ADAPTIVE LEADERSHIP
IN EMERGENCY MANAGEMENT

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IAEM-USA Region 3 2018 Annual Symposium
Wednesday, June 27, 2018
12:30 PM – 1:10 PM
Alignment
TEAMWORK

I don’t believe in it, since I always work alone.
Unaligned

Unaligned + Empower = Chaos

Aligned + Empower = Force Multiplier

Which leadership styles are most effective during each of the emergency management life cycle phases?
NOTE: Recovery activities frequently overlap mitigation efforts.
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<td><strong>Formal (legitimate)</strong></td>
<td>Based on <em>position, job title, seniority</em> within the organization, or alignment with strategic goals and objectives</td>
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<td><strong>Reward</strong></td>
<td>Ability to <em>give rewards</em> or more desirable tasks to employees as recognition</td>
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<td><strong>Penalty (coercive)</strong></td>
<td>Ability to <em>reprimand, penalize, or take disciplinary action</em> against team members based on performance</td>
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<td><strong>Referent</strong></td>
<td><em>Derived</em> through an individual in a higher ranking position</td>
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<td><strong>Expert</strong></td>
<td>Based on <em>knowledge, experience, subject matter expertise</em></td>
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**Sources:** Yates (1999); Mulcahy (2005); Whetten & Cameron (2005)
Herzberg’s Theory


Motivating Agents
- Responsibility
- Achievement
- Recognition
- Challenging work
- Personal Growth
- Advancement

Hygiene Factors
- Pay and benefits
- Status
- Job security
- Work conditions
- Relationship with manager
Maslow’s Hierarchy

- **Physiological**
  - Need for air, water, food and shelter

- **Safety**
  - Security, stability and freedom from harm

- **Social**
  - Love, affection, approval, friends, association

- **Esteem**
  - Accomplishment, respect, attention, appreciation

- **Self Actualization**
  - Self-fulfillment, growth, learning

Leadership Responsibility
Mitigation
Preparedness
Response

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- Excellent
- Good
- Average
- Poor
Recovery
Leadership & Organizational Resilience
Top-down issues

Increasing Magnitude of Disasters
Learning
Adaptive Leadership
“No matter how insensitive, shy, hot-tempered, awkward, or tuned-out people may be, with motivation and the right effort they can cultivate emotional competence”

-Dan Goleman
“Be responsible for the energy you bring into a space”

-Jill Bolte Taylor