture that has a bias for action is present. Inaction or tactical pauses are important, but any stoppage should be a deliberate choice. Keep the initiative.</td>
</tr>
<tr>
<td>Be Kind</td>
<td>Life is hard. Be kind. This isn’t the same as being nice, this is about doing substantive things to take care of your teammates and their friends and families.</td>
</tr>
<tr>
<td>Be Polite (Have manners, This is different than kindness)</td>
<td>Manners are the grease that helps things work. Being polite makes the world easier.</td>
</tr>
<tr>
<td>GOYA</td>
<td>Get off your duff. Don’t wait for things to come to you; you aren’t the center of the universe, even your own. If things seem like they’re too quiet; they are too quiet. Go and find out why. The absence of a signal is oftentimes a signal.</td>
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### Rules, cont’d…

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<tr>
<td>Have a plan - know where you are, where you’ve been, where you’re going and write it down</td>
<td>It’s hard to share the things that are only in your head. When you take the time and effort to put your thoughts on paper or on electrons you may just surprise yourself by how much you know or how good your insights are.</td>
</tr>
<tr>
<td>Share yourself</td>
<td>Be open to having real, personal relationships at work. Let people in and let them see who you are and what’s important to you.</td>
</tr>
<tr>
<td>Forgive and Let Go</td>
<td>We hold onto past hurts far too often. In my experience when we hold onto those old injuries, they keep a power over you – and they keep hurting you afresh. That pain and anger can be addictive. It’s best to let it go and forgive. These are choices only you can make.</td>
</tr>
<tr>
<td>Meet people and organizations where they are</td>
<td>Not everyone is ready for the varsity squad the first time they suit up, help them get ready. Not every partner or customer has the same skills or competence, meet them where they are. This is literal and a metaphor - In my life I meet our partners in their offices and in their cities and counties.</td>
</tr>
<tr>
<td>T-O-G-E-T-H-E-R. We are all in the same boat.</td>
<td>Just a reminder. We are one tribe. Find common ground.</td>
</tr>
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Rules, cont’d…

| Rule                                                                 | Short Explanation                                                                                                                                                                                                 |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
| Operate Jointly. We need to work jointly. Each knowing the other’s role(s) | Collaboration is difficult. It will take sustained effort and knowledge of what’s important to each person and organization.                                                                                   |
| We don’t grow mushrooms here. Be inclusive                           | Don’t keep people in the dark and don’t feed them manure. Information sharing and inclusion are important.                                                                                                       |
| I left a message is never a good enough answer (nor is I sent an e-mail) | Close open loops. An action isn’t completed, and a loop isn’t closed until they are, and messages and e-mails aren’t good enough.                                                                               |
| Read everything you can get your hands on                            | Own your own development and understanding of the world.                                                                                                                                                           |
| Be a grateful person                                                 | There are blessings and good things everywhere. Make sure you can see them and that you acknowledge them. Catch your teammates doing good things.                                                                |
Ideas about Leadership

Leadership is important

All of us here today are in positions of authority.

• This is serious responsibility.
Questions

What is Leadership?

Who here is a leader?

- Who else in your organization is a leader?
  - Are you the only one?
  - Who thinks they’re a great leader?
  - Why? Why not?
  - Who has room to improve?
Leadership is a multiplier of effects; with it, organizations are focused and synchronized, resources are used more efficiently, people become energized and motivated, and missions are more likely to achieve desired outcomes.

An organization with effective leadership has a clear purpose, common methods, and ordered processes; sustains itself; and accomplishes its missions.

Effective organizations rely on leaders to balance uncertainty, remain flexible, and provide a climate where subordinates have the latitude to explore options.
What is Leadership?, continued

- Taking care of people involves creating and sustaining a positive climate through open communications, trust, cohesion, and teamwork.
- In my opinion, the best leaders have a foundation of values:
  - That serve as a baseline, a foundation, a core of who they are, what they do and what they stand for...
    - Army values Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (LDRSHIP)
    - Boy Scouts – Trustworthy, Loyal, Helpful, Friendly, Courteous, Kind, Obedient, Cheerful, Thrifty, Brave, Clean and Reverent
    - Attention to Detail, Professional, Safety Oriented, Team Oriented, Performance Driven, Self-Disciplined, Adaptable, Work with a Sense of Urgency, Honest
Managers and Leadership
What we do is important

- Managers (leaders) account for 31% of their team’s effectiveness
  - DeRue, et al., “Trait and behavioral theories of leadership: an integration and meta-analytic test of their relative validity”, University of Michigan, Ross College of Business

- Studies show that people with bad bosses are unhealthier, die younger and are, generally, much less happy
  - Slopen N, Glynn RJ, Buring JE, Lewis TT, Williams DR, Albert MA (2012) Job Strain, Job Insecurity, and Incident Cardiovascular Disease in the Women’s Health Study: Results from a 10-Year Prospective Study. PLoS ONE 7(7): e40512. doi:10.1371/journal.pone.0040512
  - Porath, “No Time to Be Nice at Work”, NY Times,
    - [http://www.nytimes.com/2015/06/21/opinion/sunday/is-your-boss-mean.html?_r=0](http://www.nytimes.com/2015/06/21/opinion/sunday/is-your-boss-mean.html?_r=0)
Cultivate the Conditions for Growth

- Create Good Self-Fulfilling Prophesies
- Cut each other some slack
- Believe the Best about each other and their motivations
- Help each other get better
- Be disciplined, be willing to be uncomfortable
  - Have Difficult Conversations
  - Don’t look for silver bullets. There is no magic potion. It is persistent, hard work and being honest with ourselves that will get us better
- Coaching – get it when you need it,
  - Give it often: coach your employees and your peers
Mantle of Leadership / Mask of Command

- Be usefully inauthentic
  - What if the “Real” you violates the first rule?
  - Many of us don’t “know” ourselves
  - You may just not “be feeling it” on any given day - It’s not about you

“Leaders need to be true to what the situation demands and what the people around them want and need, each of us plays a number of different roles in our lives, and people behave and think differently in each of those roles, so demanding authenticity doesn’t make sense.” - Jeffrey Pfeffer
A useful framework
Meta-Leadership’s 5 Dimensions

1. The Person
   - Hold a mirror to yourself as a leader

2. The Situation
   - Your picture of the event must constantly adjust

3. Lead the Silo
   - Support your staff so they will support you

4. Lead Up
   - Know your boss’s priorities and deliver

5. Lead Across
   - Create leverage by building links
The easiest and most dangerous thing

1. The easiest thing to do is BS yourself

2. The most dangerous thing you can do is BS yourself
You can improve your leadership

- If you believe you can change, you can
  - If you don’t think you can, well...

- It takes time (but that can’t be an excuse)

- It takes discipline

- Measure it - If you want to make sure you’re getting better, you need to measure your performance
We are what we repeatedly do...

“We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.”

- Not Aristotle

[Will Durant’s elegant distillation of Aristotle’s thoughts in Nicomachean Ethics as told in Durant’s The Story of Philosophy]

LEADERSHIP is a habit. You can build the skills and disposition needed to be a superb leader.
Leadership is a Habit. Not a single act.

- You can get better
- Take it day-by-day

- Listen
  - Practice Active Listening
  - Summarize what you’ve heard

- Be clear in your communication
Leadership is a Habit

- Jerry Seinfeld
  - Writes a joke every day
  - No matter what
  - Don’t break the chain
Leadership is a Habit

A habit tracker is a way for you to measure those things you need to measure to improve your leadership.

It helps you guard against BS-ing yourself.

Gives you a clear metric of what inputs you're doing well at and what you need to improve.
Getting on track.

It’s hard to change

- Momentum / Inertia – work against us
- Embarrassment – it can be embarrassing to realize or admit that we are not perfect
- Habits – many of us have bad habits or a lack of good habits
- Requires that we get over ourselves

The impact we have on each other

- We hold each other back or we lift each other up
- The Parable of “Jeffrey Shay” or Private Snuffy

Requires that we get over ourselves
Leadership is something that takes time to develop through disciplined, consistent, intentional work.

Managers shape the culture of their team by being:
- Consistently engaged, even when it is hard to be
- Clear regarding guidance and expectations
- Available – know your team:
  - Professionally
    - Strengths
    - Weaknesses
  - Personally
    - Why do people act the way they do?
- Honest:
  - Provide regular feedback (good or bad)
  - Set small goals to build confidence and eagerness (for you and your team)
Getting on track.

Actions

- Show Up as a Leader
- Check in with your teams
- Daily communication
- Own the message. (Organizational Loyalty and Personal Integrity)
- Model the Behavior
- Be a person of gratitude
- Don’t be a “wimpy kid” - Follow Up. Clarify. Redirect.
(Mostly) Non-EMA Reading List for Leaders

- Mindset (Carol Dweck)  [http://a.co/9H02C4H]

- Must Reads by the Heath Brothers (Chip and Dan)
  - Made to Stick [http://a.co/f64nAYN]
  - Switch [http://a.co/7XiGnVg]
  - Decisive [http://a.co/arXi88R]

- John Kaplan [click here]
  - Leading Change
  - Heart of Change

- Death by Meeting (Lencioni) [click here]
Reading List, continued

- Brief, Joseph McCormack
- Creative Confidence, Tom & David Kelley
- Appreciative Inquiry, Frank J. Barrett
- Hope is Not a Method, Gordon Sullivan
- Thinking, Fast and Slow, Daniel Kahneman
- Power, Jeffrey Pfeffer
- The Recognition-Primed Decision Model, Klein, et al.

Emergency Management Centric
- The Human Side of Disaster, Thomas E. Drabek
- Mission Improbable: Using Fantasy Documents to Tame Disaster, Lee Clarke
- Brave New War, John Robb
- Heat Wave: A Social Autopsy of Disaster in Chicago, Eric Klineberg
- Black Swan (Nassim Taleb)
- The Unthinkable (Amanda Ripley)
Own your own development

- **Read**
  - Meta-Leadership: A Primer [https://npli.sph.harvard.edu/meta-leadership-2/](https://npli.sph.harvard.edu/meta-leadership-2/)

- **Watch TED Talks**
  - [https://www.ted.com/topics/leadership](https://www.ted.com/topics/leadership)

- **Courses**
  - Free. Coursera.

- **Find Mentors**
  - Find a personal board of advisors. They should be those reflect the best of you and what you know. They should be people that will be honest with you no matter what.
  - Ask lots of questions. Listen. Take lots of notes. Listen.
What does this have to do with Leading in a Crisis?

▶ You will perform in a crisis as you have prepared yourself and your team(s) to have performed.

▶ In the military this is often communicated as
  ▶ TRAIN AS YOU FIGHT
    ▶ “We don’t rise to the level of our expectations; we fall to the level of our training.” - Archilochus, Greek Poet
In a Crisis

- Things will be more difficult
- Some of your team may be unavailable
- Things won’t work out as you’ve planned or hoped
- Systems will break
There will be a crisis

- If it can happen, it will
  - Disasters are spatially predictable, but their occurrence is “random about a rate”
    - In the long term we can pretty well determine how many disasters will take place (fires, floods, earthquakes), but we can’t say when they will happen
    - Every moment presents a risk. As a leader you should understand those risks and your organization’s exposure to them
How will you improve your readiness?

- Know your hazards
  - Aging infrastructure, flooding, fires, hazmat
- Read
- Find opportunities to gain seasoning
  - Helping your neighboring cities, counties, and states
  - Conduct exercises and workshops
    - Cross level information
    - Pressure-test your people, plans, protocols, and technology
- Create a rhythm (or a cadence) so you can detect if something is “off”
- Reduce “turfy-ness” or siloes of excellence
- Inspect
  - Formal or informal
Crisis Management

- Be clear eyed about the situation you face
- Set a model of calm
- Take care of your team and your organization (health)
- Console yourself that you’re going to make mistakes and that your plans will be wrong
  - Fit your actions to the situation, not to your plan
- Create clarity
- Collaboration is difficult - Especially if unpracticed - It’s important to maintain it
- Importance of Rhythm – Daily, Weekly, Monthly
- Check impacts
- Take care of yourself
Practical long-term actions

- Be clear eyed about the situation you face
  - Know your hazards
  - Plan for their reduction
- Choose your community and create clarity about your shared future
- Participate in programs that help
  - NFIP, CRS
- Find funding / grant opportunities to help
- Create opportunities for engagement and to listen
- Periodically do a map and azimuth check
  - Evaluate the impacts of your actions
Thank you
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