LEADERSHIP IN CRISSES: PREPARATION AND PERFORMANCE
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Today’s leaders face extraordinary circumstances — natural disasters, major technology failures in industry or transportation, terrorist attacks, and public health emergencies such as emergent infectious diseases.

Leadership in Crizes examines what constitutes excellent performance in emergency situations, and what it takes to achieve it. The program offers participants an analytical framework for understanding the dynamics of emergencies overall and the particular exigencies that differentiate crisis situations from routine emergencies. Moreover, it provides an in-depth look at the role leaders play in crafting and executing appropriate responses and preparing their organizations in advance of a crisis.

Leadership in Crizes focuses on the critical demands of large-scale crises that engage multiple response organizations from many jurisdictions and levels of government. The program examines the tensions that frequently arise between senior emergency management professionals and political leaders, especially in extended crises. It develops the critical roles that each plays and how they can work together effectively.

CURRICULUM

Leadership in Crizes features intensive, interactive discussions using the Harvard case study method, supplemented by lectures, exercises and small group work. Case studies focus participants on actual emergency experiences as well as conceptual approaches to crisis response. This method allows participants to thoughtfully work through possible approaches and solutions to the problems. Outstanding practitioner instructors, as well as Harvard faculty, and small group interaction provide a stimulating and intellectually challenging experience.

Program topics include:

» The necessity of two modes of emergency operation – for “routine emergencies” and “crises”

» Achieving the multiple dimensions of situational awareness

» Coordination in complex, multi-organizational, multi-jurisdictional events

» Getting the most from training and exercises

» The roles and relationships in crisis resolution of senior operational leaders and elected and policy officials
WHO SHOULD APPLY?

This program is designed for leaders working at all levels who may be asked to play a role in emergency and disaster response, including:

» Senior executives in the private and nonprofit sectors with responsibility for disaster planning, management, or recovery, or who oversee large public events

» Elected officials who oversee emergency preparedness or participate in crisis response

» Senior leaders of first response agencies

» Local, state, and federal officials in departments including, but not limited to, public works, public health, emergency medicine, transportation, homeland security, and education

» Foreign Service, State Department, and other federal officials who craft or carry out response to international humanitarian and diplomatic crises

» Senior leaders in the active-duty military, Coast Guard, National Guard or reserves who play roles in planning for or responding to disasters

ADMISSION

To apply for Leadership in Crises or for details on program dates, application deadlines, and tuition, please visit www.hks.harvard.edu/ee/crises.

Admission to this program is competitive, and is based on professional achievement and organizational responsibility. Early application is encouraged since programs often fill to capacity. Qualified applicants are admitted on a rolling, space-available basis. Although there is no formal educational requirement for the programs, fluency in written and spoken English is mandatory.

HKS Executive Education programs involve intense, interactive discussion and therefore the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class.
Arnold M. Howitt is Executive Director of the Ash Center for Democratic Governance and Innovation. He has worked extensively in training and research on emergency issues in the US, China, Indonesia, and Japan. He received a BA from Columbia University and a MA and PhD in political science from Harvard University.

Herman B. “Dutch” Leonard is Baker Professor of Public Management at Harvard Kennedy School and Snider and Family Professor of Business Administration at Harvard Business School. He was recently an adviser to the Department of Homeland Security’s Quadrennial Review. Leonard received a BA, MA, and PhD in economics from Harvard University.

Howitt and Leonard founded the Harvard Kennedy School Program on Crisis Leadership in 1999, which conducts research, Executive Education programs, and action projects. They are the co-authors and editors of Managing Crises: Responding to Large-Scale Emergencies (2009) and Public Health Preparedness (forthcoming).

Howitt and Leonard teach in a number of HKS Executive Education programs and have worked on preparedness, emergency response, and disaster recovery with many organizations in the U.S. and abroad.