

APRIL 2020

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LEADING THROUGH RADICALLY CHANGING TIMES

Leading Through a Crisis Day-by-Day

A presentation by Eric J. McNulty, associate director of Harvard's National Preparedness Leadership Initiative.



Eric J. McNulty is associate director of Harvard's National Preparedness Leadership Initiative. He is also coauthor of *You're It: Crisis, Change, and How to Lead When It Matters Most*.



Paul Michelman is editor in chief of *MIT Sloan Management Review*. He will moderate the session.



YOU'RE IT

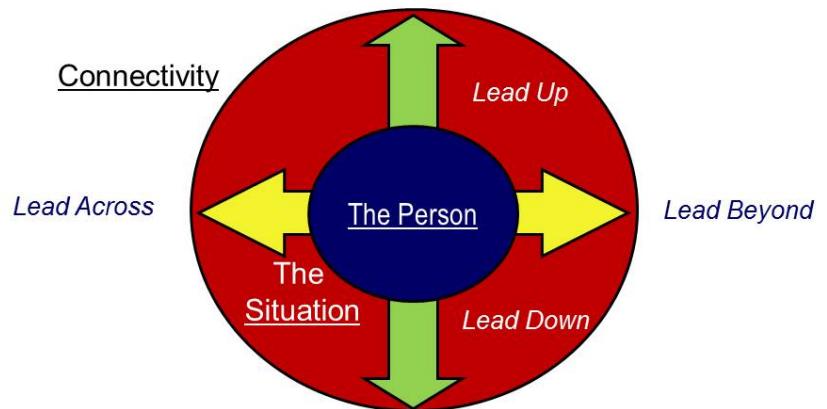
LEADING THROUGH LONG-DURATION CRISES

Integrating Effort, Improving Outcomes

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LEADING

THE DIMENSIONS OF META-LEADERSHIP



**17 Years of Research and Practice
Development with Crisis Leaders**



CLARIFY

Clarity: Focus as a verb, not a noun:

- Purpose: What job is your company, customers, or community hiring you to help them do?
- Values: What enduring principles guide you?
- Performance: How are you measuring success?



ARTFUL

Long-duration events present new leadership challenges:

- Adaptive capacity
- Resilience
- Trust

ADAPT



A leadership platform for agility and responsiveness:

- Mastering the pivot
- Anticipation beats reaction
- Questions more important than answers



RESILIENCE

From leader as commander to leader as resilience catalyst:

- Sense-maker and meaning-finder
- EI beyond IQ: Be and See
- Cultivator, not extractor

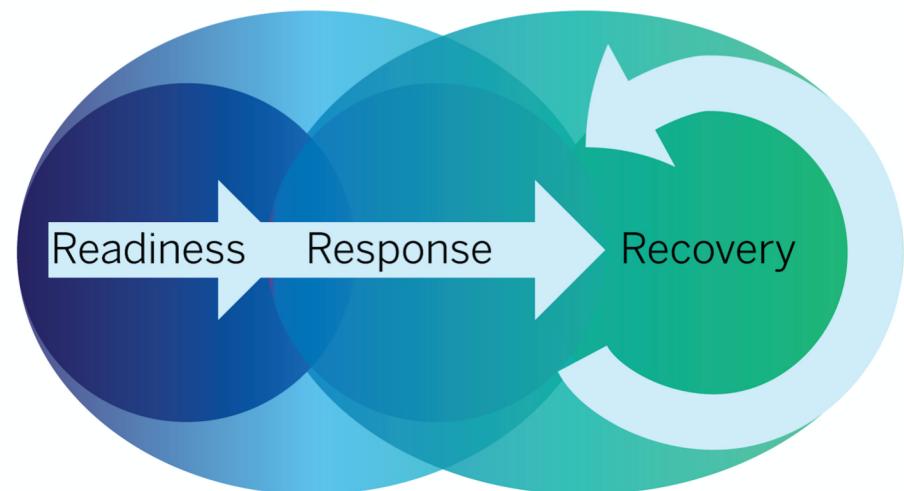


TRUST

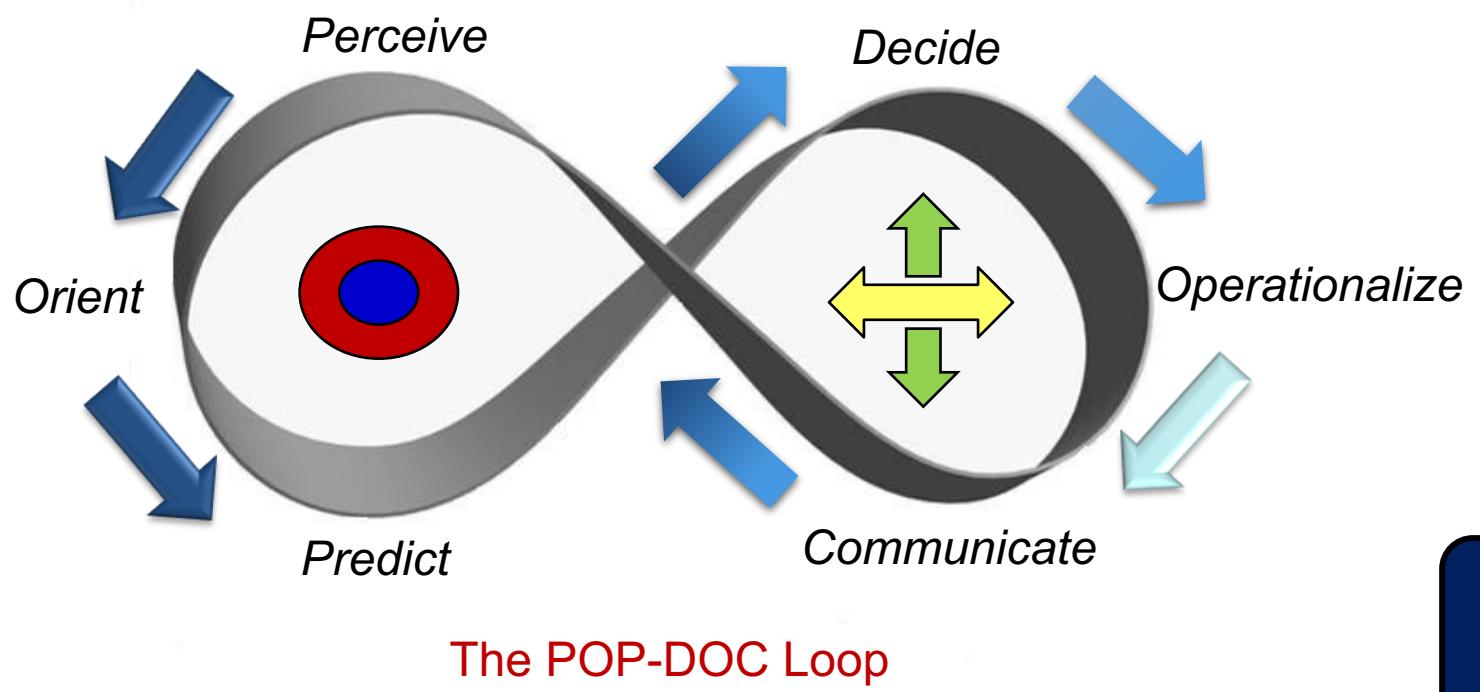
The Trust Equation:

- Credible
- Reliable
- Investor in mutually beneficial human relationships
- Committed to the mission over self-interest

REBOUND



RHYTHM



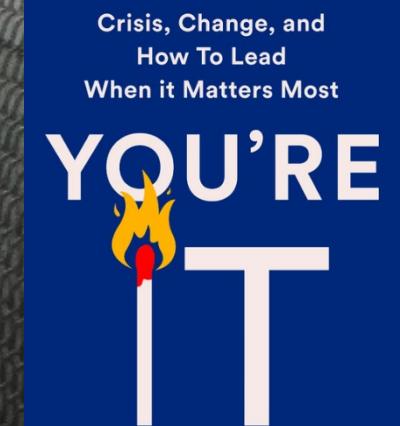
THINKING
STEPS

ACTION
STEPS

YOU'RE IT

THANK YOU!

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Leonard J. Marcus, Eric J. McNulty,
Joseph M. Henderson, Barry C. Dorn

Foreword by David Gergen



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