

**BLOOMBERG
HARVARD**

City
Leadership
Initiative

Leading Your City Effectively in a Rapidly Changing Context

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A quick overview of our recent history as a group...

On March 19, in our first session, we talked about the nature of crisis events ...

**Covid-19 is a medical phenomenon.
The **COVID-19 CRISIS** goes beyond that.**

- 1) Leaders have to manage the Covid-19 event as a whole event
- 2) Issues include:
 - 1) Medical
 - 2) Logistical
 - 3) Economic
 - 4) Psychological
 - 5) ...
- 3) Need an ***integrated, comprehensive process***

ACTING IN TIME
Against Landscape-Scale Disasters

“VOLCANO”

Major Emergencies are a VOLCANO

- 1) Issues
- 2) Competing priorities
- 3) Questions
- 4) Decisions
- 5) Tasks

In routine emergencies, these are familiar and easy to identify, and there are known solutions.

In an unprecedented situation like Covid-19, VIRTUALLY NOTHING IS KNOWN.

ACTING IN TIME

Against Landscape-Scale Disasters

We don't have pre-existing answers ...

... so the answer to every COVID-19 *question* ...

... must be
a **PROCESS**

Three Key Elements

- 1 Structure
- 2 People
- 3 Problem-solving method

Communication: Stockdale Principles

1 Brutal honesty

2 Rational basis for hope

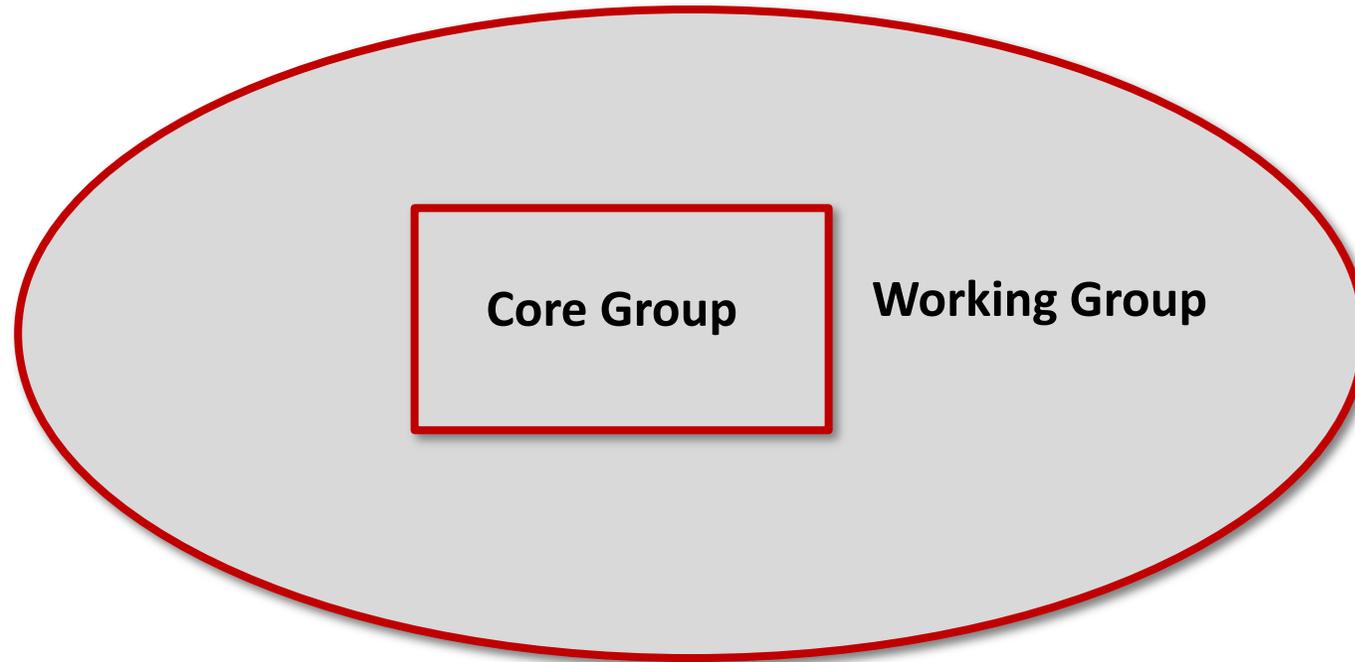
Communication: Stockdale Principles +1

1 Brutal Honesty

2 Rational basis for hope

3 Empathy

Team



Problem-solving “method”

III. Engage in Iterative, Agile Problem-Solving

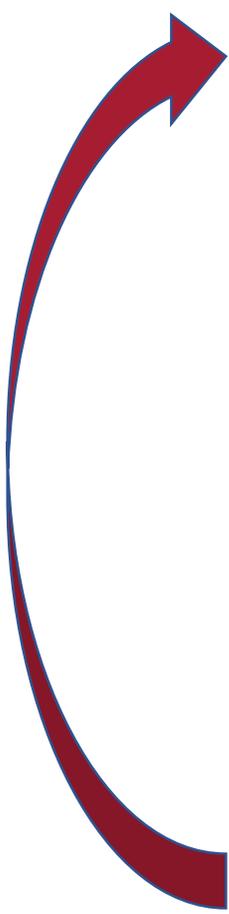
- | | |
|---|-----------------|
| (0) Establish goals, priorities, and values | Moral reasoning |
| (1) Understand the situation | Description |
| (2) Develop options | Creative |
| (3) Predict outcomes for each option | Analytical |
| (4) Choose the best course of action | Executive |
| (5) Execute | Administrative |
-

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ACTING IN TIME

Against Landscape-Scale Disasters

III. Problem-solving: Agile, Iterative



- 0 Establish goals and values
- 1 Understand the situation
- 2 Create options
- 3 Predict outcomes
- 4 Choose the best approach
- 5 Execute
- 6 REPEAT

**IV. Execute chosen actions ...
but treat them as *tentative* and
*experimental***

V. Set *reasonable* expectations

Best efforts
Rapid learning
Some things won't work
We'll keep working ...
until it does

Now six long months in ...

... and it is still going on and still changing ...

... with **no end in sight.**

**Plus ... a whole additional challenge,
compounding:**

demands for social justice and anti-racism

**And even when the *medical* problem of
COVID has been addressed ...**

... there will still be a long aftermath

Three Key Challenges Ahead:

- 1 We *don't* yet *understand* the *situation* as it is now
- 2 The *situation* will keep changing
- 3 There will be a *long tail* of *disruption*

**The skills and processes you and
your team have been developing ...**

... will continue to be essential



**What are the top three issues requiring your
time and attention right now?
(chat in a few words)**



**What process do you have in place to deal
with those issues?**

What is your role in the process?



**What are you doing to support your
team and make the process
sustainable?**

(chat in a few words)



What are you doing to take care of yourself and sustain your leadership capacity?

This is *incredibly*

- complicated
- difficult
- fraught
- interminable
- exhausting

...

Let us all *desperately hope and pray* that this is
the *hardest* thing we are *ever* asked to do.

We are not alone; there are models.

**Others have done incredibly difficult things before
us.**

*A self care
assignment:*

Find an example that *you* find inspirational.
Study it.

Figure out how they did it.

**The siege of Leningrad by the Nazis in
WWII lasted**

872 days.

**The people (and the army) in Leningrad
never gave up.**

Remember Nancy Koehn's stories of Shackleton and Lincoln:

Leaders are *forged* in crisis.
They get *better*.
They *learn*.
They *grow*.

Our rational basis for hope: Your Leadership

Resilience
is *adaptability,*
personified

Local Public Leadership

is the essential resource for dealing with COVID-19

YOU have:

- Political Support
- Credibility
- Trust

Exercise leadership

Maintain credibility

Build trust

Use the process

**Continue to
invite and enable**

INGENUITY

When you look back on a long and full life ...

... the work you are doing now will be some of the most important work you ever had the opportunity to do

John Lewis:

Never give up

Never give in

Never give out

Keep the faith

Keep your eyes on the prize

This ***MUST*** be done.
This may be one of the
HARDEST things that
we have ever done.
YOU can do it.
ONLY you can do it.

GOOD LUCK
and
GODSPEED