You’re It!

COVID-19 Crisis, Change and How to Lead When it Matters Most

Two New Online Training Programs

• Crisis Leadership: Core Principles & Practices | June 23 – July 16, 2020
• Advanced Crisis Leadership: Innovative Strategies & Decisions | July 28 – August 20, 2020

For more information and to register visit: npli.sph.harvard.edu
The authors of “You’re It: Crisis, Change and How to Lead When It Matters Most” compiled years of on-scene crisis leadership research into their 2019 book. Then, the COVID-19 pandemic exploded.

Now these faculty members of the Harvard National Preparedness Leadership Initiative are working with leaders around the globe, taking these critical crisis leadership practices into advising and teaching COVID-19 response leaders at the front lines.

Build these timely practices and lessons into your crisis leadership. A crisis is an opportunity. Your organization can be resilient. Your work can change and adapt. And you can strengthen your thinking and leadership practices to meet COVID-19 challenges.


Two new online courses:

- **Crisis Leadership: Core Principles & Practices** teaches you the Meta-Leadership Tool Kit. The “how to” for conducting yourself, analyzing complex situations, and building the necessary social networks to meet and beat this crisis. Become a high performing leader.

- **Advanced Crisis Leadership: Innovative Strategies & Decisions** builds upon the core course with in-depth, case-based discussions that explore the most complex situations you face as a crisis leader. By analyzing and anticipating what likely will come next, you prepare your followers to meet this threat. Lead your organization to the best possible outcome.
Crisis Leadership
Core Principles & Practices  | June 23 – July 16, 2020

This interactive course will teach you the essential tools and techniques of meta-leadership, a pragmatic framework and practice method.

Learn how to exercise Meta-Leadership practices in your crisis thinking and actions. It starts with You: How do you define yourself as a leader? How do you become the leader you aspire to be? Then, you are in a Situation: It is complex, urgent, and others are looking to you for guidance. You next build Connectivity: Who needs to be at the table and how do you establish unity of effort? You will have a framework for working the complexity that characterizes crisis. This is key to your building adaptive systems that meet COVID-19 challenges.

You will learn to:

- Understand the panic response of your “emotional basement,” cognitive biases, and sub-conscious risk and reward calculations, and with this, how to get “smarter than your brain”;
- Advance beyond situational awareness to inform your leadership decisions with deeper understanding in order to effectively guide others;
- Identify stakeholder interests and build common ground to foster trust and inspire innovative solutions, so that conflict and distractions less likely hinder forward progress;
- Explore how to lead critical pivots and shift the focus of activities to meet changing present and future needs, transforming what you do and how you do it;
- Establish the underlying foundation to achieve mission-critical objectives by fostering the behaviors and synchronous action that are necessary during a demanding crisis.

Each four week course includes eight 90-minute interactive sessions.

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- Advanced Crisis Leadership: Innovative Strategies & Decisions  | July 28 – August 20, 2020
Advanced Crisis Leadership:
Innovative Strategies & Decisions  |  July 28 – August 20, 2020

This interactive course, using the case method, will teach you to navigate the difficult choices and take effective action when everything is on the line. **Pre-requisite:** Crisis Leadership: Core Principles & Practices or a prior multi-day residential NPLI program in the past three years.

You will learn how to think and act strategically in a crisis. Managers focus on the transactions of “now.” Meta-Leaders see the big picture, anticipating what lies ahead and preparing their systems to be ready to meet the crisis. What happened in the COVID-19 crisis was predictable. Did leaders take the cues and ready their systems? How do you remain strategic and innovative?

**You will learn to:**

- Discover how to build your influence beyond authority and how to lead up to your boss, thereby navigating the sensitive political/executive-professional interface;
- Recognize the challenges of knowledge acquisition in a complex event—including the mysteries of COVID-19—and develop proficiency in systematically “driving to the knowns”;
- Discern the perspectives and interests of divergent stakeholders—and their conflicts—and how to systematically negotiate mutually acceptable solutions;
- Distinguish the evolution of time in a crisis, and how to guide analysis, strategy, and decision-making over multiple “Arcs of Time,” from the initial crisis through conclusion;
- Grasp the moral and ethical tests inherent in any high-consequence crisis and how to avoid going over the “No Line” that is your moral compass.

For more information and to register visit: npli.sph.harvard.edu

Testimonials from Participants in NPLI Programs

"NPLI changed my perspective on leadership. This course is broadly applicable, way beyond preparedness and response planning."

“[the] program provided access to leaders with incredible insight into lessons learned from events of national significance. The tools provided and wisdom conveyed are unparalleled.”
Faculty

National Preparedness Leadership Initiative programs are taught by a diverse group of Harvard faculty, including leading practitioners with extensive crisis leadership field expertise. Together, they integrate research insights and pragmatic perspectives into each session.

Dana Born, (Brigadier General USAF Retired), Co-Director, Center for Public Leadership, Harvard Kennedy School of Government

Leonard Marcus, Co-Director, National Preparedness Leadership Initiative, Harvard TH Chan School of Public Health

Juliette Kayyem, Belfer Lecturer in International Security, Harvard Kennedy School of Government

Peter Neffenger, Senior Fellow, National Preparedness Leadership Initiative, Harvard TH Chan School of Public Health

Rich Serino, Senior Fellow, National Preparedness Leadership Initiative, Harvard TH Chan School of Public Health

Chris Robichaud, Senior Lecturer in Ethics and Public Policy, Harvard Kennedy School of Government

Eric McNulty, Associate Director, National Preparedness Leadership Initiative, Harvard TH Chan School of Public Health

Joe Henderson, Senior Fellow, National Preparedness Leadership Initiative, Harvard TH Chan School of Public Health

“The NPLI was the finest leadership course I have attended in my 27 year career.”

Testimonial from Participant of the NPLI Programs
Who Should Apply:
We encourage applications from leaders in public, private, and non-profit organizations, national & international. NPLI courses are attended by leaders and aspiring leaders in emergency management, C-Suite executive, law enforcement, business, intelligence, fire, health care and public health, military, cyber-security, humanitarian, philanthropic, security, community organizations, and more.

Course Dates:

**Crisis Leadership: Core Principles & Practices**
June 23 – July 16, 2020

**Advanced Crisis Leadership: Innovative Strategies & Decisions**
July 28 – August 20, 2020

- Course sessions are on Tuesdays and Thursdays, 1:00 - 2:30 p.m. ET
- Courses are four weeks each of eight 90-minute sessions.

Tuition:

$1,750 per course

*Save $250 when purchasing both courses.*

Apply online:
npli.sph.harvard.edu

Programs are open enrollment.

Upon completion of each program, you will earn a certificate from the NPLI, a joint program of the Harvard T.H. Chan School of Public Health and the Harvard Kennedy School of Government, Center for Public Leadership.