



**Homeland Security
and Emergency Services**

Managing Chaos Workshop

Helping Senior Leaders Survive, and Thrive, During A Crisis

Background

- New York State received funding from FEMA as part of the Complex Coordinated Terrorist Attack (CCTA) Grant Program. Only 29 awards nationwide.
- Proposal focused on helping to build capability in the Upstate urban areas (Albany, Syracuse, Rochester, Buffalo).
- The grant supports planning, training, exercises for first responders but we also wanted to engage senior leaders.

Complex Coordinated Terrorist Attacks (CCTA)

Key Characteristics:

- Using **multiple attackers and attack methods** (guns, bombs, edged weapons, vehicle ramming).
- **Striking numerous locations** over a geographic area.
- Hitting **soft targets, mass gatherings**, or other vulnerable environments to maximize casualties.
- **Taking hostages** to prolong the incident and/or delay law enforcement response efforts.
- Conducting **secondary attacks** on responders, evacuation routes, or other sites.
- **Adapting and adjusting tactics** and/or location quickly based on law enforcement and first responder actions.



Planning Considerations:
Complex Coordinated
Terrorist Attacks

July 2018



Homeland
Security

The Challenge

- A CCTA will stress and potentially overwhelm any jurisdiction, and require a great deal of leadership and coordination.
- Senior leaders, including elected and appointed officials, have an important roles to play. How they respond can make the situation better, or worse.
- We have numerous courses aimed at first responders and other public safety personnel, but limited offerings for senior officials.

- **Concept:** An executive-level workshop (half-day) intended to share insight and strategies to help leaders lead, make decisions, and communicate effectively during a crisis
- **Target audience:** Elected and appointed officials and other senior leaders within public safety/government agencies



Key Aspects

- **Engaging:** Immersive and highly engaging (e.g., videos, case studies, real world examples).
- **Innovative:** Provide both academic and practical insights; engage current thought leaders and practitioners for cutting edge concepts and content.
- **Empowering:** Inform and empower – not overwhelm; make it useful

3 Key Topics

- Crisis Leadership
- Crisis Decision Making
- Crisis Communication



About The Workshop

The workshop seeks to blend both academic and practical insights and was developed with the help of many individuals and organizations.



Workshop Objectives

- Create a forum for sharing information, ideas, and best practices regarding crisis leadership, crisis-decision making, and crisis communication.
- Better position senior leaders to manage crisis situations.
 - Designed to be a collaborative discussion, not a lecture. We want to leverage everyone's insight and learn from each other.

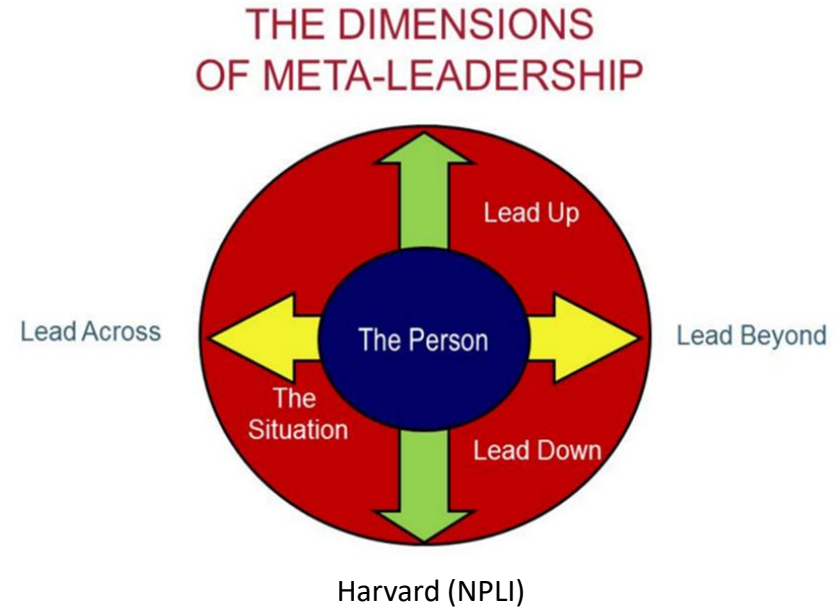
Workshop Objectives

- Although part of the CCTA program, the issues discussed transcend all types of crisis situations.



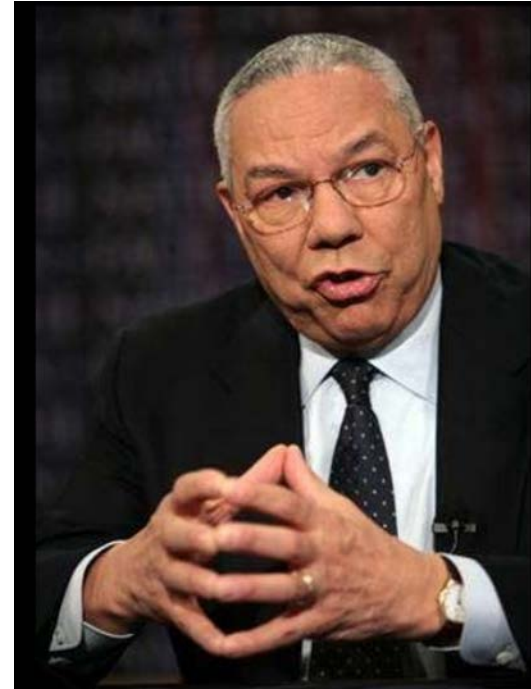
Crisis Leadership

- Roles and Responsibilities
- Meta-leadership (Harvard NPLI)
- Leading Before, During, and After a Crisis
- Crisis Learning
- Accountability



Crisis Decision Making

- Decision Making Process
- “Sense-Making”
- Stress
- Bias
- Decision Making Models (40/70)



Crisis Communication

- Symbolism
- The Media (Social Media)
- The Message (Rule of 3)
- The Messenger (Empathy)



Key Findings

- Crisis leadership is multi-phased and multi-directional.
- Crisis decision making is about doing more with less.
- Crisis communication requires an effective use of the media, the message, and the messenger.



Formula for Success



Leadership

Questions, Thoughts, Ideas?