Are you ready? Crisis leadership in a hyper-VUCA environment

Khaldoon H. Alkhaldi, MD
Meredith L. Austin, MSPH, MA
Boris A. Cura, MS
Darrell Dantzler, PhD
Leslie Holland, MS
David L. Maples, MBA
Jamie C. Quarrelles, MPA, CEM
Robert K. Weinkle Jr, MS, ACC
Leonard J. Marcus, PhD

Part 2 of 2

This article is part two in a two-part series. In the first part, a project team from the National Preparedness Leadership Initiative, Harvard T.H. Chan School of Public Health/Kennedy School of Government, Harvard University, sets the stage to justify the need for a national network of crisis leader advisors. The article also investigates the opinions of past leaders of crisis situations to determine if they see value in establishing a crisis leader advisor position to enable people who might find themselves leading in crisis situations, perhaps for the first time, to benefit from the crisis leader advisors' past experience during an ongoing crisis response. Part two in the series provides survey results, analysis, and recommendations for future direction.

ABSTRACT

The current hyper-volatile, -uncertain, -complex, and -ambiguous (VUCA) threat environment demands a more cohesive support structure for crisis leaders who may be faced with crises of increasing magnitude and frequency and, in some instances, multiple crisis events simultaneously. The project team investigates the perceptions of crisis leaders regarding establishing a crisis leader advisor position for crisis leaders to benefit from their experience while prosecuting crisis response activities. The team linked hyper-VUCA crises, crisis response frameworks, meta-leadership, crisis leader attributes, and advisor attributes. The overall goal of the project is to increase the ability of the crisis leaders to more effectively and efficiently navigate crisis events resulting in more efficient and effective response and recovery. Three research questions were developed to assess the following: thoughts of integrating a crisis leader advisor position; development of a crisis leader advisor certification program; and attributes of crisis leader advisors. A qualitative research methodology using a phenomenological approach was employed. Forty-one participants were purposefully selected and administered a short, on-line survey consisting of 11 questions. Data were analyzed using percentage analysis, weighted sums, and inductive thematic analysis. The project team found an overwhelming support for the crisis leader advisor position and the crisis leader advisor certification program. Additionally, experience and trustworthiness ranked among the top sought after attributes of a crisis leader advisor. The team recommendations included (1) implement a crisis leaders advisor guide/framework; (2) create a formal crisis leader advisor position in national incident management system; (3) implement a crisis leader advisor certification framework; (4) benchmark established advisor programs; and (5) implement a framework to match leaders and advisors.

Key words: meta-leadership, VUCA, crisis, crisis leader, advisor, crisis leader advisor, disaster management, incident command system, NIMS

Table 1. Respondents' crisis leader position		
Crisis leader position	**n = 41**	**Percent**
IC	31	71.81
Command staff	13	38.95
Command staff	7	16.67
General staff	8	19.05
Branch or field director	4	9.52
EOC leader/member	4	9.52
Other (policy, team lead)	3	7.14

Table 2 Served as leader in a VUCA crisis		
Variable	**n = 41**	**Percent**
Yes	30	73.17
No	11	26.83

RESULTS

Question #1

Participants were asked, if a crisis were to occur for which your agency/work department has authority to respond to/resolve, what emergency response or management role(s) would you fill? Participants were allowed to select more than one choice to simulate the reality of crisis leaders wearing multiple hats. Forty-one participants responded to the question. Data were analyzed using descriptive statistics in the form of percentage analysis. Thirty-one respondents or 73.8 percent identified as IC or leader of emergency response/management. Thirteen or 30.95 percent of the respondents identified as a leader in a unified incident command or other unified response organization. Seven respondents or 16.67 percent indicated they served on the command staff. Four or 9.52 percent of the respondents indicated they were either a branch director or field supervisor; and four or 9.52 percent reported were involved in the emergency operations center (EOC) or incident command post. Respondents were given the opportunity to provide write-in responses in the other category. Policy, team lead and intra-agency support were written each 2.38 percent totaling 7.14 percent for "other" category. The results are displayed below in Table 1.

Question #2

Participants were asked if they had ever served as a crisis leader in large complex event (ie, an event that is the most complex, requiring national resources for safe and effective management and operations). Data were analyzed using descriptive statistics in the form of percentage analysis. There were 41 respondents, and 30 or 73.17 percent reported they have responded as a crisis leader in a large complex event, and 11 or 26.83 percent indicated they never served as crisis leader in a large, complex event. Answering "yes" was an inclusion criterion to questions #4-8; and answering no was directed to question #9. The results are displayed below in Table 2.

Question #3

Participants were asked if they would have used a crisis leader advisor during their large complex event. Data were analyzed using descriptive statistics in the form of percentage analysis. Of the 30 respondents, 24 or 80 percent indicated they would have used a crisis leader advisor, while 6 or 20 percent indicated they would not have used one. The results are displayed below in Table 3.

Question #4

The participants were asked, what reasons they would use a crisis leader advisor. Twenty-five respondents provided their thoughts regarding reasons they would consult crisis leader advisors. The analysis was performed using the two-cycle, inductive thematic analysis methodology. During first-cycle coding, the following 16 codes emerged as why a crisis leader advisor would be used: (1) experience, (2) expertise, (3) broader scope, (4) extra eyes and ears, (5) different perspective, (6) strategic vision, (7) decision making, (8) keep focus, (9) generate solutions, (10) advice, (11) sounding board, (12) validation, (13) exchange ideas,

Table 3. Would have used crisis leader advisor in VUCA crisis		
Variable	**n = 30**	**Percent**
Yes	24	80
No	6	20

Table 4. Codes and themes: why choose crisis leader advisor?	
First-cycle codes	**Second-cycle themes**
Experience, expertise	Experience and expertise
Broader scope, extra eyes and ears, and different perspective	Broader perspective and insight
Strategic vision, decision making, keep focus, and generate solutions	Strategic vision and decision making
Sounding board, validation, exchange ideas, counsel	Trusted confident
Advice, large-scale events, feedback	Guidance for complex events

(14) feedback, (15) counsel, and (16) trusted confidant. The results are displayed below in Table 4. The data analysis team used a combination of data reduction strategies during the second-cycle coding, and the following themes emerged as why a crisis leader advisor would be used:

- to benefit from experience and expertise;

- to get a broader perspective and insight;

- to foster strategic vision and validate decision making;

- to have a trusted confident; and

- to take advantage of guidance for complex large scale events.

Question #5

The participants were asked, why they would not use a crisis leader advisor. Twenty-three respondents provided their concerns with using a crisis leader advisor. The analysis was performed using the two-cycle, inductive thematic analysis methodology. During first-cycle coding, the following 14 codes emerged as concerns with the crisis leader advisor: (1) trust advisor's intentions, (2) advisor may not be qualified, (3) political sensibilities, (4) legal concerns, (5) classified environment, (6) timeliness of response,

Table 5. Codes and themes: concerns with choosing a crisis leader advisor	
First-cycle codes	**Second-cycle themes**
Trust and the advisor may not be qualified	Trust (advisor's intentions)
Political sensibilities, legal concerns, and classified environment	Political and/or Legal Concerns
Timeliness of response, cost implications, organizational buy-in, new concept, lack of understanding	Do not understanding program variables (time, cost, etc)
Clouds IC decision making, have internal SMEs, hinders IC ability, and layer of unpredictability	Another layer in the command system

(7) cost implications, (8) organizational buy-in, (9) new concept, (10) lack of understanding, (11) clouds the IC's decision making, (12) have internal subject matter experts, (13) hinders the IC's ability, and (14) another layer of unpredictability. The results are displayed below in Table 5. The data analysis team used data reduction strategies during the second-cycle coding, and the following four themes emerged as concerns with the crisis leader advisor project:

- trust (the advisor's intentions and experience level);

- political and/or legal concerns;

- lack of understanding of proposed approach (time/cost/scope); and

- another layer in the command system.

Question #6

The participants were asked, if a cadre of certified crisis leader advisors were established, whether they would consider seeking certification, so as to help a new crisis leader learn from your experience. Data analysis was conducted using descriptive statistics in the form of percentage analysis to report the results regarding if crisis leaders would choose to seek crisis leader advisor certification. Of the 29 respondents, 25 or 86.21 percent indicated they would seek crisis leader advisor certification, while 4 or 13.79 percent

Table 6. Would consider seeking crisis leader advisor certification		
Variable	n = 29	Percent
Yes	25	86.21
No	4	13.79

Table 7. Reasons crisis leader choose crisis leader advisor certification	
First-cycle codes	Second-cycle themes
Educate and mentor, share experiences and knowledge, to assist and help	Share knowledge and experience
Demonstrate professionalism and knowledge, enhance skills and validate teaching, professional growth, credentialed, validate professional expertise, networking, and expand skill set as a coach	Validate professionalism and expertise
Gain decision-making skills, networking, trust, trusted advisor	Gain decision-making skills and build trusted networks

indicated they would not seek crisis leader certification. The results are displayed below in Table 6.

Question #7

The participants were asked to provide reasons they would seek crisis leader advisor certification. Twenty-five participants responded. The analysis was performed using the two-cycle, inductive thematic analysis methodology. During first-cycle coding, the following 10 codes emerged as reasons crisis leaders would seek crisis leader advisor certification: (1) to educate and mentor, (2) share experiences and knowledge, (3) to assist and help, (4) demonstrate professionalism and knowledge, (5) enhance skills and validate teaching, (6) professional growth, (7) credentialed as trusted advisor, (8) validate professional expertise, (9) networking, and (10) expand skill set as a coach. The results are displayed below in Table 7. The data analysis team used a combination of data reduction strategies during the second-cycle coding, and the following themes emerged:

Table 8. Crisis leader concerns with crisis leader advisor certification	
First-cycle codes	Second-cycle themes
Make sure the cert is valid and credible and has a rigorous process to achieve	Credibility and validity of certification
Time commitment and associated cost	Resource commitment (time, money, etc)
Perceived value, no incentive, bureaucratic process, and bad idea	No Incentive or perceived value

■ to share knowledge and experience;

■ to validate professionalism and expertise; and

■ to gain decision-making skills and build trusted networks.

Question #8

The participants were asked to provide reasons they would not seek crisis leader advisor certification. Twenty-five participants responded. The analysis was performed using the two-cycle, inductive thematic analysis methodology. During first-cycle coding, the following eight codes emerged as reasons crisis leaders would not seek crisis leader advisor certification: (1) make sure the certification is valid, (2) ensure the certification is credible and has a rigorous process, (3) time commitment, (4) cost, (5) no perceived value, (6) no incentive, (7) bureaucratic process, and (8) bad idea. The results are displayed below in Table 8. The data analysis team used a combination of data reduction strategies during the second-cycle coding, and the following three themes emerged as reasons crisis leaders would not seek crisis leader advisor certification:

■ credibility and validity of certification;

■ time commitment; and

■ no incentive or perceived value.

Question #9

Participants were provided a list of 20 crisis leader attributes and were asked to rank the top five attributes they believe would make a crisis leader advisor successful. Forty respondents ranked the attributes in order of importance from 1 to 5, with a number 1 rank being the most important in the order of importance. The data were analyzed using multiattribute utility analysis in the form of weighted sum model.[7,8] The detailed analysis is located in Appendix 8. The top five desired attributes in order are (1) experience, (2) critical thinker, (3) communication skills, (4) strong leadership, and (5) strategic thinker. A ranking of attributes is listed in Table 9.

The following offers an explanation of the weighted sum model. There were 20 alternative (attributes) and five criteria (1-5 ranking) expressed A_1, A_2, A_3-A_{20} and C_1, C_2, C_3, C_4, and C_5. The weighted sum model for experience was calculated as follow: A_1 = Experience; C_1, C_2, C_3, C_4, and C_5 represent the position the respondent valued Experience as an attribute. If Experience was chosen first C_1, chosen second C_2, chose third C_3, chose fourth C_4, or chose fifth C_5. C_1 was weighted as 5. C_2 was weighted as 4. C_3 was weighted as 3, C_4 was weighted as 2, and C_5 was weighted as 1. In Table 9 below, A_1 experience was ranked #1 twenty-two times, ranked #2 four times; ranked #3 seven times, rank #4 two time, and was not ranked number 5. To compute the weighted sum score, multiply the number of responses by the weights and sum them for the final score. C_1 was $22 \times 5 = 110$, C_2 was $4 \times 4 = 16$, C_3 was $7 \times 3 = 21$, C_4 was $2 \times 2 = 4$, and C_5 was $0 \times 1 = 0$. The next step is the sum: $110 + 16 + 21 + 2 + 0 = 149$. The results are displayed below in Table 10 and in Appendices 7 and 8.

Question #10

The participants were asked to list attributes they believe would make a crisis leader advisor successful. Thirteen respondents identified wrote in "other" attributes they felt crisis leaders advisors should have. The analysis was performed using the two-cycle, inductive thematic analysis methodology. Trustworthiness is the only one not included in the original attributes list.

Table 9. Attributes crisis leader desire in crisis leader advisor (n = 40)		
Attribute	**Rank**	**Weighted score**
Experience	1	149
Critical thinker	2	71
Communication skills	3	58
Strong leadership	4	46
Strategic thinker	5	40
Politically astute	6	36
Adaptive/flexible	7	31
Command presence	8	23
Decisive	9	20
Collaborative	10	19
Sets Priority	10	19
Coordination skills	10	19
Self-regulating/calm	11	15
Outcome oriented	12	14
Creates order	12	14
Enables creativity	14	6
Realistic	15	4
Proven manager	16	3
Risk taker	17	2

Table 10. Weighted sum model scoring example					
	C1	**C2**	**C3**	**C4**	**C5**
Weights	5	4	3	2	1
Experience A_1	22	4	7	1	0

Question #11

The participants were asked to list add any additional thoughts or comments about establishing a crisis leader advisor capability. Twenty participants responded. The analysis was performed using the two-cycle, inductive thematic analysis methodology. The following six themes emerged:

a. consider a shadow program;

b. establish relationships to build trust before the event;

c. incentivize the crisis leader advisor certification and develop a national cadre;

d. consider using the crisis leader advisor in the preparedness phase;

e. make the certification process rigorous and make the certification desirable; and

f. benchmark military model for senior mentor program.

DISCUSSION AND RECOMMENDATIONS

Discussion

RQ#1. What are current crisis leader's thoughts, perceptions, and ideas regarding creating a crisis leader advisor position that could be summoned to assist in managing hyper-VUCA or Type 1incidents? Eighty percent of the crisis leaders indicated they would use a crisis leader advisor when faced with hyper-VUCA events for the following reasons: (1) the crisis leader would benefit from the crisis advisor's experience and expertise; (2) the crisis leaders would obtain a broader perspective and insight regarding the crisis; (3) the crisis leader advisor would assist with foster strategic vision and validate decision making; (4) the crisis leader would have a trusted confident; and (5) crisis leaders would take advantage of guidance for complex large-scale events. The crisis leaders indicated that the crisis leader advisor must be trustworthy and experienced; organizational political and/or legal concerns would need to be addressed; and the scope of the program like time and cost would need to be addressed; but overall, the crisis leaders overwhelming support the addition of a crisis leader advisor.

RQ#2. What are current crisis leaders' thoughts, perceptions, and ideas regarding obtaining certification as a crisis leader advisor? Eighty-six percent of the crisis leaders indicated they would seek the crisis leader advisor certification for the following reasons: (1) the crisis leaders would share their knowledge and experience with less experience crisis leaders; (2) the crisis leaders would validate their professionalism and expertise; and (3) the crisis leaders would gain decision-making skills and build and/or become part of a trusted network. Crisis leaders insisted that the crisis leader advisor certification must be credible and valid based on rigorous industry standards with incentivized intrinsic and extrinsic value.

RQ#3. What attributes do crisis leaders think are most important for a crisis leader advisor to embody? The top five attributes that crisis leaders thought were most important for crisis leader advisor to embody are ranked in the following order: (1) experience, (2) critical-thinking skills, (3) strong communication skills, (4) strong leadership skills, and (5) strategic-thinking skills. When given the opportunity to write in a desired attribute, trustworthiness emerged on the majority of the respondents' list.

Additional crisis leader input. Crisis leaders were asked to list add any additional thoughts or comments about establishing a crisis leader advisor capability and they recommend the following. Consider a shadow program where less experience crisis leaders could shadow more experienced crisis leaders. Crisis leaders thought it is critical to establish relationships to build trust before the event. Crisis leaders believed that the crisis leader advisor certification should be incentivized and a national cadre or crisis leaders should be developed. Crisis leaders foresee great value of employing the crisis leader advisor in the preparedness phase, and crisis leaders maintained that advisor programs employed by the military and federal government should be benchmarked to develop the crisis leader advisor framework.

Recommendations

In times of crisis, it is imperative that leaders are prepared to lead and prepare others to respond. The three dimensions of meta-leadership speak to the person, situation, and connectivity having to lead up, lead beyond, lead down, and lead across. The Federal

Emergency Management Agency (FEMA) promotes a "whole community" approach to emergency management and response, which supports the concepts of resiliency and self-sufficiency and having the community lead and support from within. It should be recognized that within the "whole community" there are crisis leaders who engage and respond at various levels during a crisis. The nation's preparedness is contingent upon the level of preparedness that starts at the local level and, more importantly, with its crisis leaders. Over 80 percent of the crisis leaders responding to the crisis leader advisor survey indicated an interest in the concept of a crisis leader advisor. The research team proposes the following five recommendations for implementing the crisis leader advisor and the crisis leader advisor certification program: (1) implement a crisis leaders advisor guide/framework; (2) create a formal crisis leader advisor position in NIMS; (3) implement a crisis leader advisor certification framework; (4) benchmark against established advisor program; and (5) implement a framework to pair leaders and advisors.

Create a crisis leader advisor guide/framework. The creation of crisis leader advisor guidance or a framework for state, local, private, and professional organizations that support active or potential crisis leaders that will prepare leaders at all levels to practice meta-leadership skills. The current study reflects documented leadership, mentor, and advisor programs recognized by individual federal agencies as well as across the entire federal government, the military, and the private sector. The goal is to not "reinvent the wheel" but to create a universal guide or framework building upon the findings and recommendations of the project team to create a crisis leader advisor program that can be implemented or integrated into existing or new programs, standardize qualifications, and, ultimately, create a cadre of crisis leaders representing various levels and constituencies.

Organizations could tailor the framework for their respective executive/decision maker constituencies for implementation internally or externally. The organizations below have constituencies of managers and leaders who have to lead up, down, and

across their organizations as well as routinely engage external stakeholders. A crisis leader advisor program could be established within an organization. Organizational members can take that same guide/framework and implement a program in their jurisdiction, agency, organization or business with certification of advisors being provided by their primary respected organization.

- International Association of Emergency Managers (IAEM);

- BCEM;

- International Association of Chiefs of Police;

- International Association of Fire Chiefs;

- International City Management Association;

- National League of Cities; and

- American Red Cross.

Last, the project should allow for scalability and tailoring for federal, state, local, private sector, and nongovernmental organization's implementation. This allows for broader application and engagement. While Federal agencies often are engaged in a complex crisis response that lasts for an extended period and requires coordination with a large number of stakeholders, state and local crisis responses may last for shorter periods. Some entities may operate solely under an ICS structure and others may use a hybrid of ICS or not use ICS at all. Having multiple venues for the development of crisis leader advisors speaks to a whole community approach and ultimately a cadre of national/international crisis leader advisors.

Create a formal crisis leader advisor position in NIMS. The Secretary of Homeland Security established the NIMS Integration Center (NIC) to provide strategic direction for and oversight of NIMS including routine

maintenance and refinement. The NIC solicits participation from whole community stakeholders for revisions; "revisions to NIMS and other issues can be proposed by all NIMS users (including Federal, State, tribal, sub-state regional, and local governments, as well as the private sector, voluntary organizations, academia, nonprofit organizations, and other NIMS-related professional associations)."[53(p75)]

The project team recommends that the NIC be petitioned requesting that the crisis leader advisor position be formalized and implemented into NIMS as a "named" option in the command staff of the ICS. NIMS currently states regarding the ICS command staff, "additional positions may be required depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the IC/UC."[53(p52)] For example, legal counsel and medical advisors have been solicited by ICs as part of their command staff. NIMS specifically states, "a special needs advisor might be designated to provide expertise regarding communication, transportation, supervision, and essential services for diverse populations in the affected area."[53(p53)]

NIMS is required to be reviewed on a 2-year cycle and revised to incorporate new presidential directives, legislative changes, and procedural changes based on lessons learned from exercises, actual incidents, and planned events. Stakeholders submit proposed changes to NIMS to the NIC for consideration, approval, and publication.[53] NIMS was last updated in 2008 and is currently undergoing a "refresh." Due to the timing of our project, the suggestion to formalize the position of advisor may not make this next update, but team members will continue to push for inclusion in subsequent updates. The project demonstrated the hyper-VUCA trending in the past decade that warrants the implementation of a crisis leader advisor position in the ICS command staff in the NIMS. NIMS is currently undergoing its biennial refresh and has recently closed its initial comment period. The recommendation to consider a crisis leader advisor addition to the command and special staff will be appropriate for the next update to NIMS.

Develop a crisis leader advisor certification framework. The results of the survey indicate there is overwhelming interest from the emergency response community in establishing a cadre of certified crisis leader advisors. However, there are several steps that should occur first and offer research opportunities for future NPLI cohorts or others to pursue. The survey should be expanded, certification criteria should be developed, the crisis leader advisor project should be piloted, and, a marketing plan should be implemented.

Expand the survey. The survey participants were heavily weighted toward emergency managers, which manage crises in a different way and may face different issues than fire chiefs or federal on-scene coordinators in the field or infectious disease experts in their offices. To get a better sense of the crisis leader advisor concept from the broad range of possible crisis leaders who may respond to crises in the field, in statehouses, in agency headquarters, or in corporate incident command posts, this survey should be given to a wider population of potential crisis leaders. Additionally, it might be insightful to add several questions to the survey, including "do you use an ICS organization to manage incidents, or a multiagency coordination, EOC, or an EOC/ICS hybrid?" This would help answer the questions of whether crisis leader advisors should be created to assist any crisis leader, or only under certain conditions (eg, as a position under ICS but not at an EOC).

Besides the suggested questions above, a number of survey questions as part of an expanded survey were developed to identify additional factors governing interest and support for a crisis leader advisor. Some of the survey responses did align with questions identified in the expanded survey. With the initial survey limited to 11 questions, the recommendation is the additional survey questions can be incorporated into future crisis leader advisor surveys.

Develop certification criteria. Criteria for certification should be developed and include the following: (1) attributes of both crisis leaders, as well as coaches and executive mentors; (2) a code of ethics; (3) a formal process to assess the qualifications of applicants

to allow them to be eligible to seek certification; (4) an examination to assess knowledge prior to certification; (5) a cycle to maintain certification in the future which requires training/education, as well as continued "practice," eg, serving as a crisis leader or crisis leader advisor during the maintenance cycle and training others; and, (6) a respected or known entity to administer or oversee the certification process.

Crisis leader advisor pilot project and marketing plan. Once criteria for certification are defined, a crisis leader advisor pilot project should be created to prove the concept and seek feedback from crisis leaders as to the value of the crisis leader advisor in actual events. Once data from both the expanded survey and pilot programs are analyzed (Appendix 9), should the evidence point toward the value of crisis leader advisors, a formal marketing plan will need to be created and executed to achieve the following goals: (1) inform potential crisis leaders of the existence of certified crisis leader advisors; (2) explain the value proposition of the crisis leader advisors to the crisis leaders (answers the "What is in it for me?" question; Appendix 10); (3) inform potential crisis leader advisors of the certification program, and, (4) explain the value proposition of seeking crisis leader advisor certification (answers the "what is in it for me?" question).

In addition to the recommendations above, research efforts should explore the applicability and scalability of the crisis leader advisor concept to reflect the variety and scalability of a crisis response from one which involves an overarching federal presence (ie, Deepwater Horizon) to a response that engages state, local, or the private sector in an independent, lead or support role. A scalable approach supports the identification of crisis leader advisors from within respective constituencies and supports key survey themes of identifying crisis leader advisors who embody trust, confidence, and experience.

Benchmark current advisor program. Benchmarking is a way of discovering the best performance being achieved. It may be in a particular company, by a competitor or by an entirely different industry.[108] This information can then be used to develop programs or identify gaps in an organization's processes. Benchmarking is a process for obtaining a measure, a benchmark. Simply stated, benchmarks are the "what," and benchmarking is the "how."[108] The project team recommends benchmarking the following established programs: gray beard advisors, shadow and training program, federal coaching network (FCN), internal agency coach and mentor programs, external executive coaching, and crisis leader advisor certification programs.

Gray beard advisors. For many years, the Department of Defense military service branches have called on retired General Officers to serve as mentors and advisors (gray beards) for exercises and professional military education programs. The gray beard advisors provide advice and perspective on current military challenges and future plans. The practice of using retired senior military leaders in an advisory role is also found in other federal agencies. Additionally, the corporate and nonprofit sectors use the services of consultants and/or prior executives and board members to use past perspective and experience in solving future challenges and issues. The Centers for Disease Control and Prevention (CDC), a founding member of the NPLI program, uses gray beard advisors for public health symposiums, emergency response exercises, and tabletop discussions for both formal and informal events. The gray beard advisor resources and concept could be a source for crisis leader advisors during a crisis response.

Shadowing and training. The practice of inexperienced or junior members of an organization shadowing and training with senior leaders is a common practice in many offices and programs. The first-hand experience and knowledge gained by the inexperienced individual through shadowing can be valuable when they fill leadership roles in the future. The applicability of shadowing in developing crisis leader advisors can help broaden their knowledge of key areas when they assist crisis leaders in actual response activities. Several organizations have effective shadowing programs. The NIC is responsible for the following activities that could support the development of a crisis leader advisor position in NIMS[109]:

- Developing a national program for NIMS education and awareness.

- Promoting compatibility between national-level standards for the NIMS and those developed by other public, private, and/or professional groups.

- Developing assessment criteria for the various components of NIMS.

- Facilitating the development of national standards, guidelines, and protocols for incident management training and exercises.

- Facilitating the development and publication of national standards, guidelines, and protocols for the qualification and certification of emergency responder and incident management personnel.

- Coordinating minimum professional certification standards and facilitation of the design and implementation of a credentialing system that can be used nationwide.

The National Wildfire Coordinating Group (NWCG) is another organization that has a well-developed crisis response training and shadowing program. The NWCG provides national leadership to develop, maintain, and communicate interagency standards, guidelines, qualifications, training, and other capabilities that enable interoperable operations among federal and nonfederal entities. They have nine-member organizations from both federal and professional associations. The NWCG, although a wildfire response organization, has a very robust standards, training, and qualification program. They also have experience with sponsoring shadowing opportunities that pair for rising and inexperience senior leaders with ICs.[105]

FCNs. The FCN is an official program of the Office of Personnel Management (OPM). The mission of the FCN is to foster leadership development and continuous learning at all levels by leveraging resources to advance coaching across agencies. OPM uses the *max.gov* site to maintain the database of federal coaches. Access to the federal coaching database is limited to one representative from each federal agency who connects the federal coach with their agency's federal clients. All coaching is done on a pro bono basis at no cost to the federal client or their agency. Federal coaches must complete an application and receive approval from their supervisor to participate in the program. All applications must be submitted through their agency representative. Any federal crisis leader may use the services of a FCN coach.[110]

Additionally, OPM, in partnership with the Chief Learning Officer's Council, created a multiagency Federal Internal Coach Training Program in 2014. The program trained 70 professional coaches and is recognized by the International Coach Federation (ICF) as providing approved coach-specific training hours. It was recognized in 2014 as a best leadership development program.[111]

There is another federal coach resource available to both federal and nonfederal organizations. It is the ICF Government Community of Practice group. This group is based in the Washington, DC, metropolitan area and is supported by the ICF Maryland and DC chapters. The Government Community of Practice group is made up of federal and private coaches who are focused on serving the government community. Most of their coaching services are fee based and provided through the coaches' private companies.[112]

Internal agency coach and mentor programs. Many organizations have internal leadership, executive development, coaching and mentoring programs. If the internal programs are mature, they could be a source for crisis leaders to find an advisor who possesses the necessary advising, mentoring, and coaching skills and understands the culture and practices of their organization. These organizations have formal mentoring programs under their human resources department. Most of the programs match employees with volunteer senior mentors in related occupational specialties and career paths. However, some mentoring programs may not be able to produce mentors with the

appropriate level of seniority and experience necessary to be effective for crisis leader advising. Each organization would best determine the applicability of their mentor programs in developing and maintaining a cadre of effective crisis leaders advisors.

There are two internal federal agencies with coaching programs that may have direct applicability for cultivating crisis leader advisors in crisis response organizations. The FEMA has a fully developed Leadership/Executive Coaching program available to leaders across the agency.[113] Given FEMA's emergency management role in the federal government and during crisis response, this program can be used as a model as an internal source for crisis leader advisors. Another federal organization with an internal coaching program is the Department of Homeland Security, US Citizenship and Immigration Services (USCIS). The USCIS coaching, leadership, and executive development program is less structured than FEMA's program. Both programs have an agency-wide program managers and coordinators and a cadre of internal federal employee coaches.[114]

External executive coaching. Many organizations offer opportunities for their executive leaders to hire program-funded external executive coaches and consultants. These external resources can be an excellent source of crisis leader advisors because the crisis leaders would select the person based on an interview process or previously established working relationships and rapport. The CDC has a list of 25 vetted external executive coaches for CDC senior leaders (GS-15 and Senior Executive Service) to select as their executive coach. The CDC program is managed through the human resources CDC university organization and program funded for senior leaders.[112]

Crisis leader advisor certification. A crisis leader advisor certification program would require developing rigorous accreditation criteria. Many professional associations offer certification and credentialing programs. The following professional organizations may have similar goals and accreditation criteria required for a new crisis leader advisor certification program: the IAEM,[115] the International Council of Management Consulting Institutes,[116] and the ICF.[112]

The IAEM is the gold standard for emergency management certification. The IAEM certification program offers two designations based on education, training, and professional contributions and experience: the associate emergency manger and the certified emergency manager. An essay and exam are required for credentialing. Additionally, the IAEM has a formal code of ethics based on five key standards.[115] The International Council of Management Consulting Institutes provides a pathway for accreditation as a certified management consultant. Certification is provided through multiple International Council of Management Consulting Institutes member organizations, each with their own set of training methods, exam requirements, and code of ethics.[116] The International Coaching Federation provides an experience-based progressive credentialing program as an associate, professional, or master certified coach with training conducted by ICF approved coach-training organizations. The ICF requires documented coaching hours, a coach mentor-reviewed/scored recording of client coaching sessions, and an exam. The ICF has 11 core coaching competencies and 28 code of ethics standards.[112] These three programs (and others) should be considered when developing common crisis leader advisor attributes and capabilities for accreditation purposes.

Framework to match leaders and advisors. During a crisis, the need for a leader to coordinate all efforts is eminent, as a result, decision makers quickly move into appointing a crisis management leader. In most cases, such leader may not necessary fulfill all the requirements needed to deal with the crisis and the role of an advisor is key to the success of the "leader in leading" effectively the crisis at hand. However, having a qualified leader and a qualified advisor working together does not necessarily mean that the joint effort will be productive. The roles of personality and compatibility of leader and advisor are key to the success of the crisis management process. Advisors' technical qualifications are important, but their emotional intelligence and personality to effectively support the leader in leading up, down, beyond and across while effectively dealing with the situation is critical to the

success of the operation and to the leader/advisor relationship.

Once the crisis leader is appointed, the next step should be to select the proper crisis leader advisor based on a series of attributes shown in the crisis leader advisor survey like experience and knowledge, strong leadership, decisive, critical thinker, command presence, adaptability and flexibility, communication skills, and the ability to collaborative. The particularities of an affective crisis leader advisor can be better understood under three different "intelligence" categories: (1) instinctive intelligence (cognitive) which is mainly IQ; (2) technical intelligence from education, experience, etc; and (3) emotional intelligence which embodies self-awareness, self-management, interpersonal dynamics, etc.

Instinctive intelligence and technical intelligence are somewhat obvious and represent the foundation of a "qualified" crisis leader advisor. However, having the proper qualifications does not guarantee advising success during hyper-VUCA crises. Failing to consider emotional intelligence when selecting a crisis leader advisor could result in a "qualified advisor" unable to successfully support the crisis leader, because the crisis leader advisor might lack soft skills associated with emotional intelligence.

The definition of emotional intelligence vary significantly but most point to the following five components: (1) self-awareness includes knowing one's strengths, weaknesses, drives, values, and impact on others; (2) self-regulation is the ability to control or redirect disruptive impulses and moods; (3) motivation encompassed relishing achievement for its own sake; (4) empathy includes understanding other people's emotional makeup; and, (5) social skills to build relationships to move people in desired directions.[80] As the crisis leader advisor is not the crisis leader, the challenge becomes that of "matching" the best "qualified" advisor, the one who meets the instinctive and technical profiles, with the appointed leader based on "compatibility" to maximize combined performance.

Quantifying soft skills associated with personality types and/or emotional intelligence is not as simple as it may seem. The crisis leader advisor survey highlighted a series of desired skills in line with personality

Table 11. Survey excerpts regarding crisis leaders advisor attributes*
A crisis leader advisor can assist an IC in successfully mitigating a crisis and with the potential to save lives and property. This team can provide Subject Matter Experts (SMEs) without impacting an IC's chain of command or his span of control.
In the chaotic swirl of a major response, all of the above attributes will be of value to a CLA, to varying degrees as the lifecycle of the incident unfolds. The key is do they have the experience, wisdom, and finesse to be able to apply them in an advisory role to the maximum benefit of the intended user. What it is also very important to consider is it is often easier to be IC than it is to be the advisor of that IC. The advisor must be able to coach the IC without taking over the response, without becoming a constant voice in their ear, without appearing to the IC's subordinates as being a "puppet master," without being too visible, while being humble enough to accept when your advice is not taken yet keep moving forward on other things, and while keeping perspective on your role.
Tricky position. Sometimes it would be valuable to have a local or technical expert but not from the standpoint of someone second-guessing or interfering
Outside perspective (and not within my chain of command) that can provide direct, candid feedback on own performance and the situation as they see it
A crisis leader advisor may be able to "see around the corner" rather than merely focusing on the incident; Neutral Role
*Underlining to emphasize a point and it is not part of the original survey response.

type and/or emotional intelligence such as self-regulating/calm, collaborative, realistic, flexible, etc, not easily addressed in the typical instinctive and technical assessment, so a strategy must be drafted to assess such skills of the advisor. The crisis leader advisor survey also documents in several instances the reaction of potential and former crisis leaders interviewed, when asked about using an advisor (see Table 11).

The aforementioned statements extracted from the crisis leader advisor survey highlight the need for a set of skills beyond just instinctive and technical that, without them, the advisor-leader relationship could turn tragic, and could be a complete detriment to the crisis management process. Assessing these type of

skills/personality of the advisor could be just as important as assessing the technical skills required for the role. Nevertheless, beyond identifying the personality of the advisor, every effort should be made to match the personality of the advisor with that of the leader.

Several tools and techniques exist to map and match personality types for self-awareness and self-management and outstanding combined performance of individuals. As an example, it is worth mentioning one of them is called the Enneagram.[117] By means of using the Enneagram and its nine Enneatypes or personality profiles, a complete characterization of the advisor can be obtained with its positives and no so positive personality "trademarks" and how those could benefit or negatively affect the advisory role. Beyond the advisor, if the profile of the leader could be assessed as well, a complete "compatibility matrix" can be produced for all Enneatype combinations,[118] which could set from the get go, the best advisor-leader team to excel in just about any crisis. The scope of this original framework did not allow for further investigation into this arena, but future work should look into this complex dynamics between advisor and leader beyond the technical qualifications.

CONCLUSION AND RECOMMENDED FUTURE RESEARCH

In conclusion, experienced crisis leaders overwhelmingly welcome the idea of implementing a crisis leader advisor framework and a crisis leader certification program. The project team concluded with the following five recommendations: (1) implement a crisis leaders advisor guide/framework; (2) create a formal crisis leader position in NIMS; (3) implement a crisis leader advisor certification framework; (4) benchmark established advisor program; and, (5) implement a framework to match leaders and advisors. Due to the scope of the project and operational constraint, the project team could not investigate all phenomenon a as they emerged; therefore, the team suggests the following as future research topics or projects:

1. The current project should be replicated to allow for scalability and tailoring for federal, state, local, private sector, and NGO's implementation.

2. Research efforts should explore the applicability and scalability of the crisis leader advisor concept to reflect the variety and scalability of a crisis response from one that involves an overarching federal presence (ie, Deepwater Horizon) to a response that engages state, local, or the private sector in an independent, lead, or support role. A scalable approach supports the identification of crisis leader advisors from within respective constituencies and supports key survey themes of identifying crisis leader advisors who embody trust, confidence, and experience.

3. Future work should look into the complex dynamics between advisor and leader beyond the technical qualifications to include how emotional intelligence and personality affect a leader/advisor relationship.

4. Establish a project to investigate correlation among trust and the crisis leaders and the selected advisor.

5. Future research should investigate a means to incentivized the crisis leader advisor certification and develop a national cadre of advisors.

6. Research should investigate the applicability of the crisis leader advisor position in the preparedness phase.

LINKS TO COMPLETE ARTICLE AND APPENDIX

Part 1:
http://www.wmpllc.org/ojs-2.4.2/index.php/jem/article/view/603
Appendix:
http://www.wmpllc.org/ojs-2.4.2/index.php/jem/article/view/607

Khaldoon H. Alkhaldi, MD, Crisis Leader Fellow, BIDMC, Harvard University, Cambridge, Massachusetts.

Meredith L. Austin, MSPH, MA, US Coast Guard, Washington, DC.

Boris A. Cura, MS, HSE, Vice President, SAM, Schlumberger, Houston, Texas.

Darrell Dantzler, PhD, US Department of State, Washington, DC.

Leslie Holland, MS, US Department of Homeland Security, Washington, DC.

David L. Maples, MBA, Centers for Disease Control and Prevention, Atlanta, Georgia.

Jamie C. Quarrelles, MPA, CEM, District of Columbia Homeland Security and Emergency Management Agency, Washington, DC.

Robert K. Weinkle Jr, MS, ACC, Centers for Disease Control and Prevention, Atlanta, Georgia.

Leonard J. Marcus, PhD, Co-Director, National Preparedness Leadership Initiative, Harvard T.H. Chan School of Public Health, Boston, Massachusetts; Director, Program of Health Care Negotiation and Conflict Resolution, Harvard T.H. Chan School of Public Health, Boston, Massachusetts.

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