Who is the Strongest Leader?

The Adaptive Leader

Collaborative Team Builder and Directive in a Crisis

*Core Culture Established: Trust and Communications*
# The Lens We View our World

## Communication Values

<table>
<thead>
<tr>
<th></th>
<th>Millennials</th>
<th>Gen Xers</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Converse</strong></td>
<td>Text &amp; IM</td>
<td>E-mail</td>
<td>E-mail</td>
</tr>
<tr>
<td></td>
<td>Social Media</td>
<td>Cell Phone</td>
<td>Cell Phone</td>
</tr>
<tr>
<td></td>
<td>Cell phone</td>
<td>IM</td>
<td>Face to face</td>
</tr>
<tr>
<td><strong>Problem Solve</strong></td>
<td>Brainstorm in group</td>
<td>List solutions independently</td>
<td>Think about what worked in the past then call a meeting</td>
</tr>
<tr>
<td></td>
<td>Online Research</td>
<td>then call a meeting</td>
<td></td>
</tr>
<tr>
<td><strong>Seek Respect</strong></td>
<td>Ideas values</td>
<td>Professionalism and knowledge</td>
<td>Experience and input valued</td>
</tr>
<tr>
<td></td>
<td></td>
<td>valued</td>
<td></td>
</tr>
</tbody>
</table>

*Entrepreneur Magazine, 2009.*
ENGAGED LEARNING

Engagement

Passive      Active

Case Study 
Voting 
Debate 
Problem 
Solving 
Real 
Project 
Games 
Facilitated 
Discussion 
Lecture 
Q & A
WEB 2.0 TOOLS
Collaboration is a skill that makes us stronger as educators. Using collaborative tools like Outlook calendar is a way to help us balance the demands we place upon our students.
THE DIGITAL WILD WEST: A Decade of Digital Universe Growth


This period of "space exploration" of the digital universe will not be without its challenges. But for the "astronauts" involved — They will need to lead the enterprise in the adoption of new information-taming technologies, best practices for leveraging and extracting value from data, and the creation of new roles and organizational design. Each step will require organizational change, not just a few new computers or more software but Cloud Tech.
Infographic: Data Deluge - 8 Zettabytes of Data by 2015

If you think there's a lot of demand for data. According to projections pulled together by Century Link, we're in for a deluge of big data. By 2015, Century Link says that we'll see a four-fold increase in data being created and replicated. This year, Century Link projects that 1.8 zettabytes of data will be generated this year (2011) ...

Sean Ammirati November 17, 2011


Digital Journal – 1.8 Zettabytes = Every Person in the United States tweeting 3 Messages per Minute for the next 26,976 years - http://digitaljournal.com/print/article/308479

*Crisis Management Needs are with Social Media is Exponential …
THE 21ST CENTURY CHALLENGE

The Opportunity: Turning Data into Wisdom

Source: Cisco IBSG, 2011

twitter.com/DaveTheFuturist  www.cisco.com/web/about/ac79/innov/index.html
LEADERSHIP & CRISIS COMMUNICATIONS
TRUST AND Internal & External Stakeholder COMMUNICATIONS

LEADERSHIP IS A SOCIAL BUSINESS

http://switchandshift.com/leadership-is-a-social-business

START WITH WHY?

1. Great Leaders are interested in people
2. Great Leaders believe in people
3. Great Leaders are inspired, by their mission and by their people
4. Great Leaders inspire action

http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html
IN THE EVENT OF A CRISIS ... WHAT WILL YOU DO?

THE ROAD TO DISASTER - NO PLAN
In the unlikely event of a crisis, we’ll know what to do.

CIRCLE THE WAGONS
Immediately assume the defensive

IGNORE/DENY
This won’t get any worse. We can control information.

CREATIVE WRITING
Attempt to wordsmith a statement that spins the situation in your favor.

DEFEND THE WRONG THING
Focus on internal issues, minimizing losses and legal exposure.

DAMAGE TO REPUTATION
The verdict about your organization: callous and inept.
CRISIS COMMUNICATIONS WORK SHEET

FOCUSBING THE RESPONSE: GOAL, STRATEGY AND ORGANIZATION

AUDIENCES, ANALYSIS AND ACTIONS/MESSAGES

Include the audiences from the Initial Response stage and other stakeholders impacted by or concerned about the situation. Use the following planning framework to ensure your analysis is complete. Assign a spokesperson and "practice possible scenarios.

STRATEGY SAMPLE: PROTECT PEOPLE

<table>
<thead>
<tr>
<th>Audience</th>
<th>Emotions/Feelings</th>
<th>Concerns/Needs</th>
<th>Actions</th>
<th>Contact Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families</td>
<td>Grief, anger</td>
<td>Support, assist</td>
<td>Support Teams</td>
<td>Direct</td>
</tr>
<tr>
<td>Community</td>
<td>Anger, fear</td>
<td>Reassurance</td>
<td>Real-Time Info</td>
<td>Media/phone Radio</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Info Sources</td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>Sadness, concern</td>
<td>Assure Safety</td>
<td>Safety reinforced</td>
<td>Team Meet</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intranet/ emails</td>
</tr>
</tbody>
</table>

Points of Interest:
*Response Teams for Viral Response is Critical – after identifying the threat.
*Style and use of # Hashtags is Critical – so that stakeholders can identify information.
*Spokesperson Briefings is Critical.
*Style of Response Rehearsed with ‘Internal’ Stakeholders is Critical.
*Address all of the headings above with Honest, Direct and Timely ‘Responses.’
*Crises – ATTRACTS THE MEDIA
Northwestern University Medill School Integrated Communications Model

1. Situation – provide a background of information of events leading up to the crisis

2. Crisis Timeline – Map the progression of the four crisis phases (Warning, Acute, Chronic, Resolution) on a timeline

3. Warnings – Signs of trouble if any? Did the organization recognize and act on them? Were there recent similar events or situations involving other organizations?

4. Initial Response – What precipitated the crisis? What was the organization’s Initial Response? Was the initial response timely? Who should have been the key audience? What relationships did the crisis threaten? Describe and evaluate the initial media coverage of the event. Describe and evaluate any role the Internet played in the crisis.

5. Primary Response – Did the primary response address the emotions and concerns of the people impacted by the crisis? Identify emerging issues and sources of conflict. When did they appear? Did the organization recognize and manage them? Did the issues or conflict change the nature of the focal point of the change in public perception? What role, if any, did the following groups play and what impact did they have: Public officials, Neighbors, Special interest groups/ Nongovernmental organizations/ Employees/ unions/ Competitors/ Customers/ Suppliers/ Contractors/ Shareholders/ Board of Directors/ Others ‘outside threats’ or ‘internal threats’

6. Recovery – What were the organization’s recovery or business resumption objectives? Describe the communications environment created by the crisis. Who were the key audiences necessary to implement the recovery strategy? What were the messages to support the strategy? Was the organization successful in implementing its recovery strategy? Is the situation resolved? Is anyone still hurting?

7. Ethical Issues – Were there any ethical issues? What were they? How did the organization address them? How did they shape or alter the nature of the crisis? How did the media treat these issues?

8. Analysis & Evaluation - What is the current status? What did the organization defend? How effective were the organization’s communications? What were the costs in: Reputation/ Relationships/ Legal liability, Damages and settlements/ Market Share- Student Attendance and population size/ Community Trust/ Recruiting and retention/ Employee morale and loyalty

9. Key Learning – What key learning from your analysis will apply to your organization’s general crisis response plan? Its Crisis Communication plan? The way you do business or your personal skills? What key learning from your analysis will you discuss with your team, management, board, and stakeholders? What is the organization’s reputation now? What did the organization do well? What could have been done better?
REFERENCES

Informal Notations

Crisis Communications


• Managing the Unexpected: Resilient Performance in an Age of Uncertainty by Karl E. Weick and Katherine M. Sutcliff ISBN: 0787-9964-91

• The Four Stages of Highly Effective Crisis Management: How to Manage Media in a Digital Age by Jane Jordan-Meier ISBN: 978-1-4398-5373-3


Leadership Studies


