Leading in Times of Crisis
Structuring the Organizational Response

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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
Unprecedented circumstances …

… so …

… what do we do?

What do we do … when *no one knows* what to do?

WE HAVE TO FIGURE IT OUT,
IN REAL TIME, UNDER STRESS

*That is what Crisis Leadership is.*

AND THE WAY YOU HAVE BEEN FEELING

*IS HOW IT FEELS.*

This is our new (Covid-19) normal …

… for a *TEMPORARY*, but *INDEFINITE* period.
The Answer To *Every Covid-19 Question* … Is A *PROCESS*

What are the key elements of the approach we need?

1) Structure

2) People

3) Problem-solving method
I. Establish a Critical Incident Management Team and Process

1) Oversees all aspects of the event (medical, financial, logistical, economic …)

2) Seeks to identify and understand evolving and emerging issues and competing priorities

3) Reframes issues as questions / decisions

4) Deliberates about key questions and decisions

5) Formulates and delegates problem-solving for specific issues to other groups

6) Communicates to inside and outside constituencies
II. Assemble the Right People: Find and Recruit Three Groups

1) People who know the firm, its customers, its suppliers, its operations …

2) People who have expertise in epidemiology, medicine, public health, and public policy

3) People who understand and represent the firm’s key priorities, values, and constituencies

(Note: these groups may overlap!)
Change The Team
As The Event Continues To Unfold

Rosters:

SME$_1$

SME$_2$

SME$_3$
III. Engage in Iterative, Agile Problem-Solving

(0) Establish goals, priorities, and values  
   Moral reasoning

(1) Understand the situation  
   Description

(2) Develop options  
   Creative

(3) Predict outcomes for each option  
   Analytical

(4) Choose the best course of action  
   Executive

(5) Execute  
   Administrative
Creating the *Conditions* for Successful Agile Problem-Solving

1) Facilitated deliberation
2) Diversity
3) Psychological safety
4) Joint *inquiry*, not *advocacy*

… and that is what we are going to talk about today
You’re All Doing Team-based Problem-solving …

How is it going?
Is your team working together well?
What issues are arising in your teamwork processes?
What Kinds Of Organizations Succeed?

0) Exhibit **Leadership**

1) Focus on Core Values (known and shared)

2) Recognize Novel Circumstances (and Avoid Routine Thinking)

3) Have the right STRUCTURES

4) Field the right TEAM

5) Use the PROBLEM SOLVING PROCESS

6) Create Conditions for Successful Agile Problem Solving under Stress

7) **Have the right Workflow Management Process**
(5) Workflow Management

Values at Risk
Key Facts
Issues/Decisions Needed
Decisions Made
Action Officer
Action Status
Please Keep Yourself And Others Safe

You are a resource for your organization ... and for our world.

*We need you in this fight.*

Pace yourself ... ... we still have a long way to go.
Our Message To You ...

This **MUST** be done.

**YOU** can do it.

**ONLY** you can do it.

... So ...

**KEEP AT IT ...**

... *we are all counting on you.*
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