“YOU’RE IT!”
THE WALK IN THE WOODS &
META-LEADERSHIP

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• Enterprise leaders
• Leaders able to integrate parts into a wider whole
• Leaders who anticipate change and work with it
• Leaders able to wield influence beyond their authority
• Leaders able to engage different stakeholders with ease
• Leaders able to guide complex management operations

NCSBN LEADERS REDEFINED “META-LEADERS”
NCSBN LEADERS REDEFINED “META-LEADERS”

- Patient safety and public protection
- The history and future of health profession regulation
- Innovation: Advance change to meet emerging trends
- Engage the breadth of thinking & circumstance
- Work at the cutting edge of policy and transformation
- Better address the needs of stakeholders & constituents
PROGRAM FOR
HEALTH CARE NEGOTIATION
& CONFLICT RESOLUTION
MAJOR POST-9/11 NATIONAL SCALE CRISES

KATRINA 2005

H1N1 2009

DEEP WATER HORIZON 2010

HURRICANE SANDY 2012

BOSTON MARATHON BOMBINGS 2013
THE FIVE DIMENSIONS OF META-LEADERSHIP

1. The Person of the Meta-Leader
2. The Situation
3. Lead Down
4. Lead Up
5. Lead Across
COLLABORATION

“WHOLE IMAGE NEGOTIATION”

Interdependence - Fit - Collaboration

Imagination

Interest based - Mutual benefits

“W.I.N.”
NEGOTIATION ASSIGNMENT

Complete the task as best as you can
NEGOTIATION ASSIGNMENT

What happened?
“YOU’RE IT!”
THE WALK IN THE WOODS AND
AND META-LEADERSHIP

“You know, we’ve been doing a lot of talking.
Why don’t we get a bit of physical exercise.
I’d like you to link up with the person sitting next to you
in an arm wrestling position.
Your task, in thirty seconds, is to get the back of the
hand of the other person down as many times as possible.
Count how many times you get it down.
Wait until I say go.”
“GO!”
GAME THEORY

“WHOLE IMAGE NEGOTIATION”

Interdependence - Fit - Collaboration

Imagination

Interest based - Mutual benefits

“W.I.N.”
GAME THEORY
Framing

The Frame Outlined What You . . .

Heard

Understood

Did

Information ➔ Actions ➔ Outcomes

How did you interpret (frame) the instructions?
CONCEPTUAL FRAMEWORK FOR PROBLEM SOLVING

MULTI-DIMENSIONAL PROBLEM SOLVING

Uni-dimensional problem solving
“Me For Me”

CLASSIC ADVERSARIAL CONFLICT

COLLABORATION “US TOGETHER”

Two-dimensional problem solving
“Me Against You”
THE BRAIN
EVOLUTION & DESIGN

New Patterns
Factory
“The Laboratory”

Acquired Patterns
“The Tool Box”

Primitive Survival
Patterns
“The Basement”

Creative, Abstract Thinking
Emotional Intelligence
Upper Brain

TRIPLE “F”
Fight
Flight, Freeze
YOUR BRAIN IN CONFLICT: AMYGDALA HIJACK

Go to the “BASEMENT”

Triple “F” FREEZE FLIGHT FIGHT
YOUR BRAIN IN TRAINED RESPONSE TO A CONFLICT

Go to your “TOOL BOX”

ACTIVATE what you have prepared

FAMILIAR ACTION PATTERNS

Learning Exercises
Training Connectivity Mindfullness
YOUR BRAIN: THE THINKING OF THE META-LEADER

Day to Day

Practice & Build Your Tools Box & Strategies

EMBED THE PATTERNS

In Conflict

CLOSE GAPS TOOL BOX

ADMIT BASEMENT

WORKING WITH YOUR BRAIN
META-LEADERSHIP

DISCIPLINE

Never lead/negotiate when you are IN THE BASEMENT…

The speech/decision you make when you are IN THE BASEMENT is the one you are most likely to regret.

The problem is NOT in going to the BASEMENT…

The problem is HOW DEEP into the BASEMENT you go… how long you stay there AND what you do while there.
META-LEADERSHIP IN PRACTICE

DIMENSION TWO

² The Situation

SCOPE OF THE SITUATION

Limited perspective on what is happening or what could happen

Your picture of the problem must constantly adjust

CLARITY IN YOUR PICTURE

THE PURPOSE YOU LEAD

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THE CONE IN THE CUBE

Peep hole A

Peep hole B

Peep hole

Peep hole A

Peep hole B
META-LEADERSHIP IN PRACTICE

THE ORGANIZATIONAL / BUREAUCRATIC DIMENSIONS OF META-LEADERSHIP

Dimension 3
LEADING DOWN
You As Boss

Dimension 4
LEADING UP
To Your Boss

Dimension 5
LEADING ACROSS
Other Units & Organizations

Vertical Connectivity

Horizontal Connectivity

THESE COMBINE WITH:

Dimension 1 - The Person
Dimension 2 - The Situation
DIS-CONNECTIVITY

The “Silo” Mentality
THE ORGANIZATIONAL ASPECTS OF
META-LEADERSHIP
Beyond The “Silo” Mentality: Unity of Effort

Up, Down & Across
META-LEADERSHIP IN PRACTICE

POP – DOC

THE MOBIUS LOOP – INTEGRATING THE DIMENSIONS

THE PERSONAL “YOU’RE IT” DIMENSIONS OF META-LEADERSHIP

THE ORGANIZATIONAL “SYSTEMS” DIMENSIONS OF META-LEADERSHIP
“YOU’RE IT!”
THE WALK IN THE WOODS &
META-LEADERSHIP

Break
BARRIERS TO COLLABORATION: 
THE QUESTION OF TRUST

TRUST DEFICIT
“We don’t trust ‘them’.”

VULNERABILITY
“Get ‘them’ before they get us.”
BARRIERS TO COLLABORATION:
MYTHS

Positional conflict often evolves out of myth

> The Full Explanation of the Problem <
“Stories” as Evidence
BARRIERS TO COLLABORATION: TRUST DEFICIT

CONFLICT

The lack of trust feeds the fabrication of myths

Motivated by the myths, battles to forge advantage

The problems you solve are not the productive ones.
CONFIDENCE BUILDING: QUESTIONS

1. What could THEY do to increase the confidence YOU have in THEM?

2. What could YOU do to increase the confidence THEY have in YOU?

Your actions should account for their impact on confidence building.
COMPLEX PROBLEM SOLVING EVOLVES IN STAGES

Build confidence

The feasible
Concrete agreement

Build relationships

The transition
Expanding involvement

Predictability

The Ideal
Fluid working relationships

TIME

Trusting relationships
THE PEOPLE DIMENSION

CONFIDENCE BUILDING
Actions, behaviors: Short term

TRUST BUILDING
Relationships: Long term

INTEGRITY
WALK THE WALK

TYPICAL PROBLEM SOLVING

Problem  Solution

Contest “solutions” based on:

Power – linkages, influence
Ethics – interpretations of what is “correct”
Resources – capacity to “force” the issue

WALK IN THE WOODS
WALK IN THE WOODS: A PROCESS OF CHANGE

Problem | Process | Solution

Foster problem-solving by working with the multi-dimensional interests and motivations of the stakeholders.

A SERIES OF STEPS TO MOTIVATE AND GUIDE INTEREST-BASED NEGOTIATION
WALK IN THE WOODS

Problem

SELF INTEREST

ENLARGED INTERESTS

Solution

ALIGNED INTERESTS

ENLIGHTENED INTERESTS
WALK IN THE WOODS

Separate Motives

INDIVIDUAL MOTIVATION?

OVERLAPPING MOTIVATION?

Dynamics of the process

COMBINED MOTIVATION?

NEW MOTIVATION?

Shared Motives
META-LEADERSHIP: PROMOTE COLLABORATION AND MITIGATE CONFLICT

• Meta-Leader charts shared purposes and unity of effort
• Build consensus on key GAPS and necessary new thinking
• Operationalize activity & align progress aligned objectives
• Benchmark early and consistent successes in meeting goals
• Spot and resolve differences before they grow into conflict
FOUR CLOSELY RELATED THOUGH DIFFERENT EVENTS: AGENCY & POLITICAL LEADERS

APRIL 15, 2013
Two explosions on Boylston Street, Boston

APRIL 19, 2013
Two suspects are captured, Watertown

JULY 4, 2013
The original target for the attacks.

APRIL 21, 2014
The Marathon one year later: Studying key leaders
WHO WAS IN CHARGE?

No one agency leader, a political leader, or organizational leader was in charge. … yet, they all – including the community – worked together so well. … and with remarkable results.
SWARM INTELLIGENCE

The Outcome Of Meta-Leadership

Simple rules and social cues guide complex, self-organized productivity
1. Unity of Mission

2. Generosity of Spirit and Action

3. Stay in Lanes/Help others succeed

4. No Ego – No Blame

5. A Foundation of Relationships
SWARM INTELLIGENCE
NCSBN
META-LEADING FORWARD

1. Unity of Mission
2. Generosity of Spirit and Action
3. Stay in Lanes/Help others succeed
4. No Ego – No Blame
5. A Foundation of Relationships

Whole Image Negotiation
Game Theory
Meta-Leadership
Cone in the Cube
Walk in the Woods
Thank you for your attention

Thank you for your service
“YOU’RE IT!”
THE WALK IN THE WOODS & META-LEADERSHIP

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