

# **NEW YORK OFFICE OF EMERGENCY MANAGEMENT**

## **A WALK IN THE WOODS: META-LEADERSHIP**

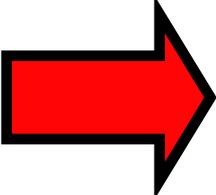
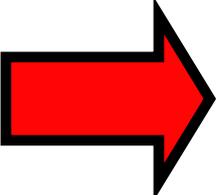
**BARRY C. DORN, M.D., M.H.C.M.**

**Program for Health Care Negotiation and Conflict Resolution  
National Preparedness Leadership Initiative  
HARVARD SCHOOL OF PUBLIC HEALTH**

**In Collaboration with Dr. Isaac Ashkenazi (IDF) and Mr. Joseph Henderson (CDC)**

# LEADERSHIP

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 **“People Follow You”** 

# LEADERSHIP ANALYSIS

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**Consider a great  
leader you've known**



**Consider yourself  
and your leadership**



**Consider a less than great  
leader you've known**

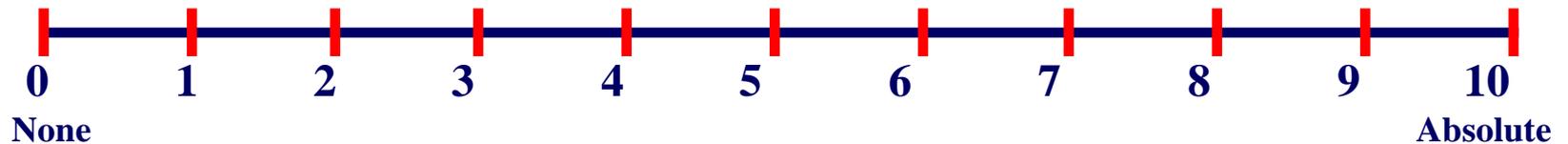
# META-LEADERSHIP

# INFLUENCE AND CONTROL

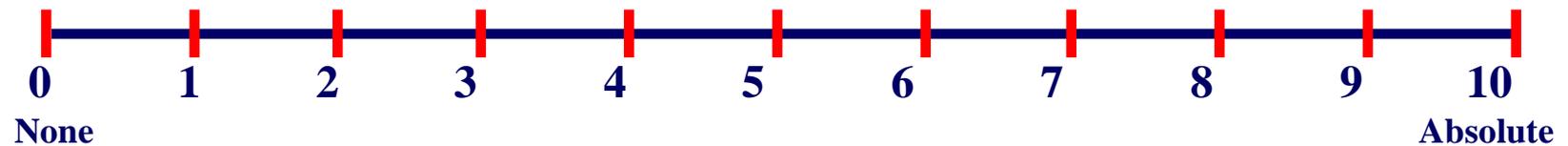
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## ON THE JOB

### Individual Level of Control



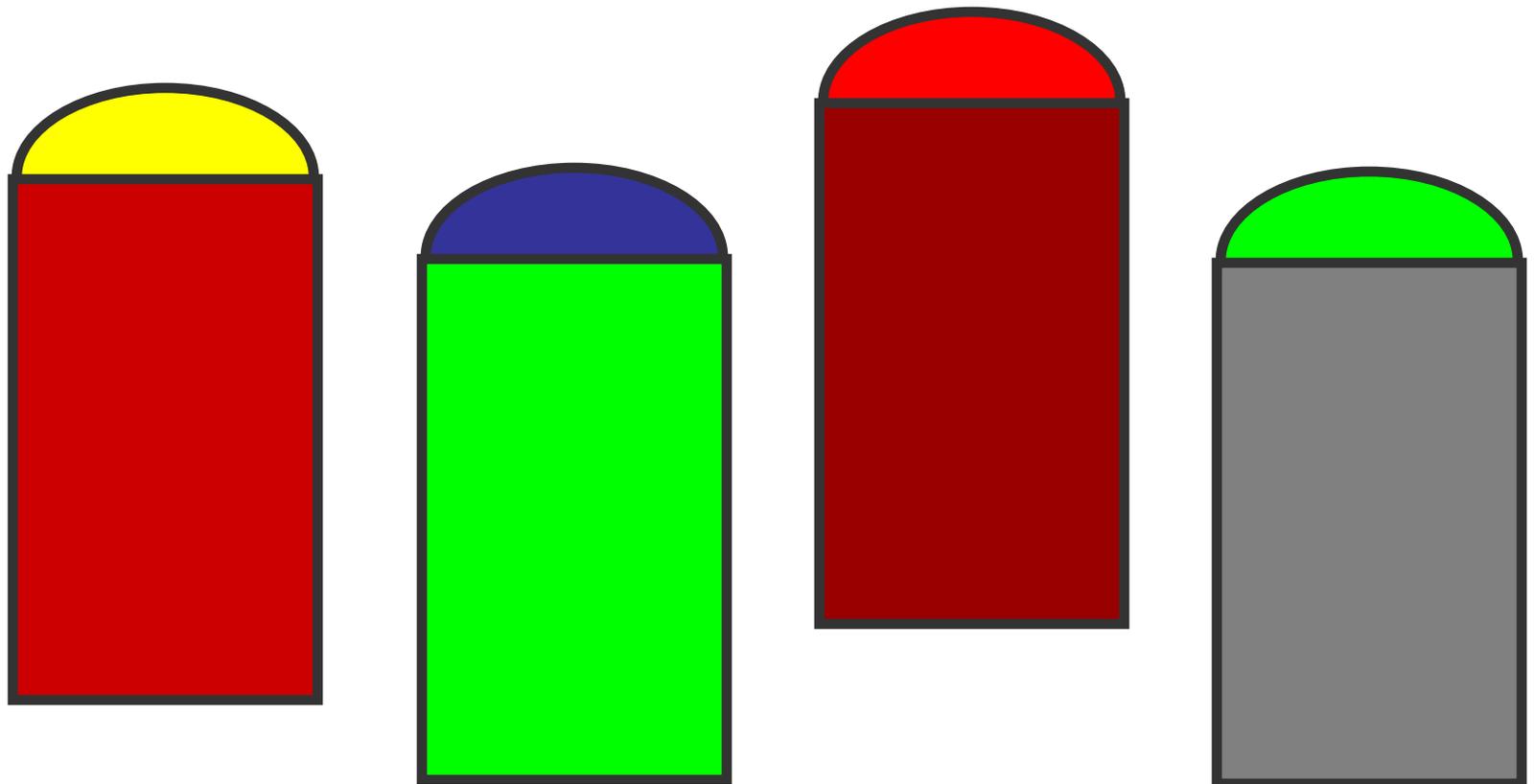
### Individual Level of Influence



# DIS-CONNECTIVITY

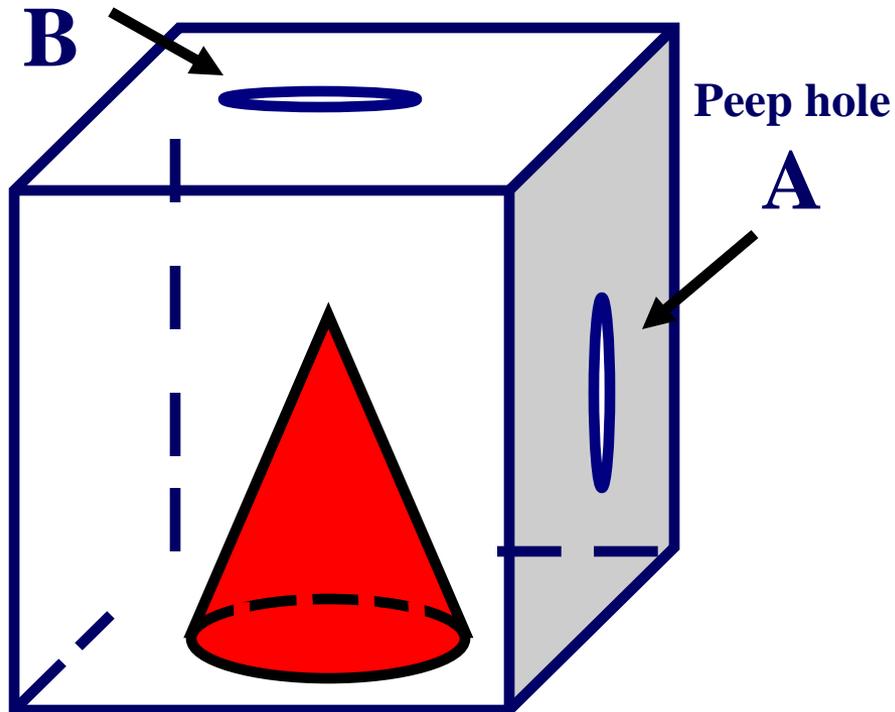
The “Silo” Mentality

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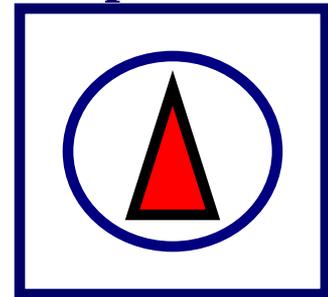


# DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE

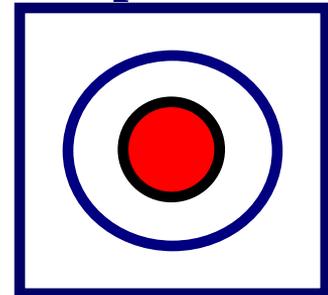
Peep hole



Peep hole A

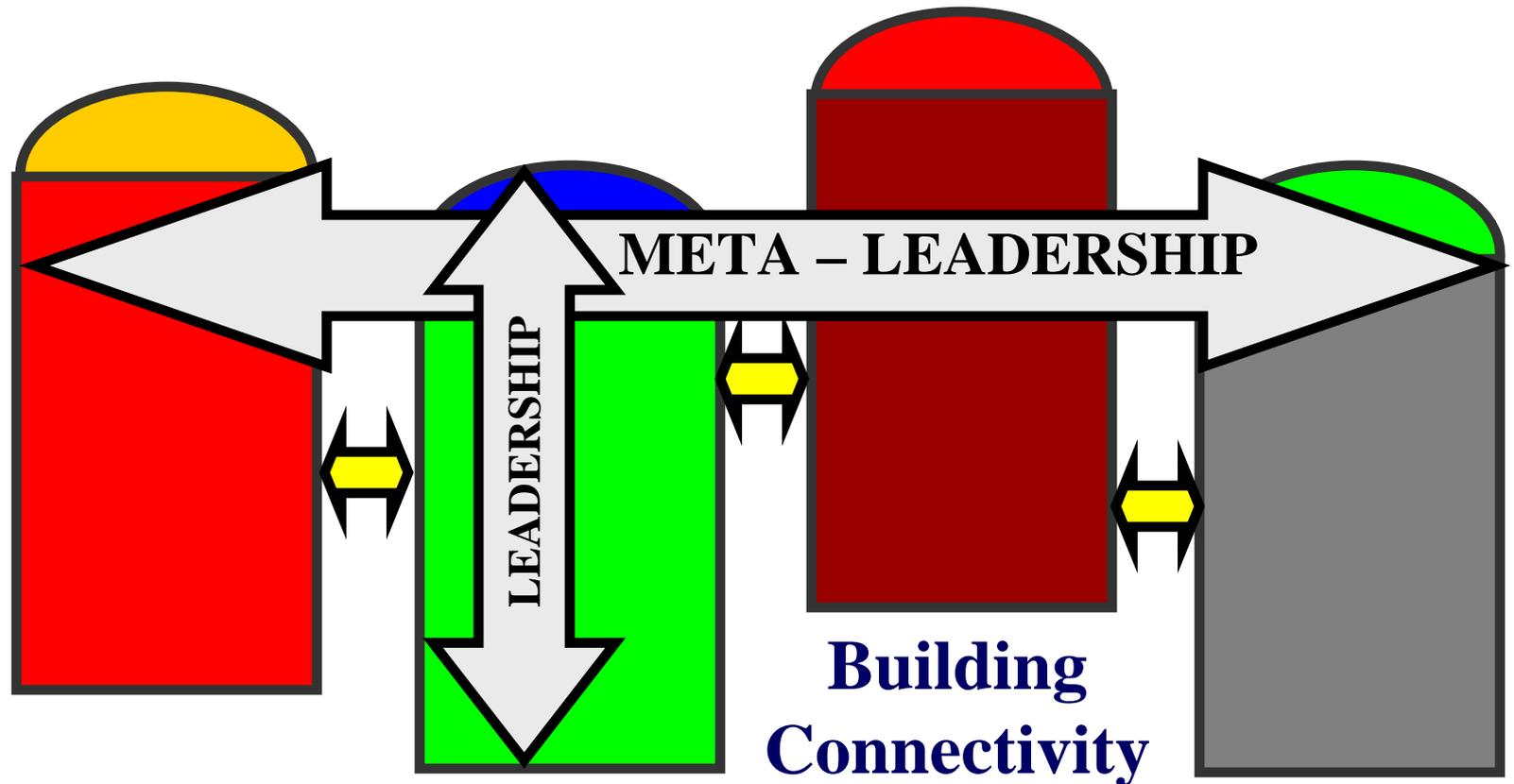


Peep hole B



# CROSS-ORGANIZATIONAL LEADERSHIP CONNECTIVITY

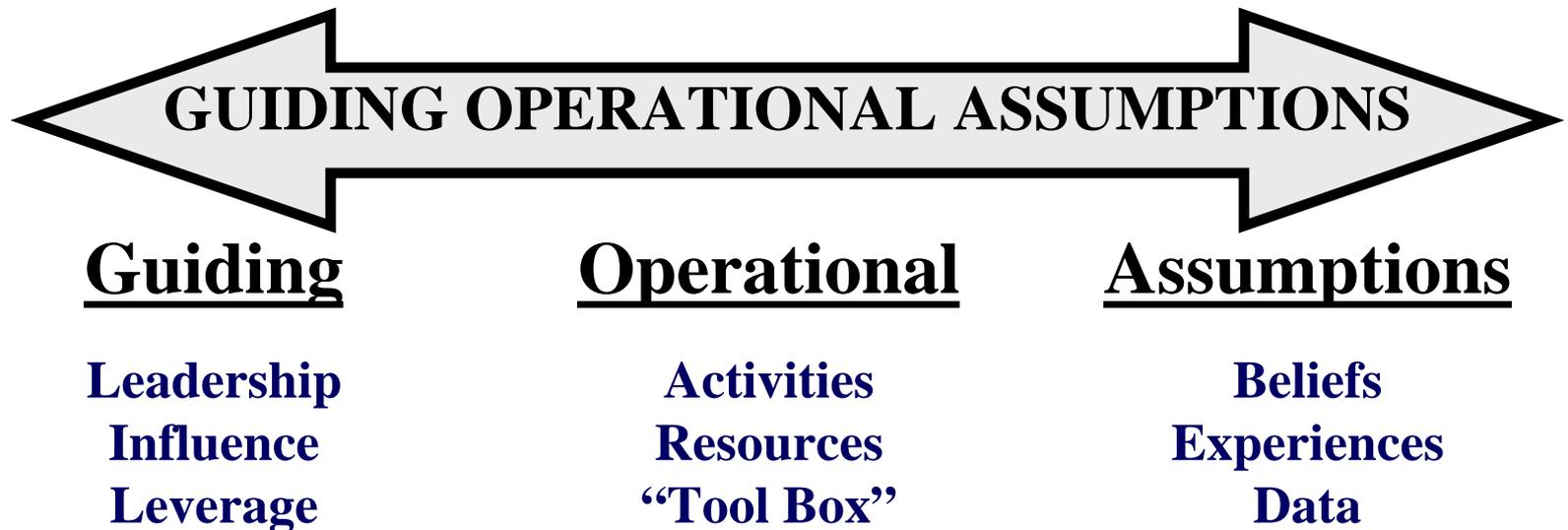
Beyond The “Silo” Mentality



# CROSS-ORGANIZATIONAL LEADERSHIP CONNECTIVITY

## FRAME OF REFERENCE

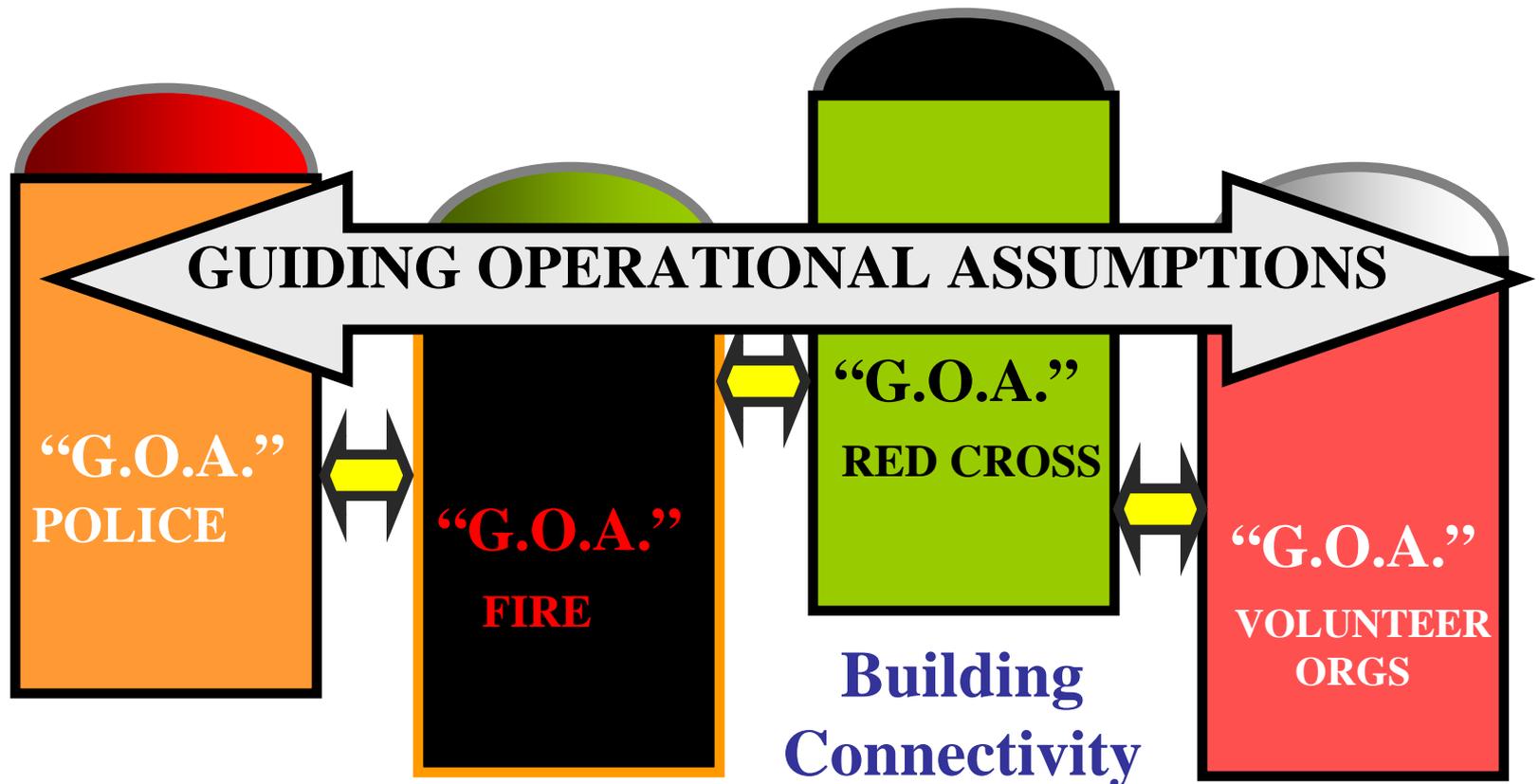
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# CROSS-ORGANIZATIONAL LEADERSHIP

# CONNECTIVITY

Meta-Leaders Forge Complementary / Synergistic  
Guiding Operational Assumptions



# CONCEPTUAL FRAMEWORK FOR PROBLEM SOLVING

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## MULTI-DIMENSIONAL PROBLEM SOLVING

Uni-dimensional  
problem solving  
“Me For Me”



Two-dimensional  
problem solving  
“Me Against You”

COLLABORATION  
“US TOGETHER”

# PROBLEM SOLVING

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**Multi-dimensional problem solving**

**NEGOTIATION DIMENSIONS?**

**ISSUES?**

**IMPORTANCE?**

**SIDES?**

**How many?**

**Major/minor??**

**Relative influence?**

**WHAT ARE YOU NEGOTIATING ABOUT?**

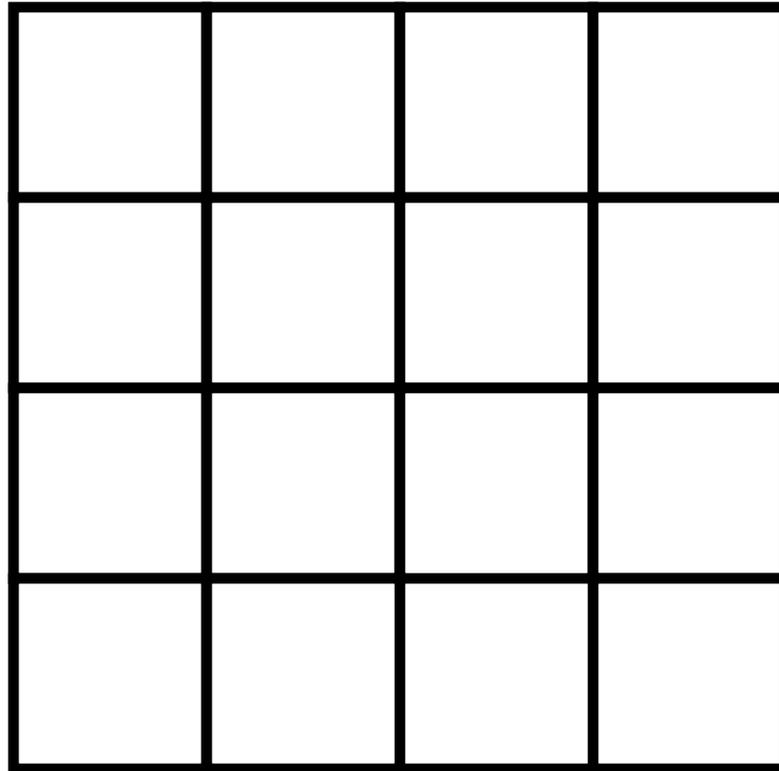
# QUESTION

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?

**HOW MANY  
SQUARES ARE THERE?**

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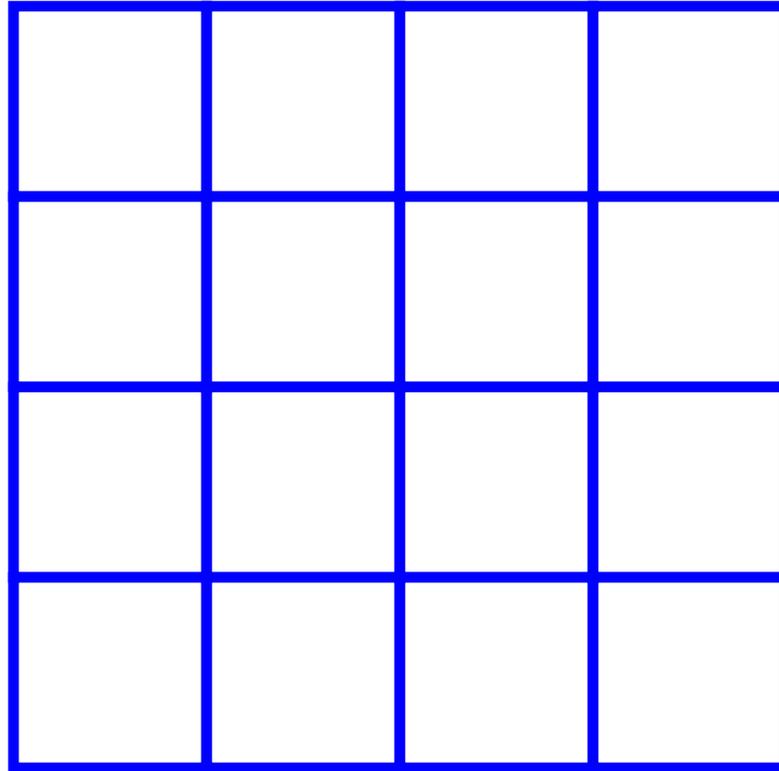
# ANSWER

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?

# ANSWER

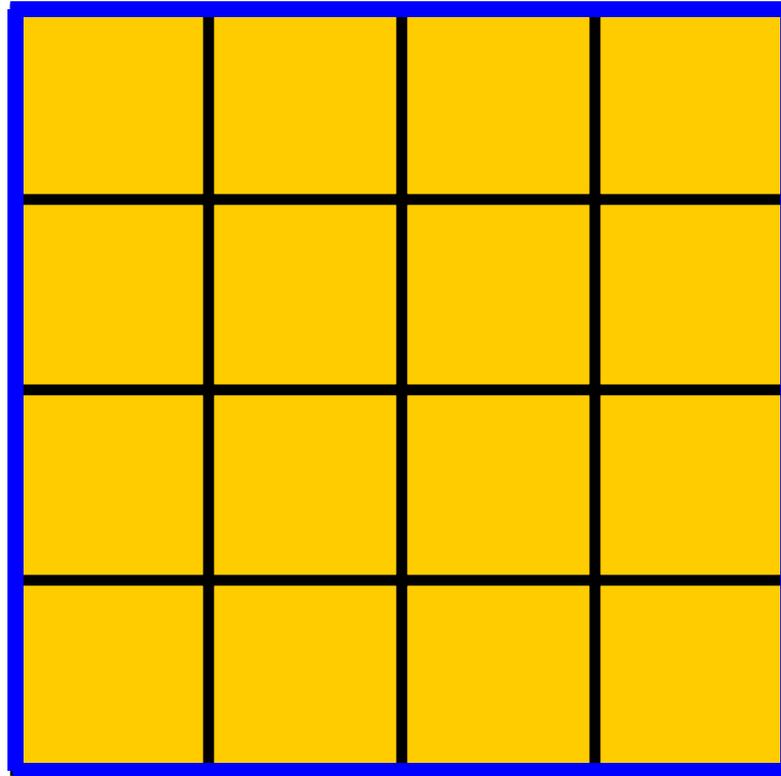
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**16**

# ANSWER

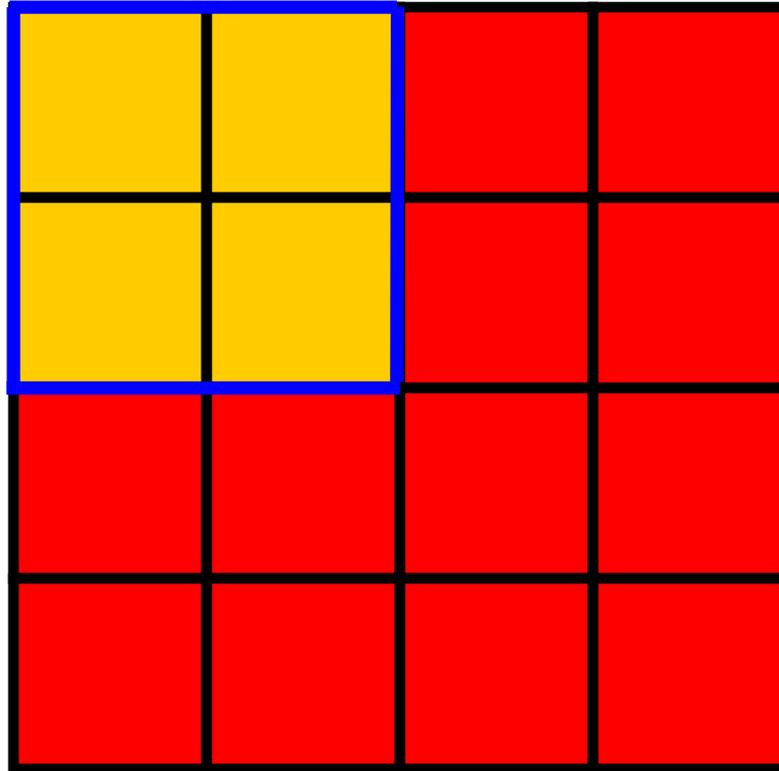
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**17**

# ANSWER

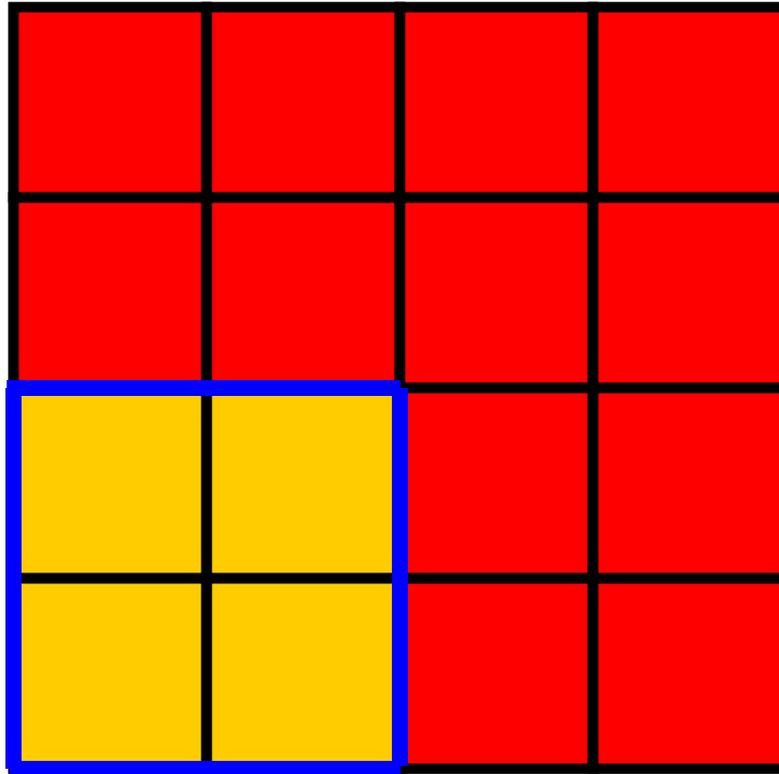
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18

# ANSWER

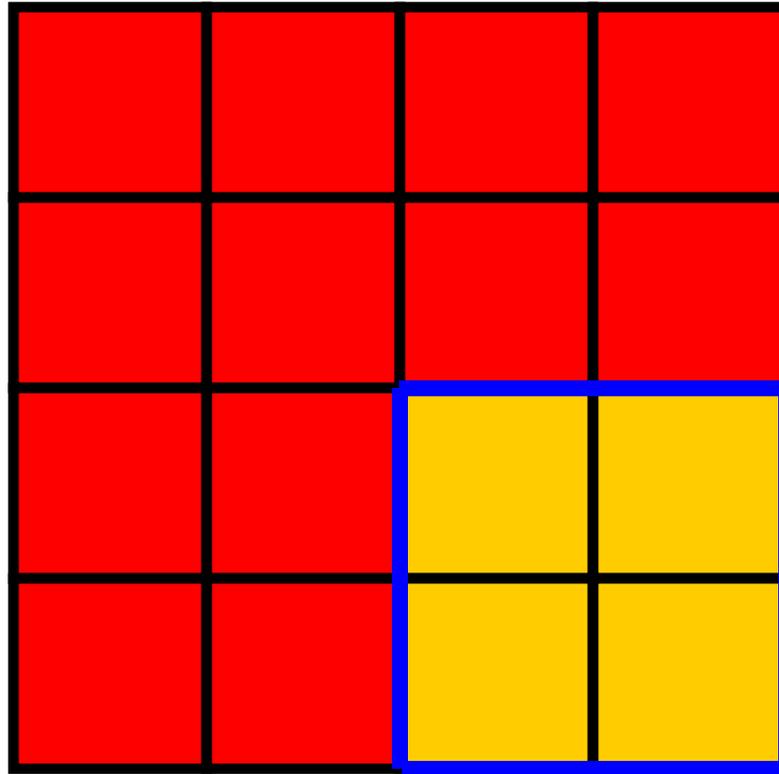
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19

# ANSWER

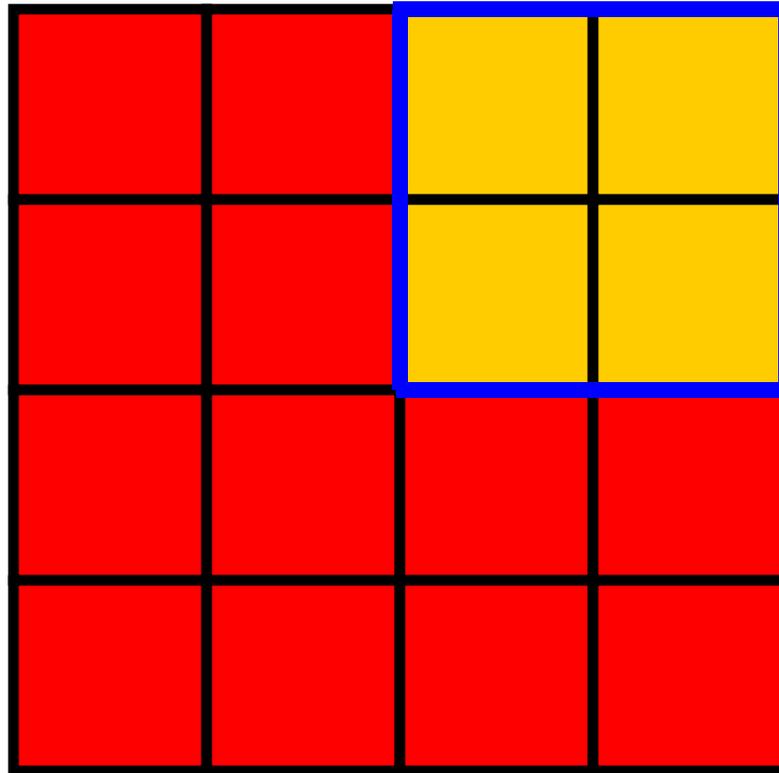
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**20**

# ANSWER

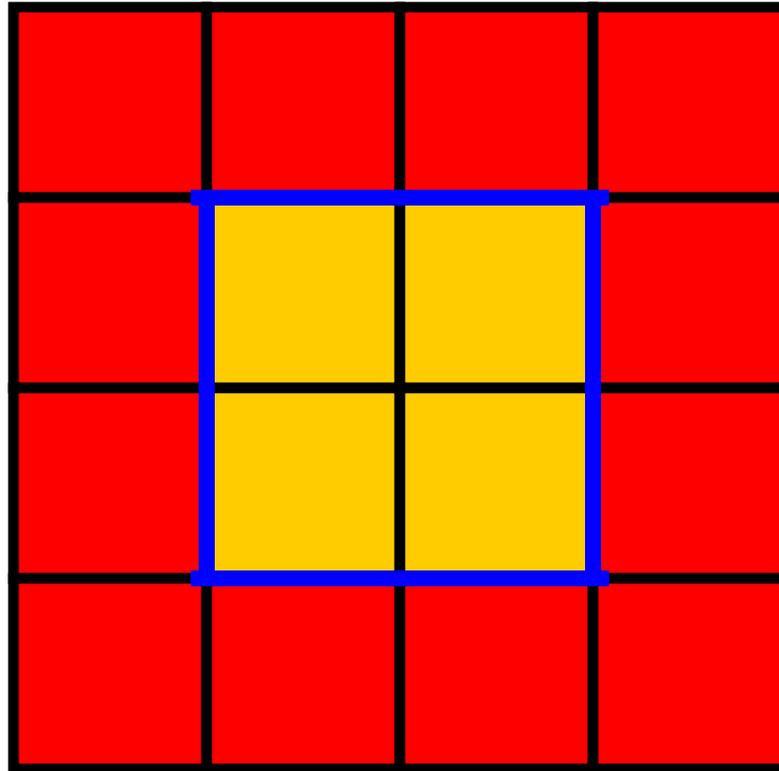
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21

# ANSWER

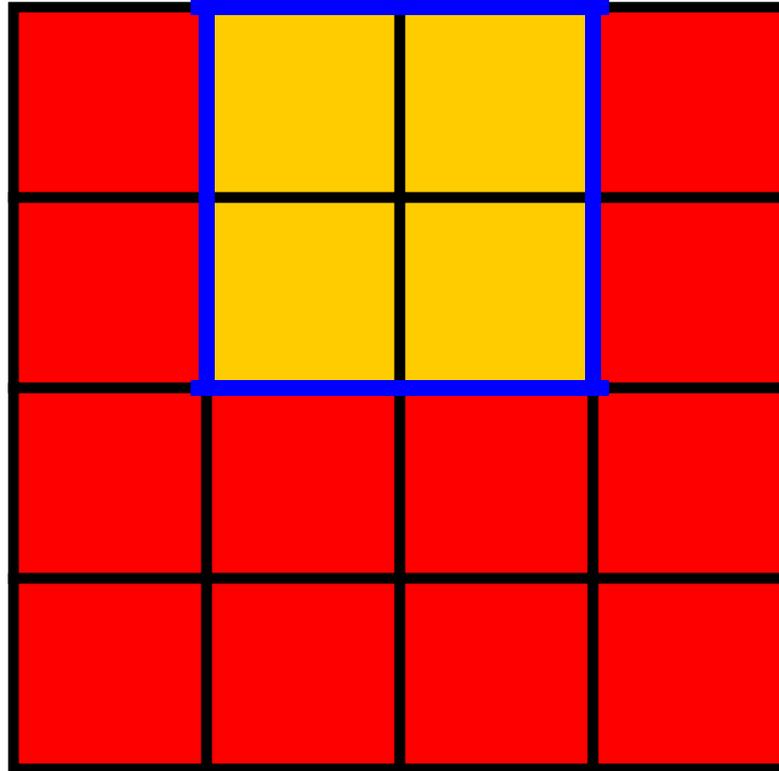
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22

# ANSWER

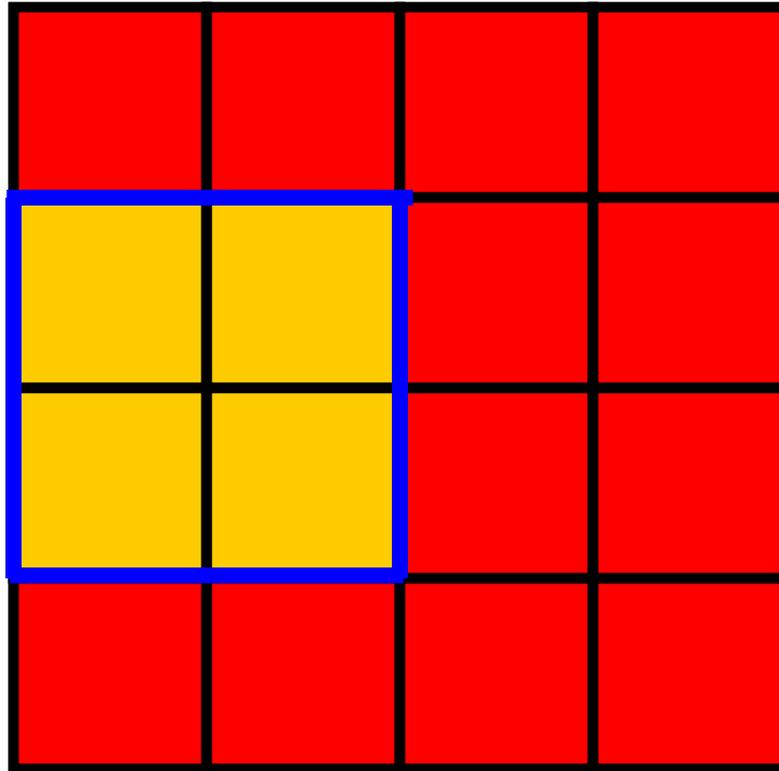
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23

# ANSWER

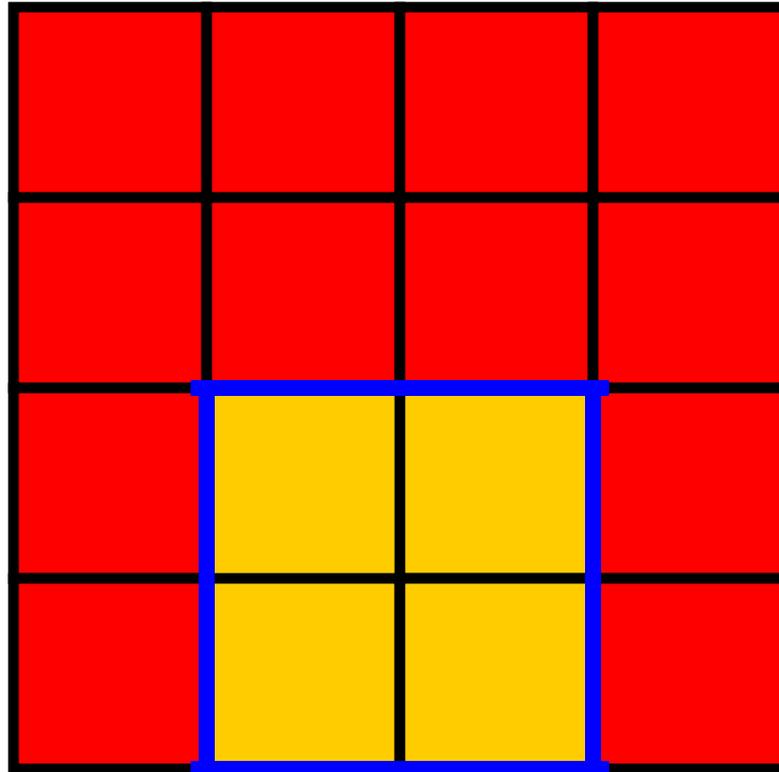
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24

# ANSWER

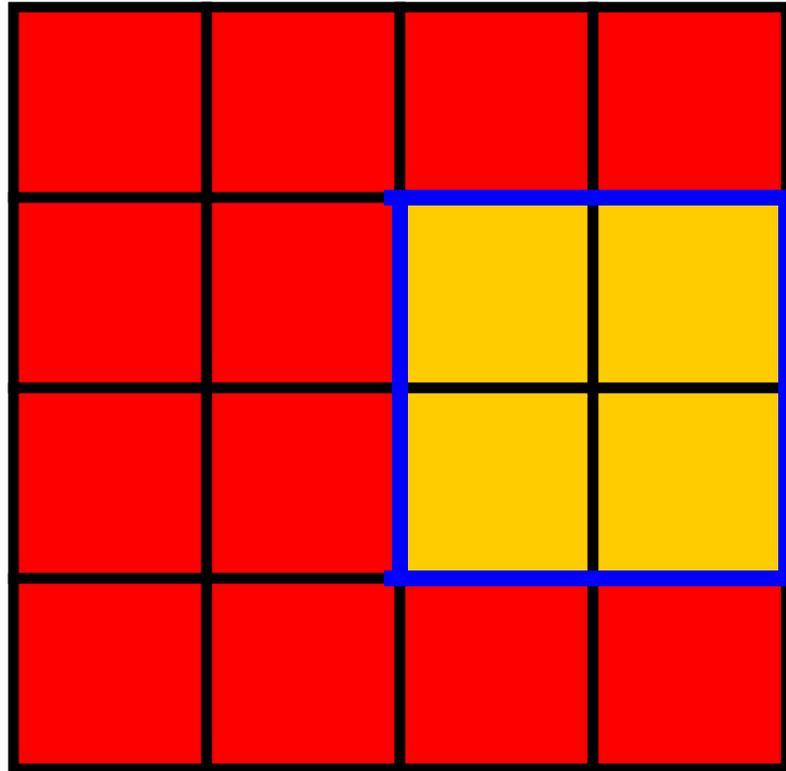
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*25*

# ANSWER

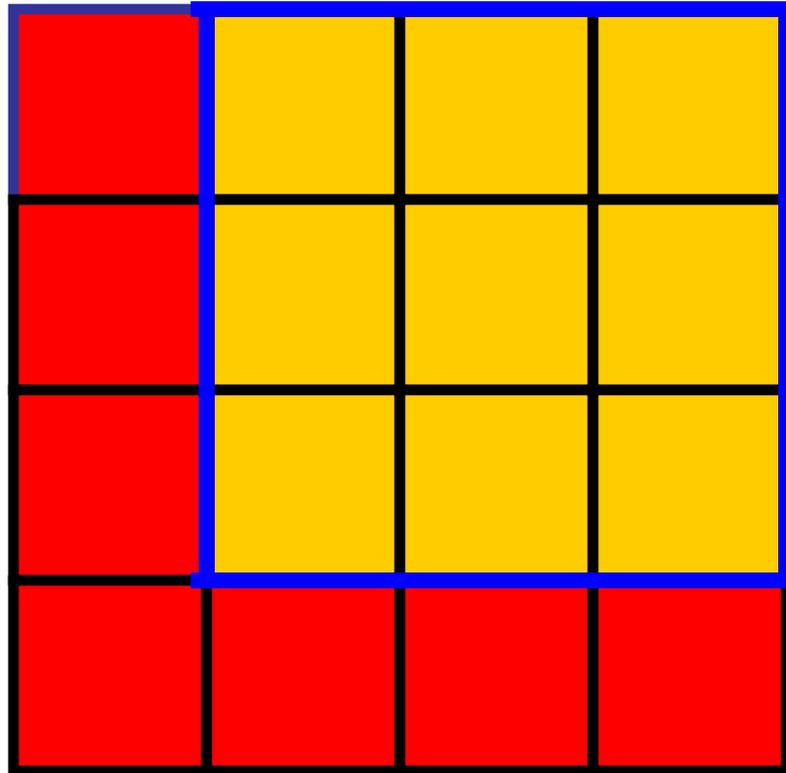
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26

# ANSWER

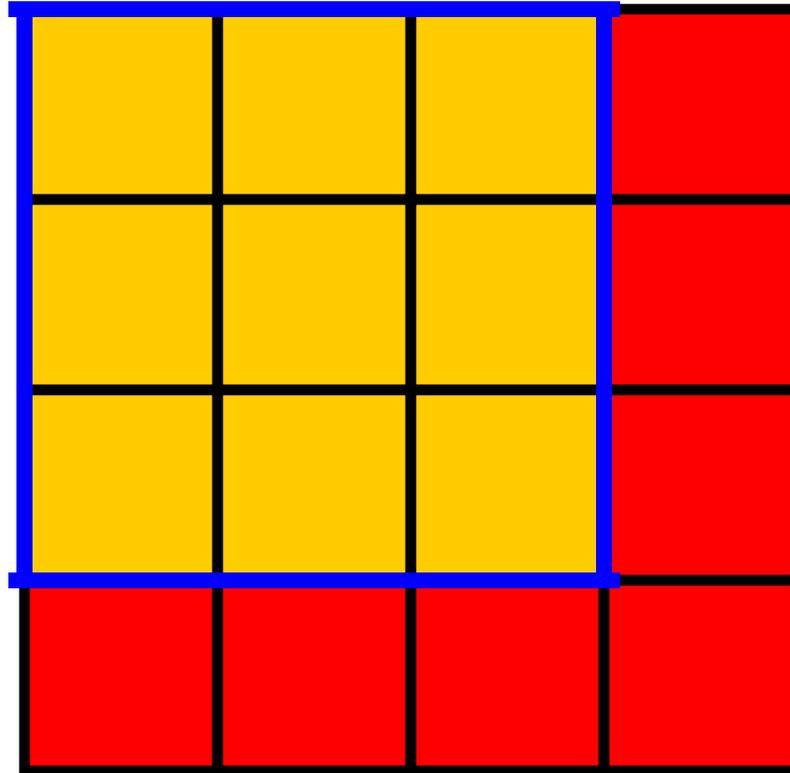
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*27*

# ANSWER

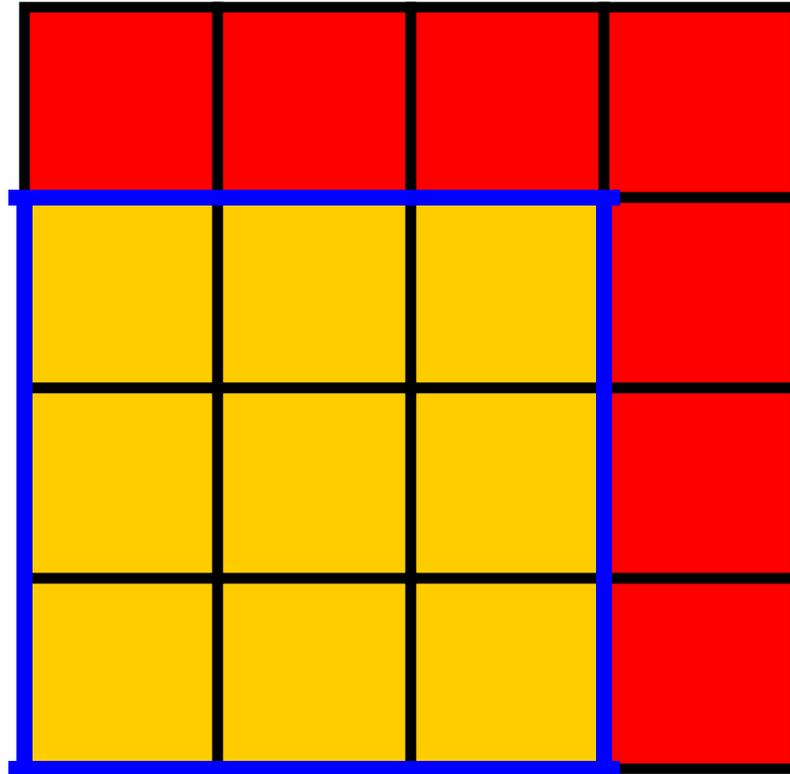
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28

# ANSWER

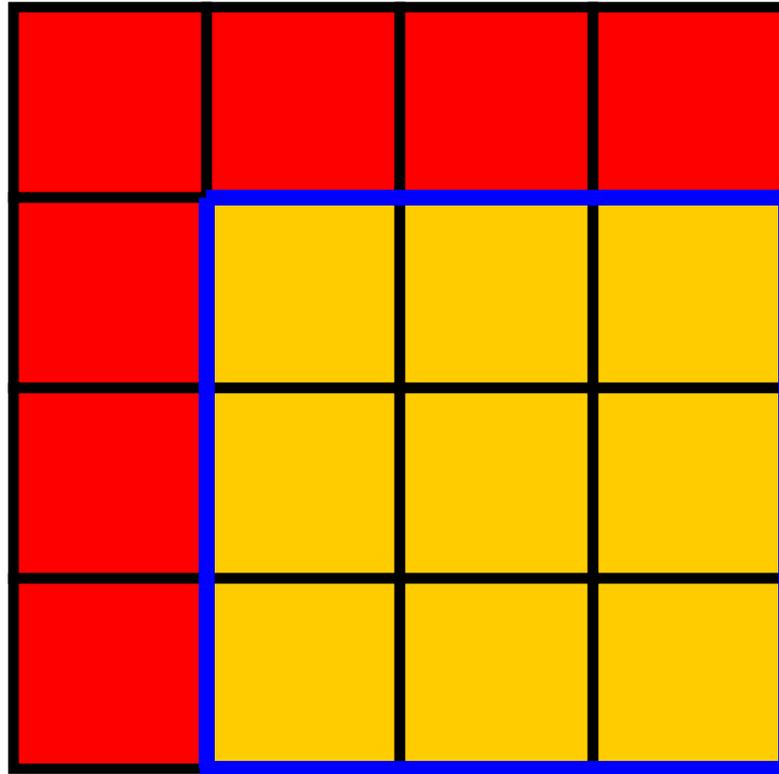
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29

# ANSWER

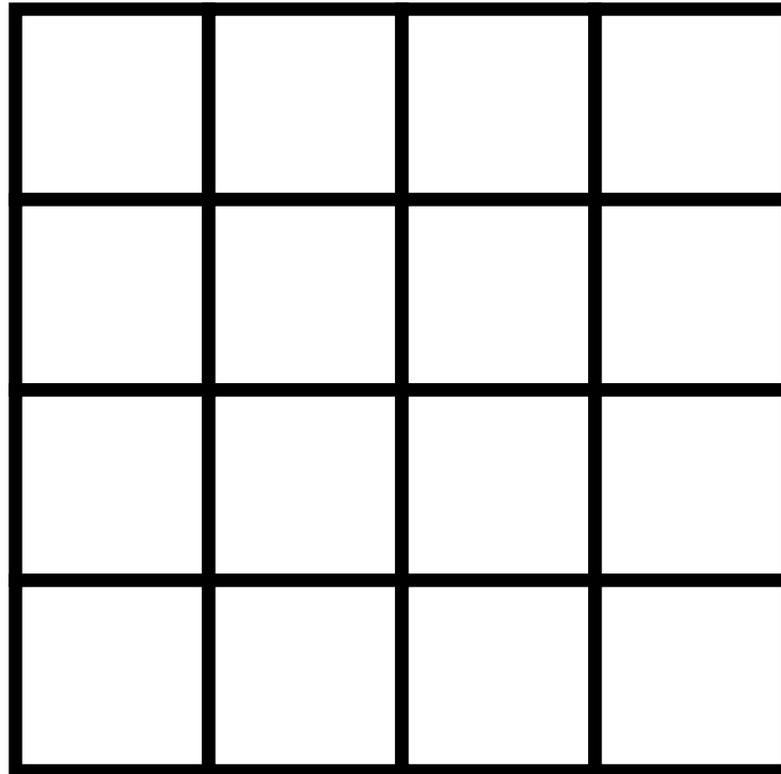
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**30**

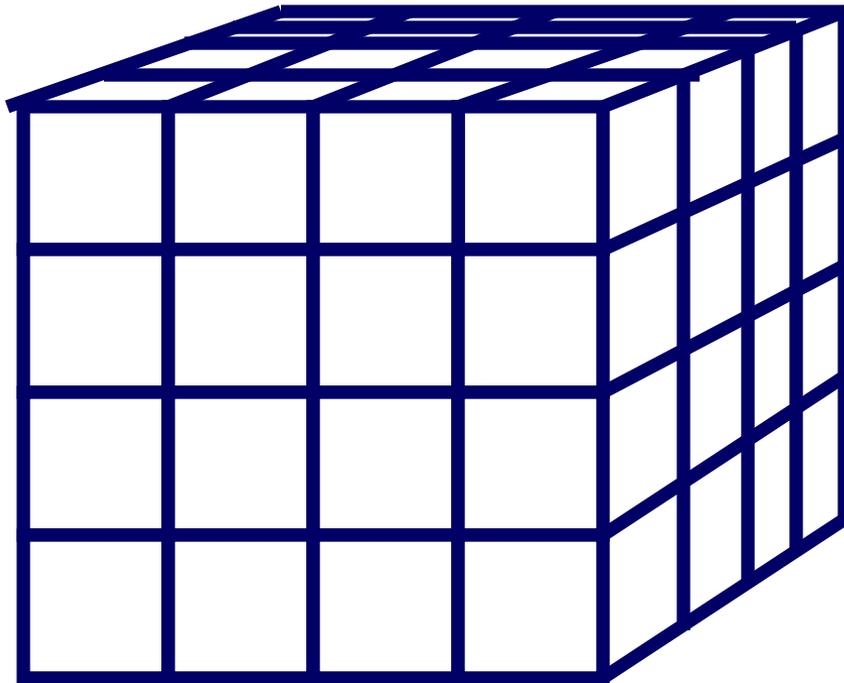
# FINDING THE MULTIPLE DIMENSIONS OF A PROBLEM

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# ANSWER

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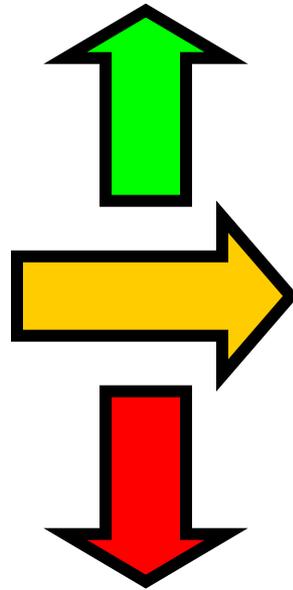


**720**

# “UNLEARNING” AND “NEW LEARNING”

NEW “PATTERNS” TO DEPLOY IN UNIQUE SITUATIONS

We Get  
“INVESTED”  
In A  
Particular  
Solution



Difficulty Of  
“UNLEARNING”  
Something In  
Which We Have  
Invested

RESISTANCE TO CHANGE:  
Difficulty of Incorporating Something New

# **META-LEADERSHIP**

**BUILD YOUR META-LEADERSHIP PRACTICE**

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**Bad Leadership: Public Health Risk Factor**

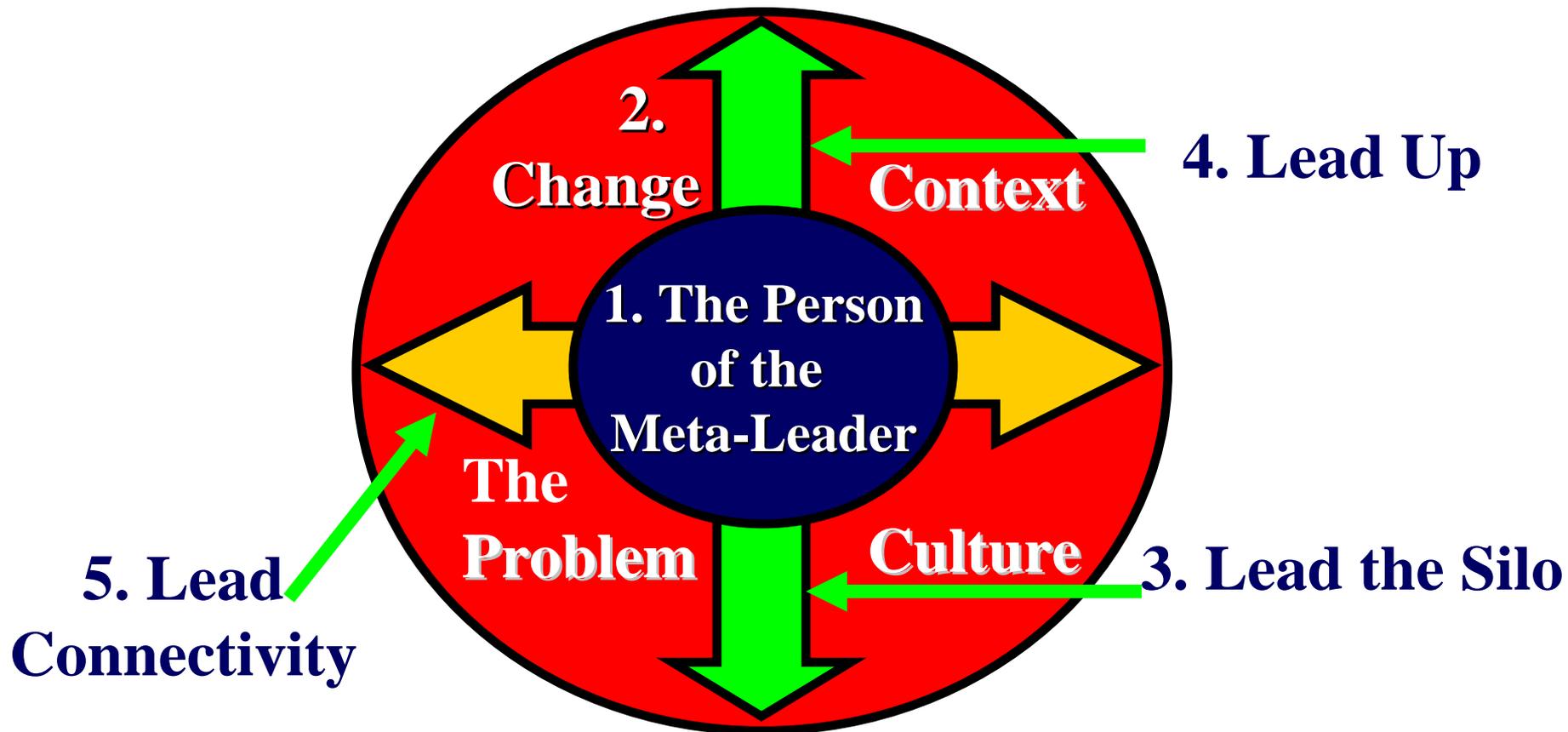
**Fear of Failure**

**Strategies Toward Success**

**Capacity/Inability to Leverage Assets**

# META-LEADERSHIP CONFLICT MANAGEMENT & NEGOTIATION FOR PHYSICIAN LEADERSHIP

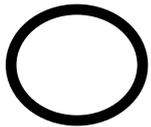
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# META- LEADERSHIP IN PRACTICE

## FIVE DIMENSIONS

1  
**The**  
**Person**

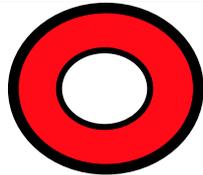


**AWARENESS AND  
ASSESSMENT**

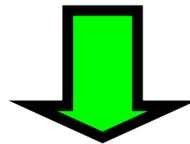


**PRIORITIES**  
**STRATEGY**

2  
**The**  
**Situation**



3  
**Lead the**  
**Silo**



**GENERATE CONNECTIVITY  
AND INFLUENCE**

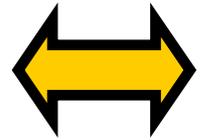


**BUILD RELATIONSHIPS & LEVERAGE**  
**EMPOWER**

4  
**Lead**  
**Up**



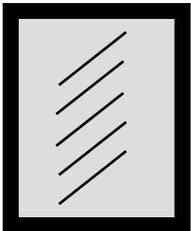
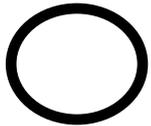
5  
**Lead**  
**Across**



# META- LEADERSHIP IN PRACTICE

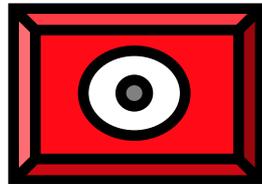
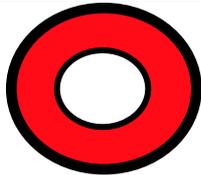
## FIVE DIMENSIONS

1  
**The  
Person**



Hold a mirror to  
yourself  
as a leader

2  
**The  
Situation**



Your picture of  
the problem must  
constantly adjust

3  
**Lead the  
Silo**



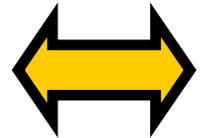
Support your  
staff so they will  
support you

4  
**Lead  
Up**



Know your  
boss's priorities  
and deliver

5  
**Lead  
Across**



Create  
leverage by  
building links

# THE BRAIN

## EVOLUTION & DESIGN

Creative, Abstract  
Thinking  
Emotional Intelligence  
Upper Brain

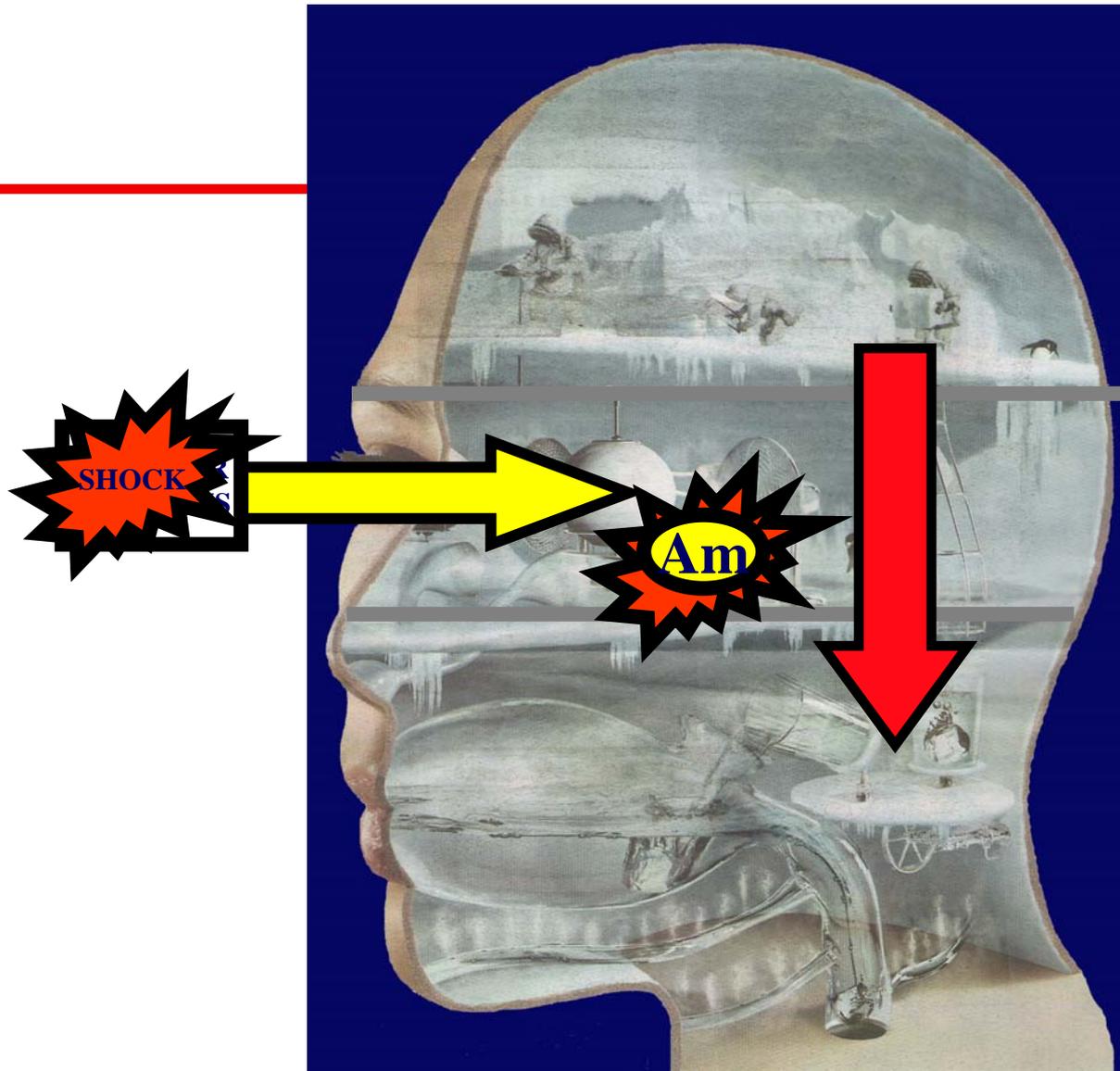


New Patterns  
Factory  
"The Laboratory"

Acquired  
Patterns  
"The Tool Box"

Primitive Survival  
Patterns  
"The Basement"

# YOUR BRAIN IN CRISIS: AMYGDALA HIJACK



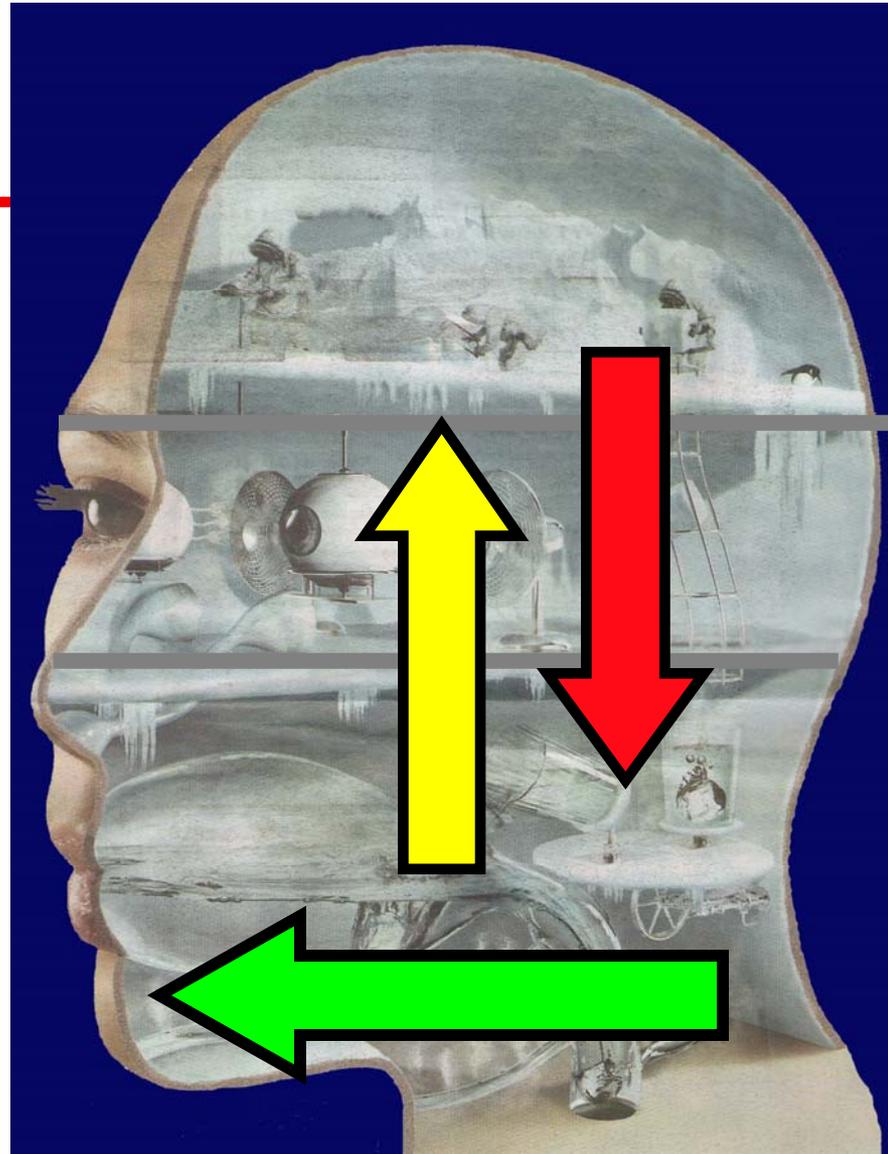
Go to the  
“BASEMENT”

Triple “F”  
FREEZE  
FLIGHT  
FIGHT

# YOUR BRAIN IN RESPONSE TO AN EMERGENCY

**FAMILIAR  
ACTION  
PATTERNS**

**ACTIVATE**  
what you  
have prepared



Go to your  
**“TOOL BOX”**

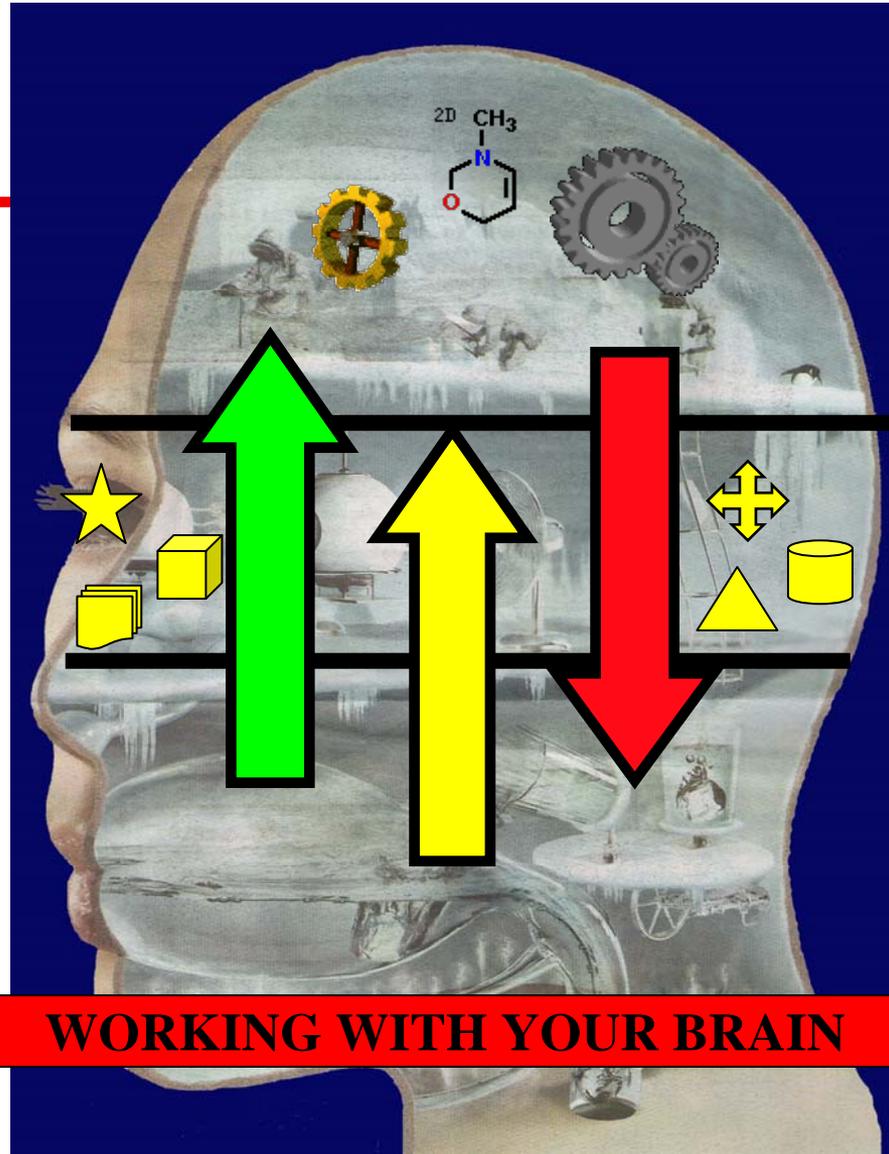
Drills  
Exercises  
Training  
Connectivity  
Mindfulness

# YOUR BRAIN: META-LEADERSHIP

## System Design

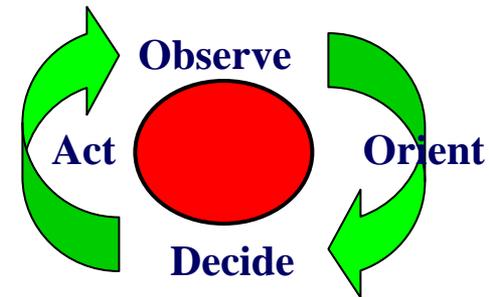
Design &  
Build Your  
Policies &  
Protocols

EMBED THE  
PATTERNS



## In Crisis

CLOSE  
GAPS



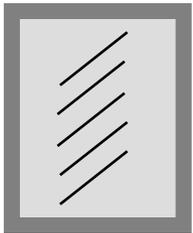
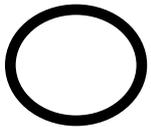
“OODA”  
LOOP

WORKING WITH YOUR BRAIN

# META-LEADERSHIP IN PRACTICE

## DIMENSION ONE

### 1 The Person



Hold a mirror  
to yourself  
as a leader

## YOUR STRENGTHS & WEAKNESSES

- Emotional intelligence

Self-awareness

Self-regulation

Empathy

Motivation

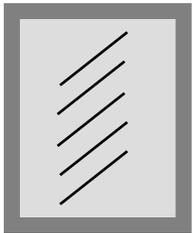
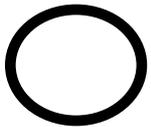
Social skills

Daniel Goleman

# META-LEADERSHIP IN PRACTICE

## DIMENSION ONE

### 1 The Person



Hold a mirror  
to yourself  
as a leader

### PERSONAL ATTRIBUTES

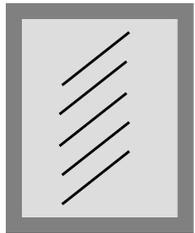
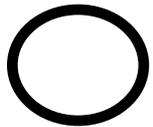
- Courage
- Curiosity
- Imagination
- Passion
- Integrity

# META-LEADERSHIP IN PRACTICE

## DIMENSION ONE

---

1  
**The  
Person**



**Hold a mirror  
to yourself  
as a leader**

**LEARNING PARTNER**

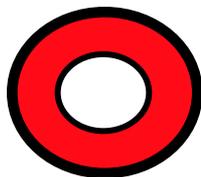
strengths

weaknesses

# META-LEADERSHIP IN PRACTICE

## DIMENSION TWO

### 2 The Situation



Your picture of  
the problem must  
constantly adjust

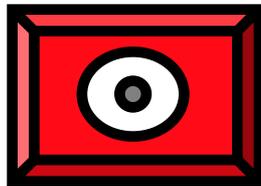
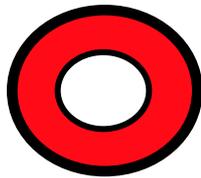
### SITUATIONAL AWARENESS

- Picture of the Problem
- Incomplete & changing information
- Observe – Orient – Decide - ACT

# META-LEADERSHIP IN PRACTICE

## DIMENSION TWO

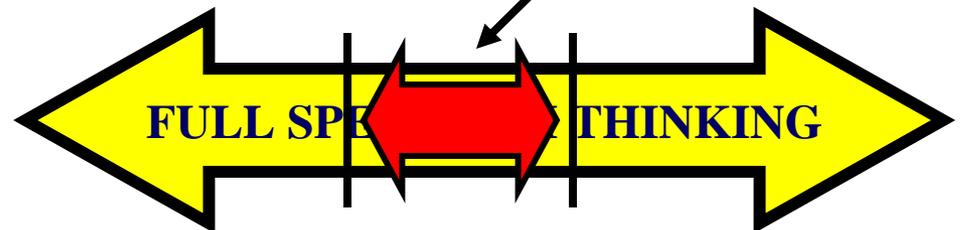
### 2 The Situation



Your picture of  
the problem must  
constantly adjust

### SCOPE OF THE SITUATION

Limited  
perspective on  
what is happening  
or what could happen



# **CASE EXAMPLE**

# **NURSING SHORTAGE**

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**Why is there a nursing shortage?**

**Poor pay and benefits**

**Poor relations with doctors**

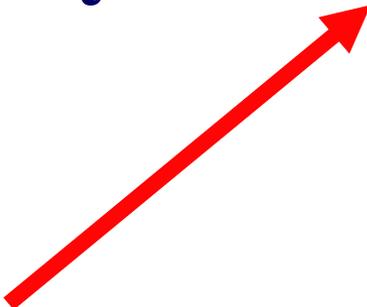
**Poor retention strategies**

**Poor recruitment strategies**

**Poor quality of management**

**Poor job market**

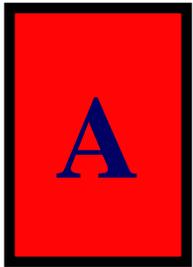
**How you answer  
this question will  
determine the solutions  
you derive**



# SITUATIONAL AWARENESS: FILTERS

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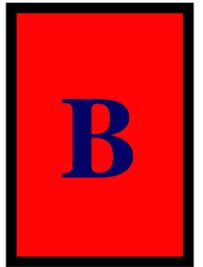
**Which door do you choose?**



**Door  
A**

**Pay \$\$\$**

**Get \$\$\$**



**Door  
B**

**Perceptions of risks?**

**Perceptions of rewards?**

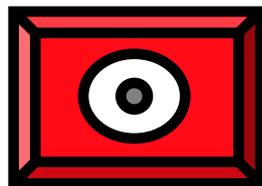
**Decision analysis:**

**what criteria influence your decisions?**

# META-LEADERSHIP IN PRACTICE

## DIMENSION TWO

2  
**The**  
**Situation**



Your picture of  
the problem must  
constantly adjust

### MESSAGING

- “This is what we know”
- “This is what we are doing”
- “This is what you should do”

### USE THE SAME DICTIONARY



# META-LEADERSHIP IN PRACTICE

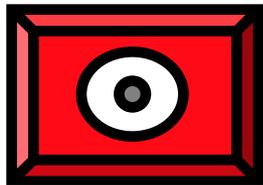
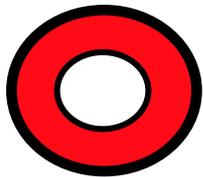
## DIMENSION TWO

---

2

The

Situation



LEARNING PARTNER

strengths

weaknesses

# META-LEADERSHIP IN PRACTICE

## DIMENSION THREE

### MANAGING YOUR SUBORDINATES

- Loyalty goes both ways
- Manage conflict from top to bottom
- Build leadership capacity throughout

3  
Lead the  
Silo



**Commit-  
ment**

Support your  
staff so they  
will support you

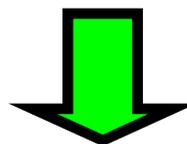
# META-LEADERSHIP IN PRACTICE

## DIMENSION THREE

### VERTICAL CONNECTIVITY

- “What can I do to make you a success?”
- “Dogs that hunt”

3  
Lead the  
Silo

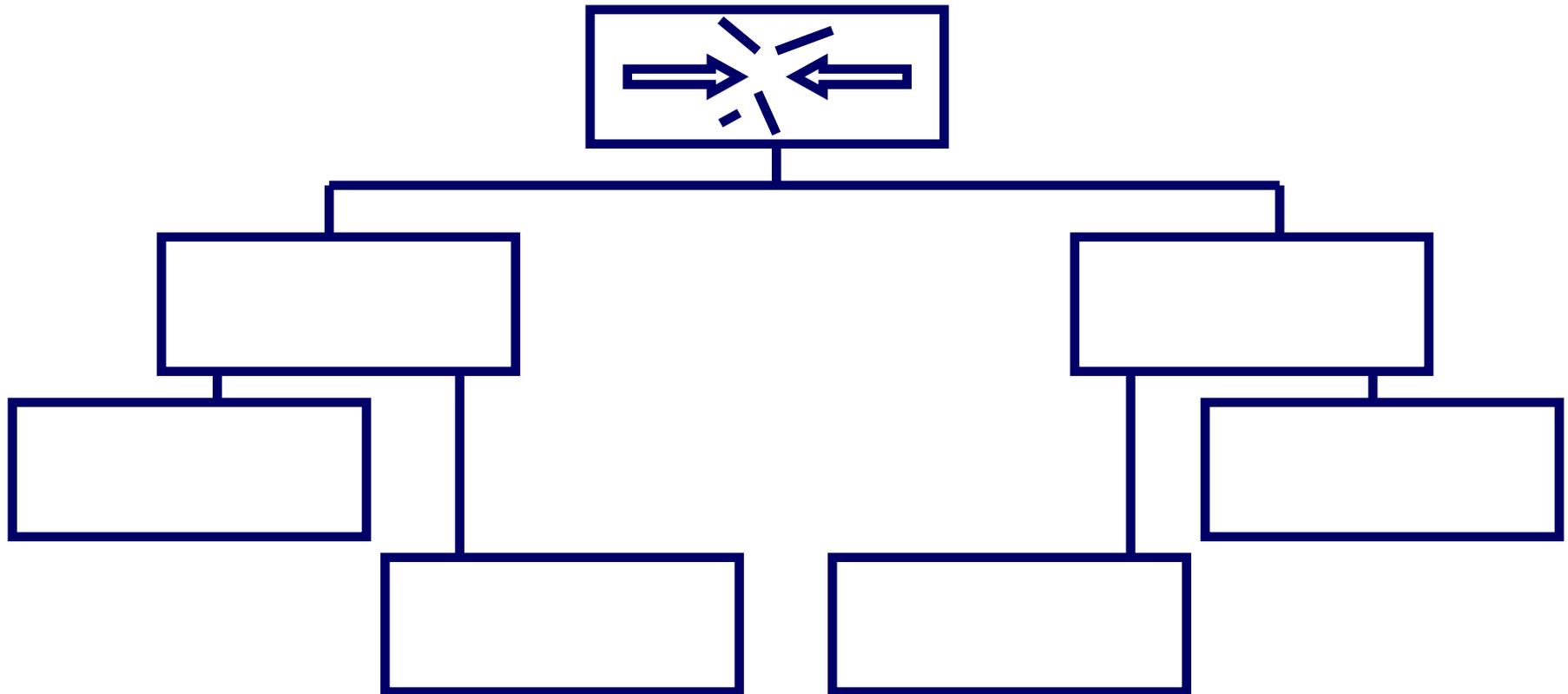


**Commit-  
ment**

Support your  
staff so they  
will support you

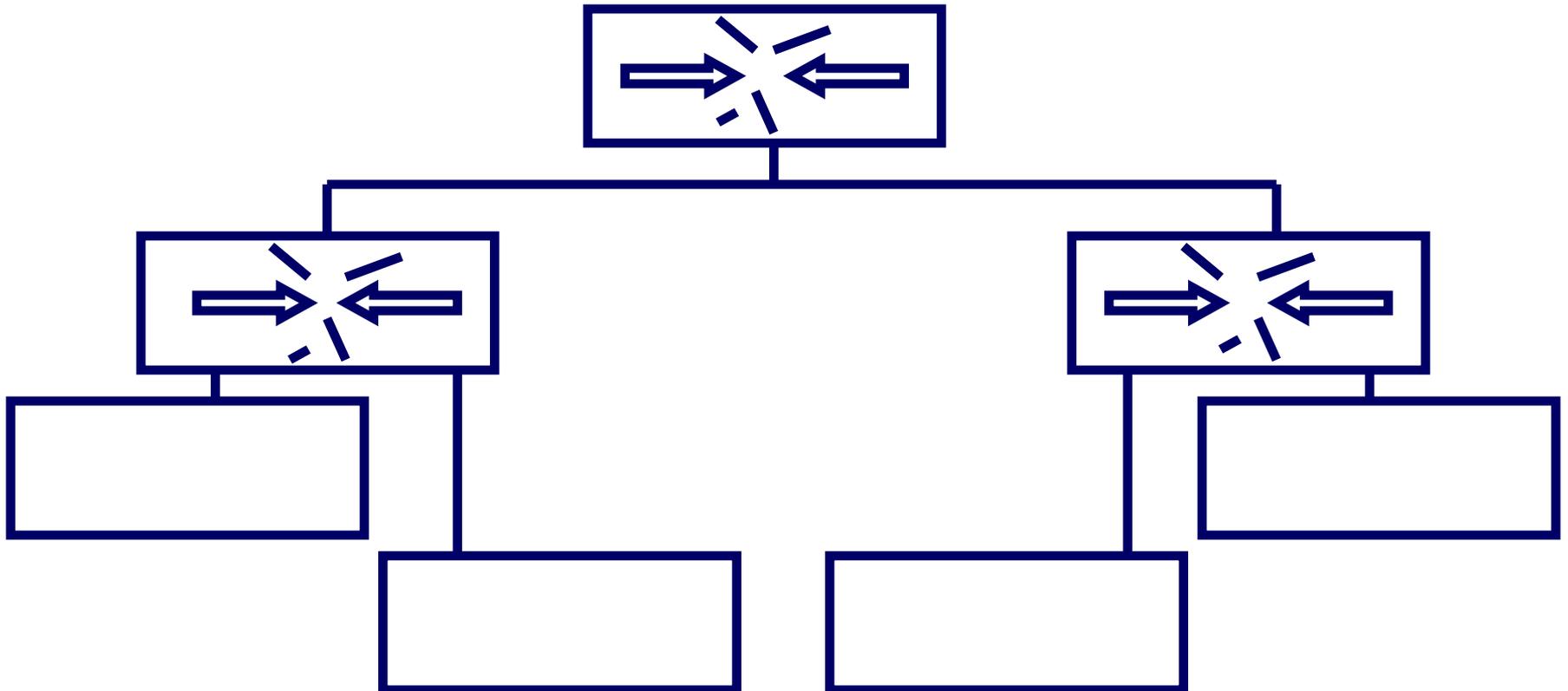
# THE SHADOW OF EFFECT OF CONFLICT

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# THE SHADOW OF EFFECT OF CONFLICT

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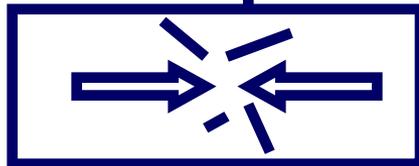
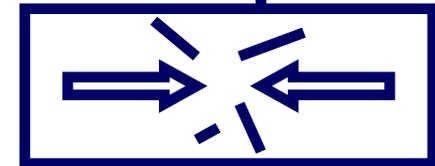
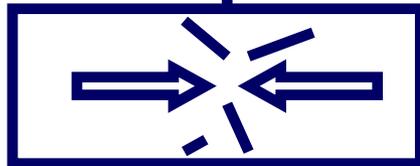
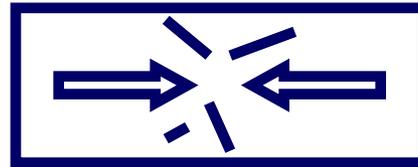


# THE SHADOW OF EFFECT OF CONFLICT

**Focused**

**Issue specific**

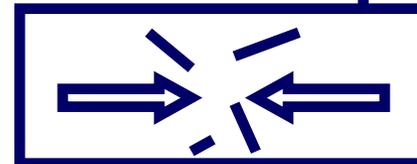
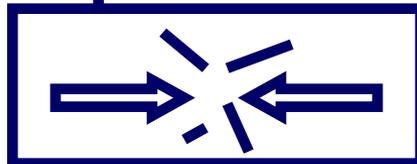
**People - Leadership**



**Diffuse**

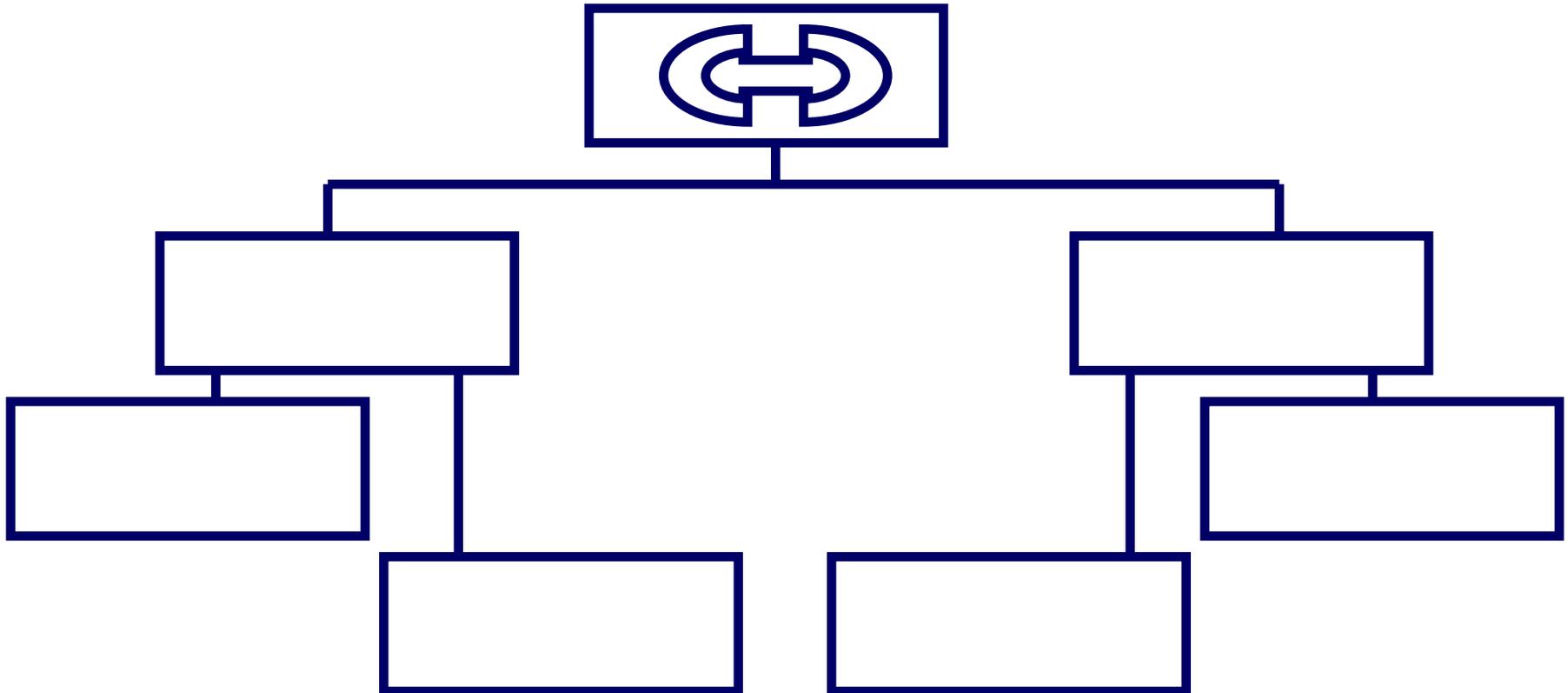
**Procedural**

**Impediments**



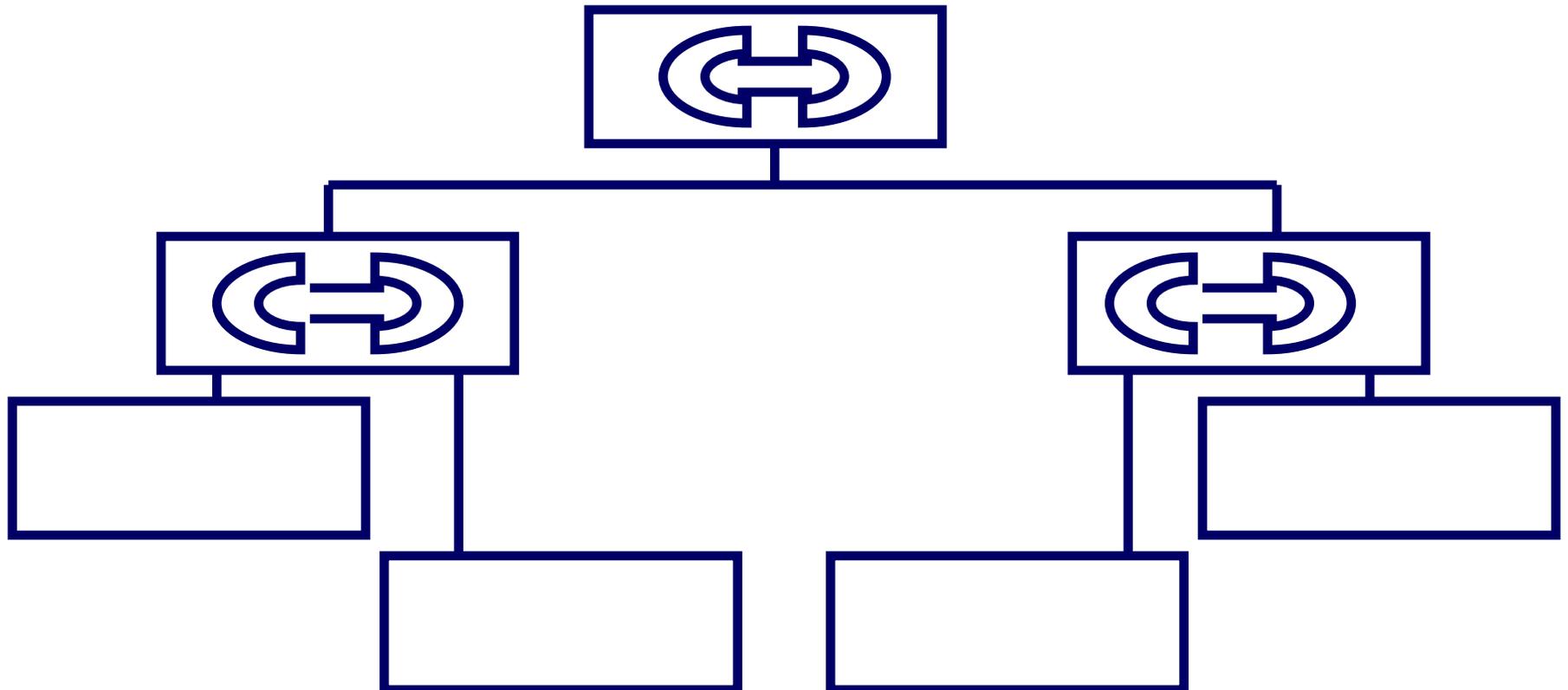
# THE SHADOW OF EFFECT OF COLLABORATION

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# THE SHADOW OF EFFECT OF COLLABORATION

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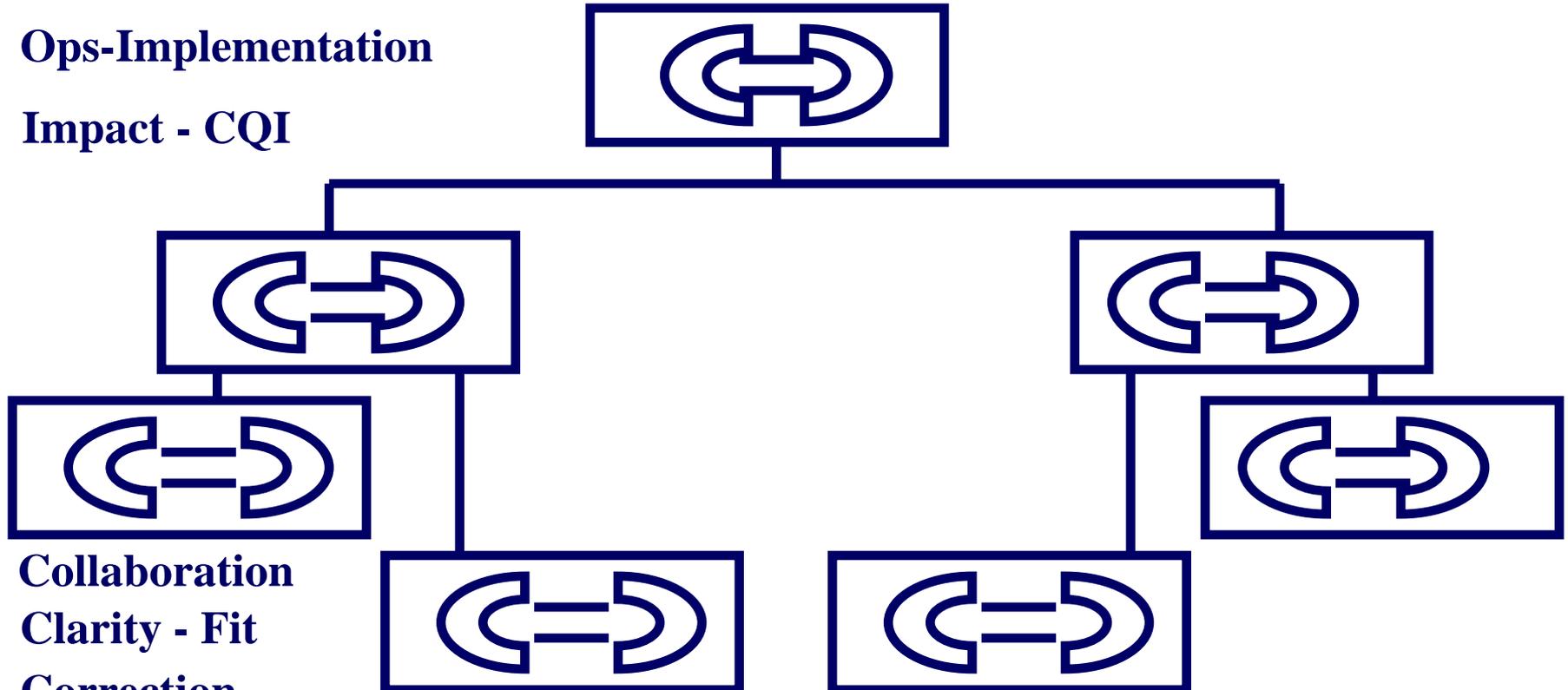


# THE SHADOW OF EFFECT OF COLLABORATION

Meta-Leadership

Ops-Implementation

Impact - CQI



# **LEADERSHIP**

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**Please stand up**

**Please sit down**

# **THE POWER OF LEADERSHIP**

---

**Why did you stand up?**

**Do people in your silo  
stand up for you?**

**Why, When, and/or Why Not?**

# **THE POWER OF LEADERSHIP**

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**What are your sources  
of leadership power?**

**What are the factors that diminish  
your leadership power?**

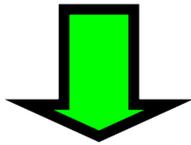
**What can you do about it?**

# META-LEADERSHIP IN PRACTICE

## DIMENSION THREE

---

3  
Lead the  
Silo



**Commit-  
ment**

Support your  
staff so they  
will support you

LEARNING PARTNER

strengths

weaknesses

# META-LEADERSHIP IN PRACTICE

## DIMENSION FOUR

### MANAGING YOUR BOSS

- The power/authority equation
- Communicate/educate
- Prioritize problems and decisions

4  
Lead  
Up



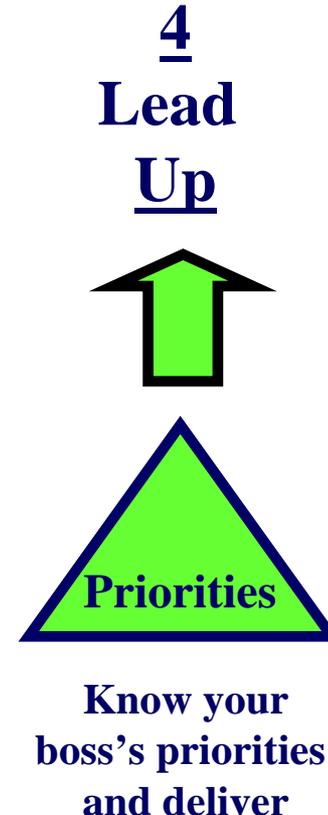
Know your  
boss's priorities  
and deliver

# META-LEADERSHIP IN PRACTICE

## DIMENSION FOUR

### VERTICAL CONNECTIVITY

- Know your boss
- Lead up – influence beyond your silo
- “Truth to power”



# **ORGANIZATIONAL META-LEADERSHIP**

# **VERTICAL CONNECTIVITY**

## **MANAGING YOUR BOSS**

---

**Help your boss make good DECISIONS**

**Help your boss manage TIME**

**Help your boss DISTINGUISH data from information**

**Come with SOLUTIONS not problems**

**Manage ASSUMPTIONS**

**DO NOT PROMISE what you cannot deliver**

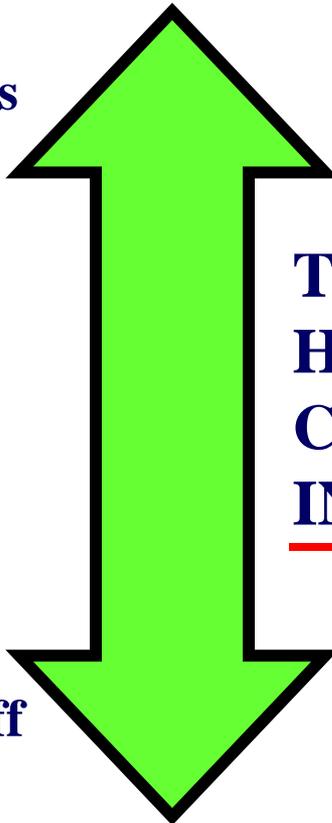
**Prevent your boss from being SURPRISED**

# META-LEADERSHIP IN PRACTICE

## DIMENSIONS 3 & 4

---

**Your Boss**



**THE SPECTRUM OF  
HIERARCHICAL - VERTICAL  
CONNECTIVITY  
IN ORGANIZATIONS**

---

**Your Staff**

**Meta-Leadership**

**Meta-Followership**

# **META-LEADERSHIP & META-FOLLOWERSHIP**

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## **META-FOLLOWERS**

**Understands, Supports, and Improves  
The Overarching Vision**

**Cooperates & Contributes to  
the Operational Connectivity**

**Collaborates and Improves  
Logistical Connectivity**

# **MANAGING YOUR BOSS & BEING MANAGED BY YOUR BOSS**

---

**A boss whom you managed well**

**A boss whom you did not manage well**

**Whom do you emulate?**

**Modeling behavior**

# META-LEADERSHIP IN PRACTICE

## DIMENSION FOUR

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4  
Lead  
Up



Know your  
boss's priorities  
and deliver

LEARNING PARTNER

strengths

weaknesses

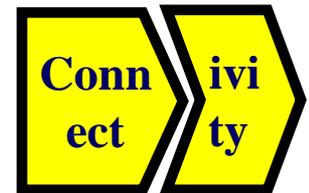
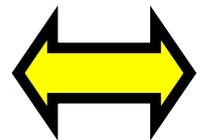
# META-LEADERSHIP IN PRACTICE

## DIMENSION FIVE

### CROSS-SILO INFLUENCE

- Integrate mission and operations across the spectrum
- Leverage capacity
- Think beyond your sector

5  
Lead  
Across



Create  
leverage by  
building links

# **META-LEADERSHIP IN PRACTICE: TWO CRITICAL FACTORS DIMENSION FIVE**

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**THIS IS  
WHAT  
I DO  
(and you  
don't)**

**THIS IS  
WHAT  
I DON'T  
DO  
(and you  
do)**

**THIS IS  
WHAT  
WE DO  
TOGETHER  
(and how do  
we do it?)**

## **THREE BUCKETS TO BUILD CONNECTIVITY**

**(and reduce many of the obstacles)**

**“HOW CAN I MAKE YOU A SUCCESS?”**

**or**

**“HOW CAN WE SUCCEED TOGETHER?”**

# **WHO IS A HERO?**

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**The one who converts an enemy into a friend.**

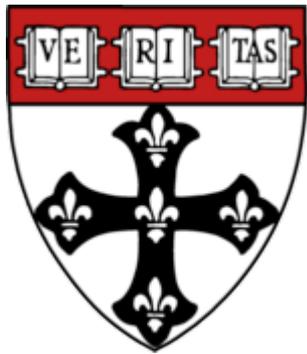
**Mishna**

# CONFLICT

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**The road to war is paved with many  
options . . .**

**TRY THEM ALL!**



# **NEW YORK OFFICE OF EMERGENCY MANAGEMENT**

**THANK YOU**

**BARRY C. DORN, M.D., M.H.C.M.**

**Program for Health Care Negotiation and Conflict Resolution  
National Preparedness Leadership Initiative  
HARVARD SCHOOL OF PUBLIC HEALTH**

**In Collaboration with Dr. Isaac Ashkenazi (IDF) and Mr. Joseph Henderson (CDC)**