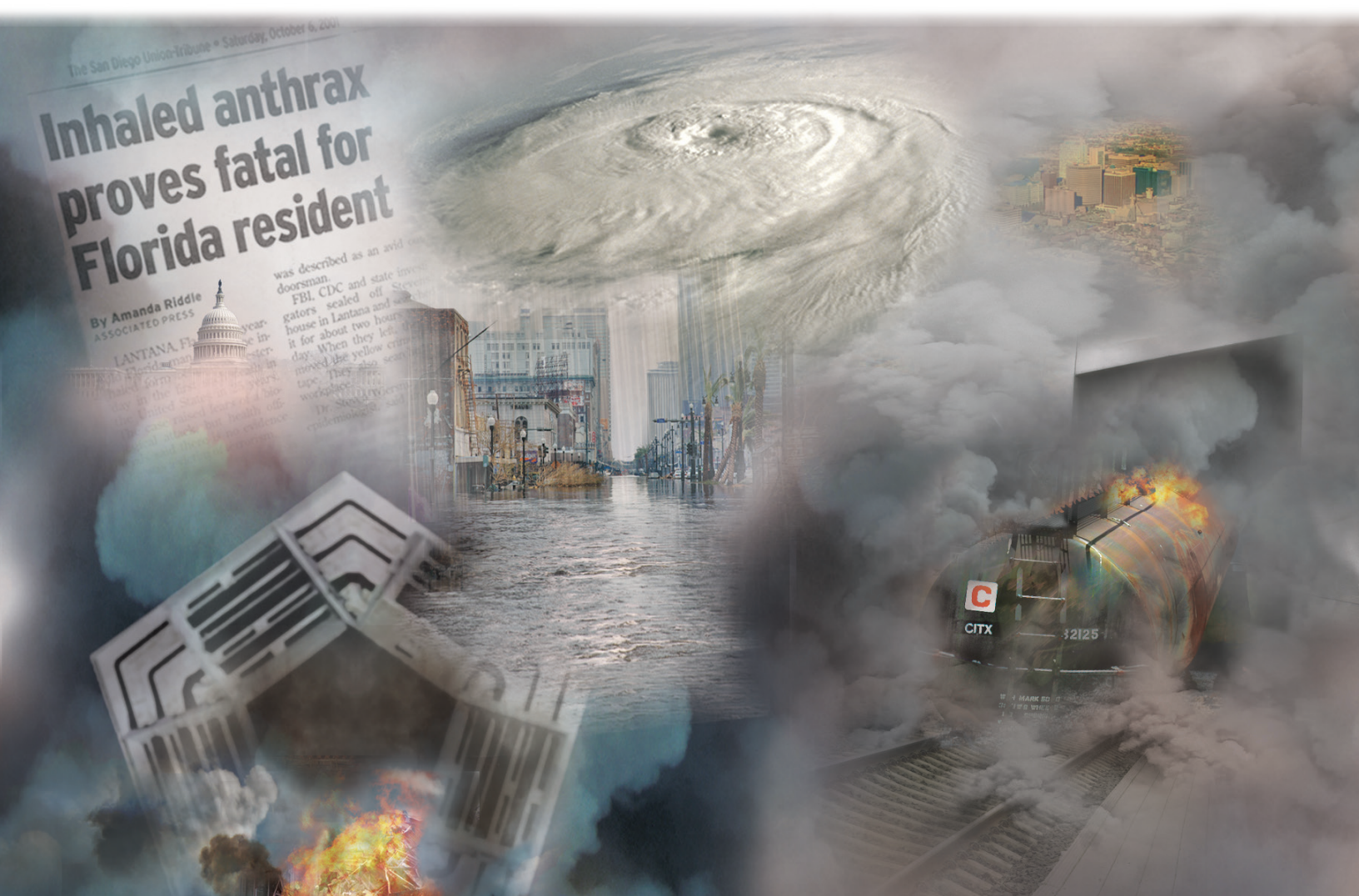


CRISIS LEADERSHIP & DECISION MAKING FOR ELECTED OFFICIALS

MGT-340

Texas A&M Engineering Extension Service
National Emergency Response and Rescue Training Center



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MGT-340

This seminar uses one of four Harvard University, Kennedy School of Government case studies to examine the dynamics of crisis leadership and decision making from an elected or senior official's perspective. The four hour seminar uses the case study to frame the discussion on ways to overcome leadership challenges in planning and responding to a large scale incident. The final outcome of the seminar is the development of an individual and jurisdiction plan of actions needed to improve preparedness and emergency response.

Training Level: Management and Planning

Venue: Each seminar is fully funded by a training grant provided by the Federal Emergency Management Agency, Department of Homeland Security and can be delivered at your location.

Course Length: 1/2 Day (4 hours)

Available Case Studies (case studies from the Kennedy School of Government, Harvard University):

- Charting a Course in a Storm: U.S. Postal Service and the Anthrax Crisis
- Command Performance: County Firefighters Take Charge of the 9/11 Pentagon Emergency
- "Almost a Worst-Case Scenario": The Baltimore Tunnel Fire of 2001 (Parts A, B, C)
- Hurricane Katrina: Preparing for "The Big One" In New Orleans (Part A) and Responding to an "Ultra-Catastrophe" in New Orleans (Part B)

Target Audience:

- Mayors
- County executive officers
- County commissioners
- Senior appointed officials
- Private sector executives

Continuing Education Credits:

IACET - 0.4 CEUs

Seminar Topics:

- **Planning for Effective Disaster Response:**
Plans are notorious for ending up on the floor when the crisis occurs. To be useful, they must have the right amount of detail, structure, and flexibility.
- **Leadership and Decision Making During a Crisis:**
Newly elected or appointed officials need to think through their substantive functions and moral responsibilities as crisis leaders in advance of a crisis, rather than addressing their obligations for the first time in the midst of a crisis.
- **Recognizing the Extraordinary; Improvising the Necessary Response:**
Almost every major disaster presents a unique situation. Often, predetermined emergency plans and response behavior that may function quite well in dealing with routine emergencies are grossly inadequate or may even be counterproductive in dealing with a major incident. Even the best plans cannot anticipate every eventuality.
- **Complex, Multi-Jurisdictional Coordination:**
Crisis leadership is often rendered even more difficult because nearly every major disaster involves multiple jurisdictions and various levels of government. This makes the coordination of decision making highly complex, as priorities, missions, resources and procedures may differ substantially. This evolution of crisis leadership frequently produces substantial friction between agencies and jurisdictions.
- **Maintaining Scalability:**
As required actions scale up and/or down, adjustments must be made to the amount and type of equipment and personnel being utilized.
- **Developing a Jurisdiction Preparedness Action Plan:**
From the lessons learned during seminar discussions and reading of the case study, a broad personal and jurisdiction action plan will be developed to guide future emergency preparedness planning.

Class Size: 15 - 25 Participants

For more information, contact:

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