



State of the Program 2018



Message from the Founding Co-Director

From the outset, the National Preparedness Leadership Initiative was designed as a partnership.

At the November 2003 inauguration of the NPLI, we – the Harvard School of Public Health and the Harvard Kennedy School of Government together - made the commitment to join the nation on the steep learning curve of preparedness and response leadership. Our mission: collect raw leadership lessons and turn them into the knowledge and practices of the NPLI curriculum.

At the time, the country was facing new crucible leadership challenges. 9/11 recast the threat environment. A vast new bureaucracy – the Department of Homeland Security - was assembled to match that threat. We ventured into uncharted territory alongside leaders as they met new and raw challenges.

As the unfortunate Hurricane Katrina response peaked, I received an email from then FEMA Administrator Mike Brown, “You want to study leadership? Come on down.” I witnessed first-hand a critical leadership moment for the country. The dysfunctional politics of local, state and federal leaders crashed into disaster atop a disaster. I was there when Department of Homeland Security Secretary Michael Chertoff dismissed Brown. Chertoff left the office and the next sound came as Brown shouted out, “Lenny, get in here.” It was a long, difficult conversation. There was much to learn.

Shortly thereafter, I helicoptered from Baton Rouge down to New Orleans to view the spread of destruction. While still in the air, I received a call from David Gergen, Co-Director of the NPLI. Would I speak the next week at a Kennedy School Forum on the Katrina response?

Since then, there have been numerous opportunities to join leaders on that steep learning curve. NPLI faculty have been on site to observe responses to: H1N1, the Deep Water Horizon Gulf oil spill, Hurricane Sandy, the Boston Marathon bombings, Ebola, and the 2017 series of hurricanes, among others. In each case, leaders have been generous with us, opening themselves and sharing what they experienced and learned. These were the learning curve partnerships. From that body of

knowledge, we developed tools adopted by leaders since, including “Meta-Leadership,” “Swarm Leadership,” and applications of the “Walk in the Woods.”

We watched cohorts of leaders in our executive education courses take those lessons to new crises. Their able stewardship in times of disaster – and their willingness to contribute those experiences to the body of knowledge assembled by the NPLI – has been the strength and contribution of the program.

From its outset, the NPLI learned, instructed, and experienced partnership. Our thanks to the many people and organizations who marched with us through these fifteen years of study and teaching.

Leonard J. Marcus, Ph.D.

November 2018



HARVARD T.H. CHAN
SCHOOL OF PUBLIC HEALTH



HARVARD Kennedy School
Center for Public
LEADERSHIP

National Preparedness Leadership Initiative
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NPLI to Expand Programs

In 2017, the NPLI embarked on initiatives to expand beyond its core executive education program (EEP) for senior professionals and address the full life cycle of leader development.

The first NPLI Master Symposium was held in November 2017 in Washington, DC. It brought together 75 alumni of the EEP to explore advances in both thinking and practice around crisis leadership.

The session connected alumni across cohorts, introduced new faculty, and helped advance the understanding the importance of effective leadership from preparedness to resilience.

In March 2019, the NPLI will launch its first Emerging Leaders in Crisis program. Designed for those

earlier in their career, this one-week program will introduce the concepts and practical application of meta-leadership to a new generation.

“The exciting thing about the NPLI curriculum is that it has both deepened and expanded,” said Eric McNulty, NPLI Associate Director. “We have concepts and tools that serve these leaders over the arc of their careers. And what we’re teaching now has evolved significantly over years even as the core framework of three dimensions has remained constant.

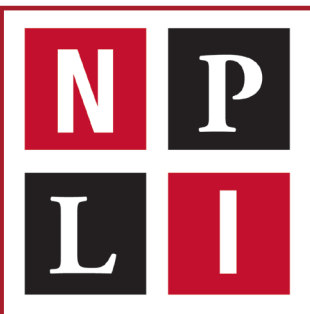


Alumni are Active in Multiple Events

From mitigation of the impact of climate change to response to and recovery from the latest natural disaster, NPLI alumni are found leading the way. In 2017-2018, alumni were active during the Las Vegas mass shooting response; all phases of the multiple hurricanes that wracked the southeast U.S.; fighting wildfires in California and elsewhere; and many other events.



Dr. Suzet McKinney, NPLI alum and now faculty member, at the inaugural NPLI Master Symposium.



2003 – 2005

- NPLI Founding
- Hurricane Katrina Response
- Executive Education Cohort I

2006 – 2008

- First academic paper on meta-leadership
- First White House presentation
- Research on Democratic and Republican National Conventions

2009 – 2010

- Research on H1N1 Influenza Outbreak
- Research on Deepwater Horizon Oil Spill
- Tale of our Cities Terrorism Summit Education

2011 – 2012

- Research on Tropical Storm Irene
- Hurricane Sandy and Deepwater Horizon Teaching Cases Published
- FEMA EMI Program (2012-2016)

NPLI Faculty Publish Breakthrough Ideas

The impact of the work of the NPLI is amplified through the publishing activities of faculty members. In 2019, *Crisis, Change, and How to Lead When it Matters Most* will synthesize the core ideas and tools in book form.

In 2018, Dr. Suzet McKinney was co-author of the text book, *Public Health Emergency Preparedness*. Faculty also wrote the articles, “Integrating Brain Science into Crisis Leader Development” (Journal of Leadership Studies) and “Swarm Intelligence: Establishing Behavioral Norms for the Emergence of Collective Leadership” (Journal of Leadership Education).

Visit the NPLI website for a complete list of publications.



NPLI Launches Leader ReadyCast Podcast

In keeping with the preference of younger leaders for audio content, the NPLI has launched its own podcast. Each month, the NPLI’s Leader ReadyCast brings practical insights and the latest research to listeners. Leader ReadyCast is available on iTunes, Soundcloud, and on the NPLI website.

For more information visit:
<https://npli.sph.harvard.edu/>

From Concept to Practice

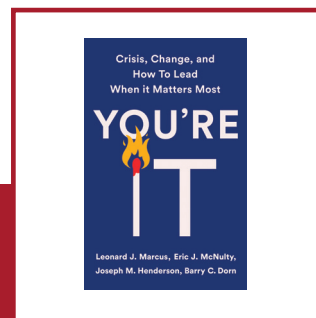
NPLI curricula are conceptually rigorous and relentlessly practical. Field research and teaching reinforce each other in a virtuous circle of learning and application.



Peter Neffenger (l) and Rich Serino (r) bring deep practical experience to their roles as NPLI faculty.



Tom Fitzsimmons Photography



2013 – 2014

- Research on Boston Marathon Bombing Response
- Research on Ebola Response
- Introduction of Swarm Leadership

2015 – 2016

- 500+ Cumulative Exec Ed Alumni
- TSA Executive Education Program
- Schlumberger Crisis Leadership Program (2014-2018)

2017 – 2018

- Inaugural Master Symposium
- Massport Training Program
- Transformation at TSA Teaching Case

2018 – 2019

- NPLI Marks 15 Years
- Inaugural Emerging Leaders Program (2019)
- *You're It* Meta-leadership Book Published (2019)

Meta-Leadership Training Worldwide

Argentina, Australia, Brazil, Canada, China, Ecuador, France, Israel, Malaysia, Mexico, Russia, Singapore, Tunisia, United Arab Emirates, United Kingdom, United States

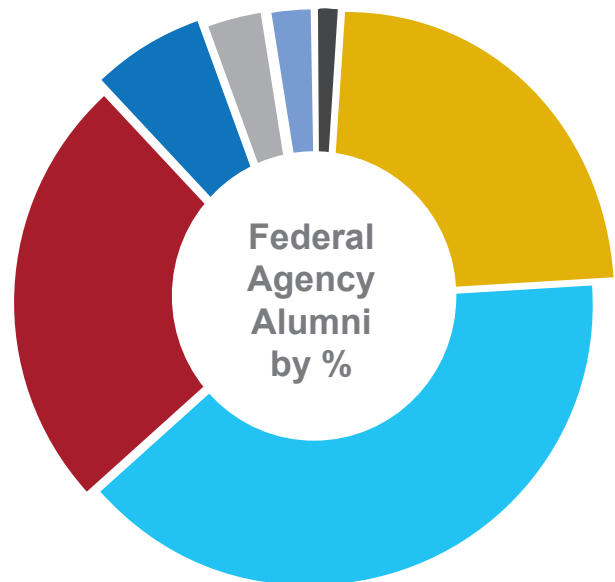


Total Participants Trained Since 2005



Federal Agency Executive Education Alumni Breakdown by Percentage

- Department of Health & Human Services
- Department of Homeland Security
- Department of Veterans Affairs
- Office of the Director of National Intelligence
- Other Executive Agencies
- Non-executive Agencies
- Department of Defense



Looking Forward to 2019

A new book — *Crisis, Change, and How to Lead When it Matters Most: You're It*. A new program — Emerging Leaders in Crisis. Set to pass 750 alumni from our flagship executive education program. It looks like 2019 will be quite a year.



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