

Crisis Management for Leaders

Program 5: Case Study: Chilean Mine Rescue

Teaming in Crisis Situations ... and Crisis Communications

Amy Edmondson
Dutch Leonard
April 9 & 10, 2020

Crisis Management For Leaders

Program Schedule

- COVID-19 as a Novel Event and Risk Management Framework
- Coping with Sudden Changes in Cash Needs and Availability
- Structuring the Organizational Response
- Recognizing and Managing Novel Risks in Your Supply Chain
- **Case Discussion: Chilean Mining Rescue, and Summary**



Faculty Group



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THE POWER OF TEAMING IN A CRISIS

Amy Edmondson and Dutch Leonard

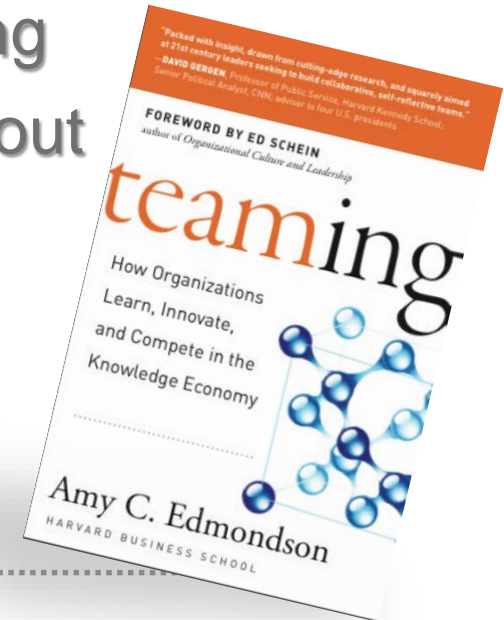
HARVARD BUSINESS SCHOOL

WHEN TEAMING MATTERS MOST

team • ing (v.)

Teaming is teamwork on the fly-coordinating and collaborating, across boundaries, without the luxury of stable team structures

Teaming is especially needed when work is **complex** and **unpredictable**



AUGUST 5, 2010

THE SITUATION

700,000 tons of some of the hardest rock in the world caved in Chile's century-old San José mine.

33 are missing

There is a refuge 2000 feet underground with limited food supplies

Unstable mine terrain

Above ground, no one knows whether any of the missing miners are alive

CHARACTERIZING THE SITUATION?

- **Technically complex:** Unprecedented, current technology, processes do not apply
- **Resource constrained:** Limited time. Privately owned mine lacks the capacity to respond. By Chilean law, government cannot intervene in private crisis.
- **Managerially difficult:** hundreds of people (experts, families, first responders, media) show up.
- **Emotionally charged**
- **Politically sensitive**
- **Intense media coverage**



Chile Gold / Copper Mine

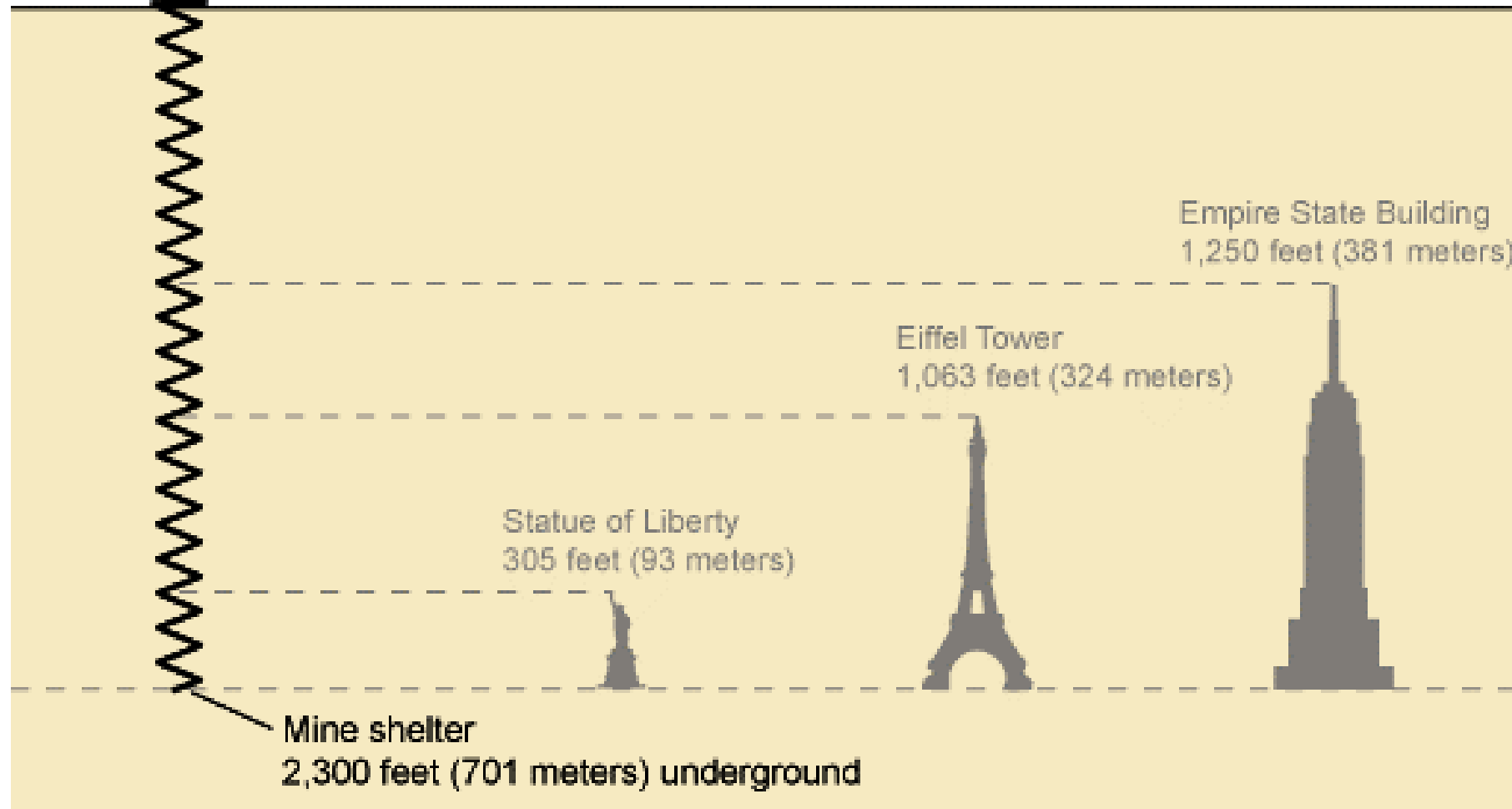
2,300 feet (701 meters) above trapped miners

Empire State Building
1,250 feet (381 meters)

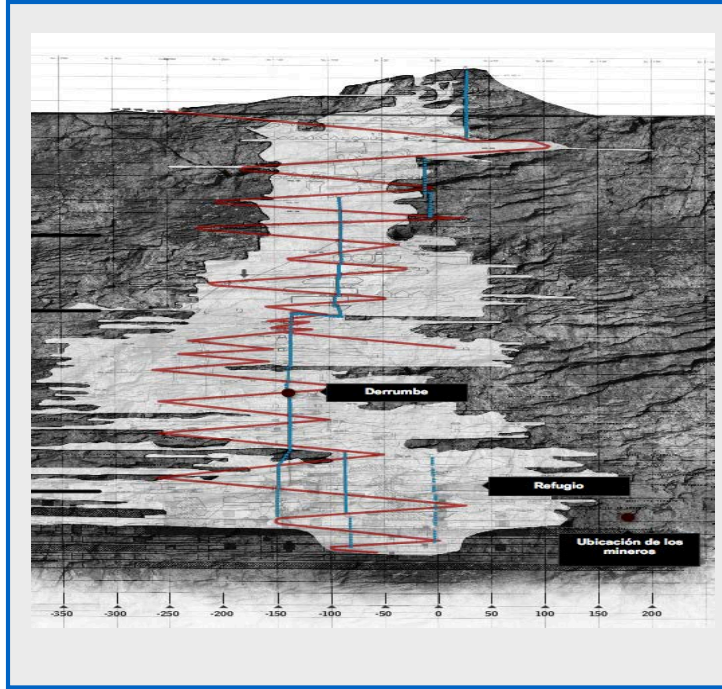
Eiffel Tower
1,063 feet (324 meters)

Statue of Liberty
305 feet (93 meters)

Mine shelter
2,300 feet (701 meters) underground

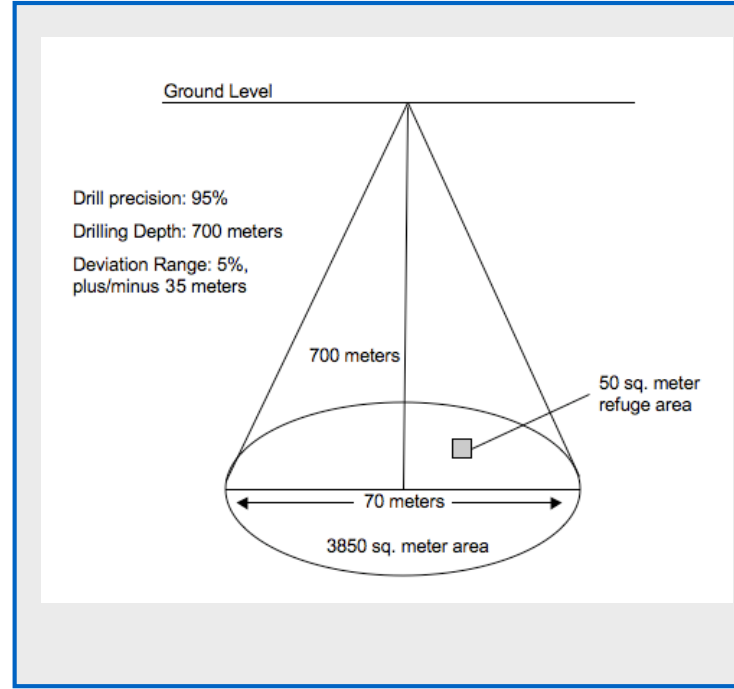


THE DRILLING CHALLENGE: NEED HIGH ACCURACY



With limited information

Have to team up across expertise boundaries



With imprecise equipment

Have to experiment and innovate on the fly.

Teamed up to survive

Teamed up to innovate

Teamed up to support

THREE ARENAS FOR ACTION



1

The Miners



2

The Engineers



3

The Executives

**WHICH OF THE THREE TYPES OF CHALLENGES
(THAT OF THE WORKERS, THE EXPERTS, OR THE EXECUTIVE LEADERS)
IS MOST SIMILAR TO WHAT YOU ARE
CURRENTLY FACING?**

HOW IS IT SIMILAR?



***“We will bring those men home,
dead or alive,
sparing no expense.”***

Sebastian Piñera

Is this the right problem statement?

What is he accomplishing with this statement?



Ginni Rometty, CEO, IBM

**“A leader’s job
is to paint reality
and give hope.”**

interview in Barron’s, June, 2014

This is also the Stockdale Paradox ...

... and Napoleon said, it, too ...

... so it is old and very good advice.

ONE UNSOLVABLE PROBLEM



Can we **extract 33 men** trapped under 700 meters
of rock **before they die?**

TWO EXTREMELY CHALLENGING PROBLEMS

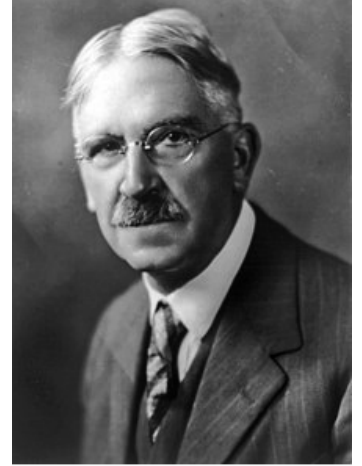


1) Can we **locate and reach** them before they die?

2) Can we get them **out**?

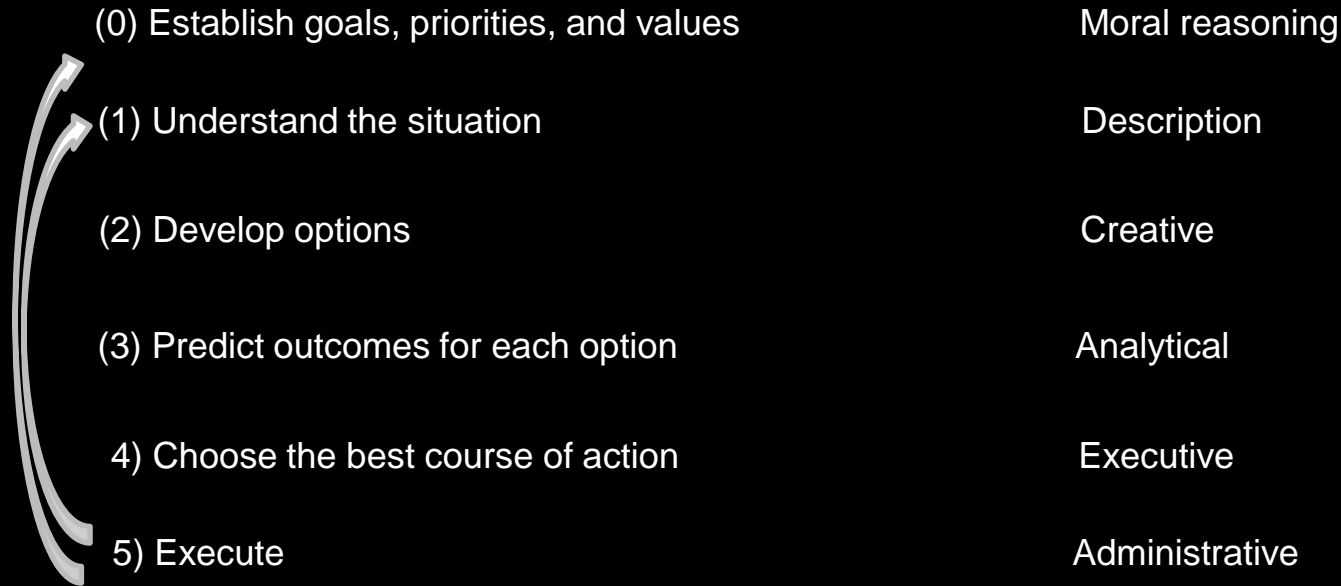
A PROBLEM WELL PUT IS HALF SOLVED.

John Dewey



**HOW DID THEY DO IT? WHAT DO YOU SEE THEM
DOING THAT CONTRIBUTED TO THEIR SUCCESS?**

III. Engage in Iterative, Agile Problem-Solving



© 2011 by Herman B. "Dutch" Leonard and Arnold M. Howitt

ACTING IN TIME

Against Landscape-Scale Disasters

Success in a Crisis Depends on Innovation Logic

Business as Usual Circumstances

Novel Circumstances

MANAGEMENT LOGIC

INNOVATION LOGIC

PRESCRIBE & CONTROL

ENABLE & LEARN

ASSUMES PREDICTABILITY

ASSUMES UNCERTAINTY

SIMPLE INTERDEPENDENCIES

COMPLEX INTERDEPENDENCIES

EMPHASIS ON EFFICIENCY

EMPHASIS ON EXPERIMENTATION

CLEAR SHARED CRITERIA

MULTIPLE COMPETING CRITERIA

HIERARCHICAL COMMAND

DISTRIBUTED TEAMING

INSIST ON ADHERENCE TO PLAN

ENGAGE THE EXPERTS & STAY OUT OF THE WAY

DAY 17



**WHAT DO YOU THINK WAS MOST DIFFICULT
FOR THE TEAM DURING THE FIRST 17 DAYS?**

**IS THAT SIMILAR TO WHAT IS MOST DIFFICULT
FOR YOU?**

“EXECUTION-AS-LEARNING”

It's agile, collaborative, & iterative:

- You face many **UNKNOWNNS**
- You must cross **BOUNDARIES** to bring in different **EXPERTISE** at different times.
- You rarely have a fixed set of **DELIVERABLES** or roles.
- You often must do **NEW** things that haven't been done before!
- You must **ACT** – to learn.



DAY 70



ANY FURTHER OBSERVATIONS?

**WHAT ELEMENTS OF THE APPROACH TAKEN
BY THE RESCUE TEAM DID YOU SEE AS
CRITICAL TO ITS SUCCESS?**

....TO YOUR SUCCESS?

WHAT DOES IT TAKE?

- Shared purpose
- Teaming across expertise boundaries
- Listening to ideas independent of formal power/position
- Persistence through failure
- Process discipline (powerful learning routines)
- A culture of innovation

INNER CONTRADICTIONS OF AN INNOVATION CULTURE*

- A culture of innovation is
- chaotic & focused
- playful & disciplined
- values deep expertise & broad-thinking boundary spanners
- promotes high standards & tolerates failure...

*Edmondson, A.C. (2013). *Teaming to innovate*, Chapter 1. San Francisco, Jossey-Bass

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- Enabling leadership (direction setting *and* listening)

"TYPES" OF PROBLEMS / CHALLENGES

Nature of the challenge or problem

Clear, well-defined

Ambiguous/contested

Known To Us

Action
Problem

RESCUERS

Nature of
the solution

NOT
Known To Us

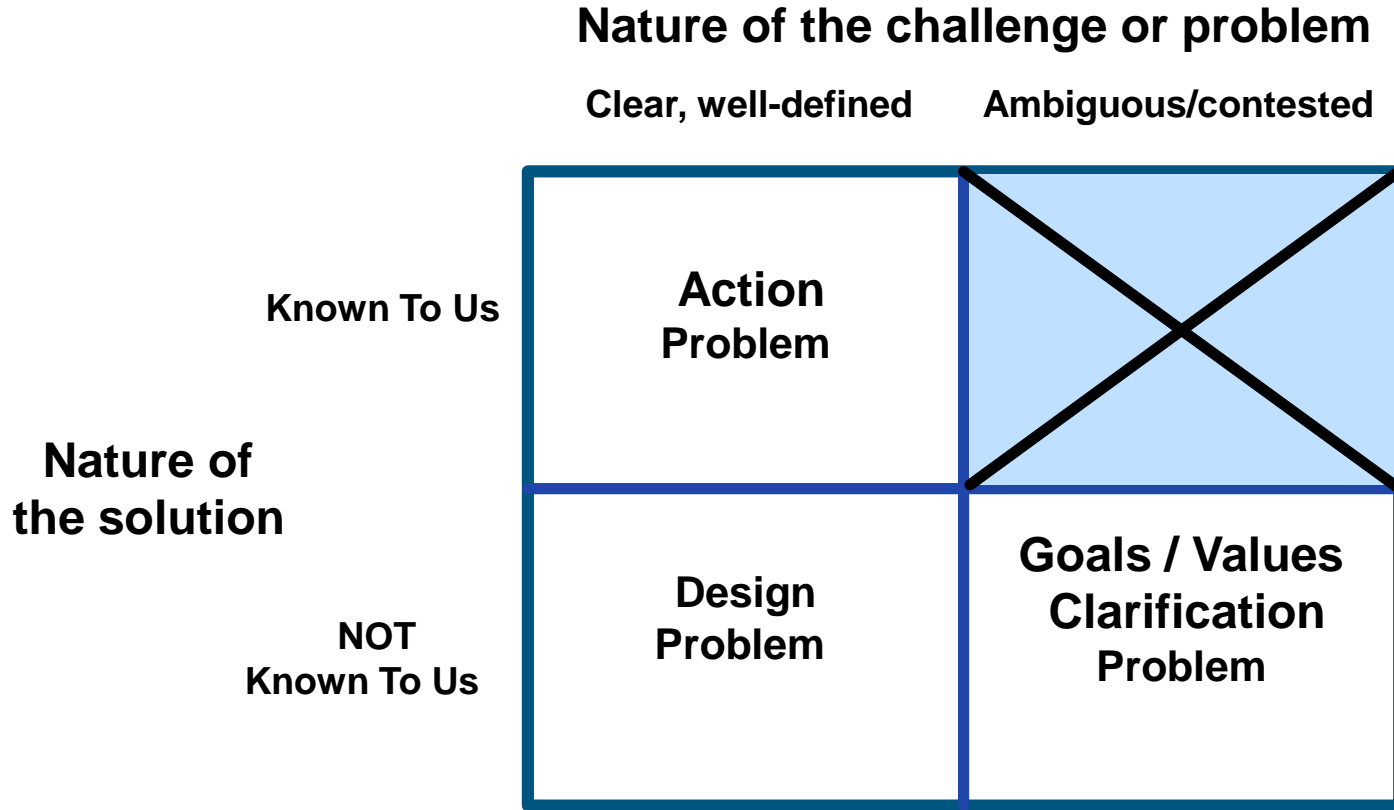
Design
Problem

ENGINEERS

Goals / Values
Clarification
Problem

PRESIDENT

COVID-19 IS GIVING YOU ALL THREE OF THESE CHALLENGES



CRISIS COMMUNICATIONS

The Stockdale Paradox (Slightly Revised)

The most effective leaders in crises:

Are brutally honest about the situation (**FACTS**)

Offer a rational basis for optimism (**HOPE**)

Offer emotional understanding (**EMPATHY**)

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FOR REFLECTION

**Who do you see
doing this today?**

AN EXAMPLE: PRIME MINISTER JACINDA ARDERN

Friday, March 15, 2019:

Mass shootings at two mosques in Christchurch during Friday prayers

YouTube link:

<https://www.youtube.com/watch?v=wKqdC6l6lCk>

Prime Minister Ardern spoke *while the event was still ongoing* – people in Christchurch were still being urged to stay indoors as police were seeking possible accomplices.

REACTIONS? THOUGHTS?

WHAT DO YOU SEE PM ARDERN *DOING*?

CRISIS COMMUNICATIONS: THE FOUR-PART SCRIPT

1. **Say what you know (and the basis of your knowledge)**
→ (DO NOT SPECULATE!)
2. **Say what you are doing**
3. **Say what others should do**
4. **Offer understanding, empathy, and perspective**

CRISIS COMMUNICATIONS: THE FOUR CANONICAL QUESTIONS

People in a crisis implicitly or explicitly ask four central questions:

1. Who are “we?” (Am I part of this “we?”) **(IDENTITY)**
2. What things that we care about are at risk? **(VALUES)**
3. What happened / is happening? **(SITUATIONAL AWARENESS)**
4. What do people like us, with values like ours, *do* in a situation like this? **(ACTION)**

PEOPLE WILL *INEVITABLY* FIND ANSWERS TO THESE FOUR QUESTIONS ... *IT WILL BE BETTER IF THEY COME FROM YOU!*

CRISIS COMMUNICATIONS: THE FOUR “M”S

MESSAGE What, exactly, are you trying to convey?

MESAGER Who is the message coming from? (Whose authority/credibility is it relying on?)

MESENGER Who should convey it? (Who will have the best credibility as the presenter / deliverer?)

MESAGEE Who is the message addressed to? (Does it respect her/his/their premises, assumptions, and realities?)

CRISIS LEADERSHIP IS *ADAPTIVE* LEADERSHIP*

Leadership in a crisis is the process of bringing a new, and generally *unwelcome* reality to an individual, group, organization, or society, and helping her/ him / it / them successfully adapt to it.

*Ronald Heifetz at Harvard's Kennedy School of Government has written and taught about what he describes as "adaptive leadership." This definition is related to his work.

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ADAPTIVE LEADERSHIP IS STRESSFUL FOR ALL CONCERNED

Adaptive leaders encourage their followers to confront reality
(Stockdale, revisited)

This is stressful, and pushback against the leader is common
(People sometimes treat the leader as if she or he were the **source** or **cause** of the unwelcome reality)

Therefore, ***pacing*** is critical:

fast enough to get the job done;

not so fast that people can't handle the stress

TIME IS AN ADAPTIVE RESOURCE

OVER TO YOU ...

1. ***Structure*** – Critical Incident Management
2. ***People*** – Values + Internal + Situation
3. ***Process*** – The Problem-Solving Method
4. ***Teamwork*** – Safe to Innovate / Experiment
5. ***Communication, Communication, Communication***

**NEVER FORGET ...
RESILIENCE IS**

WHAT YOU ARE DOING

You ...

are the answer ...

to our prayers.

GOING FORWARD

- New issues will continue to arise
- Important priorities will come into conflict
- Place confidence in your *process*
- Re-work the problem, continuously
WE place *our* faith ...
... in *your* leadership

A SIGN ON AN OFFICE DOOR HERE ...

We ***ARE*** the professionals.

This ***IS*** the bigtime.

This is ***NOT*** a ***REHEARSAL***.

These may well be the most challenging issues
of your professional and personal lifetime.

**All you should ask of yourself (or others) is to
do the best you reasonably can.**

TAKING CARE

- Be safe – keep your distance
- Help keep others safe
- Take care of yourself -- *you* are an important resource for all of us
 - Anxiety and constant surprise and problem-solving are *weary-ing*
 - Seek (episodic) sanctuary
 - “Give yourself permission” when needed
- This is going to be a marathon

This ***MUST*** be done.

This may be one of the ***HARDEST***
things that we have ever done.

YOU can do it.

ONLY you can do it.

This time of year ...

Passover – Second Seder last night ...

Good Friday ... Easter Sunday

Vaisakhi is on Monday ...

Ramadan is approaching ...

**GOOD LUCK
AND
GODSPEED**