

Leading Through Crisis

Reducing the Impact of COVID-19 in Latin America and Africa

Session 2 | July 16th, 2020

Public Health Briefing - Dr. Cyrus Shahpar

“Situation Briefing & Special Topic: The Adaptive Response framework”

Leadership Essentials - Prof. Dutch Leonard

“Crisis Leadership”

PUBLIC HEALTH

Situation Briefing, Dr. Cyrus Shahpar – Important Information

Actions that Mayors can take:

- Continue to take evidence-based action; communicate often and frankly to build trust and mobilize residents to support these critical actions
- Promote public health and social measures while providing accurate information about the pandemic to fight the “infodemic” of misinformation

Adaptive Response framework, Dr. Cyrus Shahpar – Important Information

Latest data as of July 14th, 2020:

Data as of July 14 th , 2020	Latin America	Africa
Total number of cases	3,386,775	492,660
Cases in last 24 hours	50,193	15,085
Total number of deaths	144,943	8,430
Deaths in last 24 hours	1,531	177

The adaptive response approach is the practice of dynamically adapting epidemic response activities to the current situation.

The approach uses data to determine:

- Source of transmission
- Risk to community
- Response measures to implement

Guidance about the adaptive response approach can be found in the Resolve To Save Lives COVID-19

Playbook: <https://preventepidemics.org/covid19/resources/playbook/>

For further COVID-19 resources from the Partnership for Healthy Cities, including a library of materials in English, Spanish, Portuguese, and French, visit <https://cities4health.org/>

CRISIS LEADERSHIP

“Crisis Leadership” - Prof. Dutch Leonard - Important Information

There are four important leadership tasks that underlie all other aspects of crisis response:

- **Assess where you are in the life cycle of the crisis** with as much accuracy as possible. This will inform the ways in which you allocate your attention and activities and organize the work.
- **Assemble a diverse, knowledgeable, dynamic team** to help you oversee the response to the crisis and deliberate about key decisions.
- **Establish a problem-solving process for a novel threat.** Routine emergency management processes will not suffice for this crisis. Instead, you must rapidly integrate new (and incomplete) information, learn on the fly, and react nimbly to emergent issues.
- **Communicate honestly, hopefully, and empathetically** to manage the political aspects, keep order, secure and retain support, and create the conditions for effective collaboration under extreme circumstances.

Task 1: Assess where your city is in the life cycle of the crisis.

The goal is to establish **situational awareness** for yourselves, your team, your organization(s), and the public. In such a dynamic situation, getting the 360-degree view is difficult but vital.

- Where are you in the crisis cycle? (See example in Appendix: “The Five Stages of Crisis Management”)
- What needs to be done now, and who’s doing it? What needs to be done next?

Task 2: Assemble a team to help you respond to the crisis.

You need a diverse, dynamic team to help you manage your response, one that can bring you relevant information, frame issues as decisions, and come up with creative options.

- Recruit from three groups: those who represent the city’s priorities; those with specialized knowledge relevant to the pandemic; and those who know the community and city hall well. Diversity is key!
- Keep the team dynamic—move people on and off as needed at different points in the crisis cycle.

Task 3: Institute a problem-solving process to navigate an unprecedented crisis.

We don’t know enough about COVID-19 and its consequences, the situation keeps evolving, and the secondary and tertiary effects are hard to predict or even imagine. Without obvious precedents to follow, you need an integrated, comprehensive process for engaging in real-time problem-solving.

- **Create conditions for a horizontal problem-solving process.** Make sure everyone feels free to speak up, and that the focus is on the best solutions rather than saying what “the boss” wants to hear.
- **Engage in iterative, agile, creative problem-solving:**
 0. Establish values, goals, and priorities.
 1. Understand key issues.
 2. Develop options.
 3. Predict their outcomes.
 4. Choose the best option.
 5. Execute.
 6. Repeat.
- **Execute in a spirit of experimentation and learn your way forward .**

Task 4: Communicate credibly to manage the political aspects of the crisis.

You will need to make radical decisions that deeply impact people's lives and the local economy. There will be trade-offs involved, and you will have to decide quickly and with limited information. Securing and maintaining support for your political leadership from the public and stakeholders is critical.

- Communication should be clear, concise, coherent, consistent, and credible.
- Remember Stockdale's Principles: Be brutally honest. Provide a rational basis for hope. Show empathy.
- Have effective structures for public communication.
- Keep people informed every day at the same time.
- Worry more about underreacting than overreacting.
- Broach the possibility of more restrictive measures early and often in your public communications, in case you need them.
- Trust in your public. In a crisis, they want to help. Enlist them.
- Remind people that what they do right now is important and has implications for what happens next.
- Emphasize that risks are still present even if some individuals haven't felt them. Not having been infected is a reason to **continue** wearing a mask, not a reason to stop—that means it's working.
- Amplify stories of local people who didn't take precautions and became seriously ill. Use their names.
- Encourage resilience: invite support and creativity from people, artists, businesses, and social sector organizations.
- Think through how you will communicate with and respond to the needs of specific populations.
- Assess the impact of the crisis from an equity perspective and be transparent about how you will provide for economically and physically vulnerable constituents.
- Coordinate with other levels of government as well as the private sector.

Additional Resources:

For information from the CDC on crisis and emergency risk communication, see <https://emergency.cdc.gov/cerc/>

For more on crisis problem-solving processes, see "Crisis Management for Leaders Coping with COVID-19" by Herman B. "Dutch" Leonard, Arnold M. Howitt, and David W. Giles: <https://bit.ly/30jW6Y3>

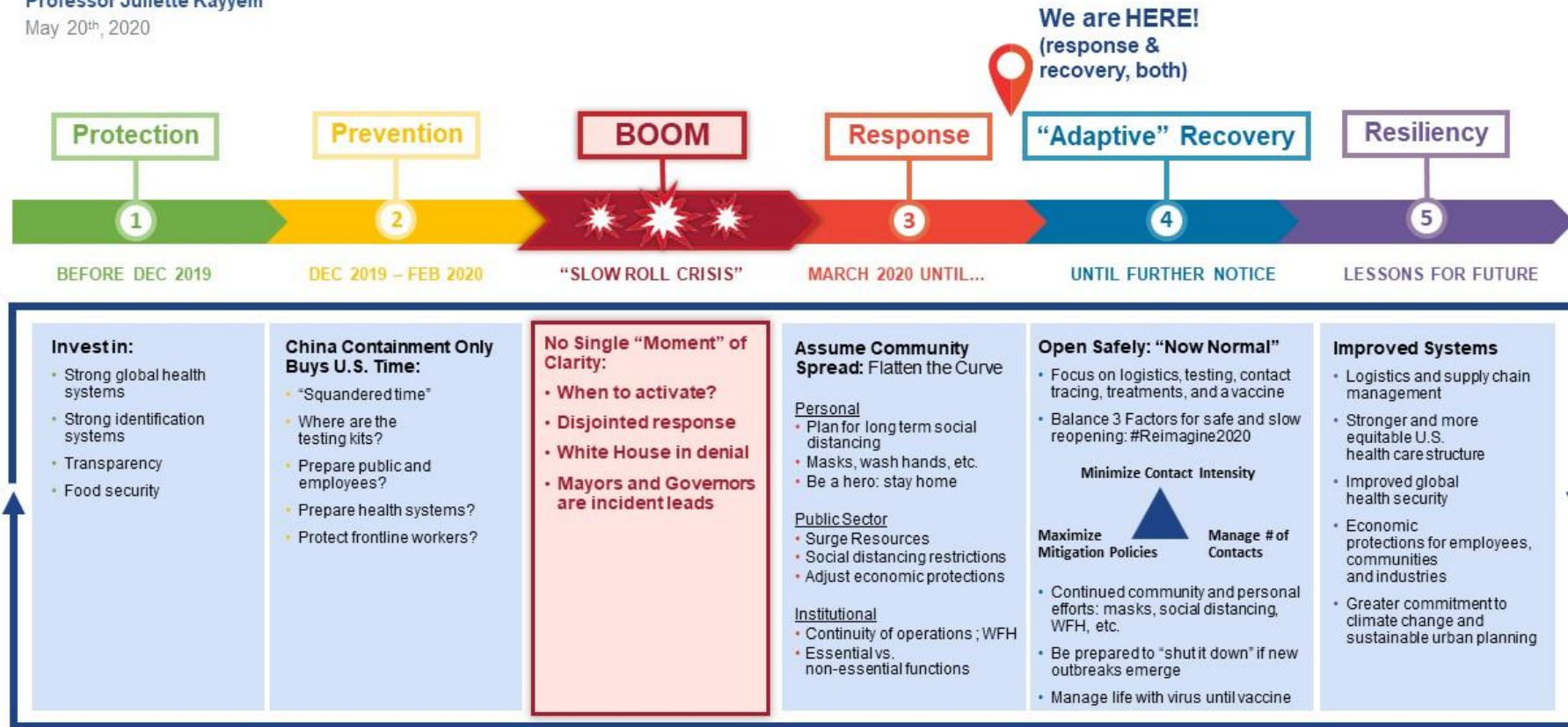
Next Session

Thursday, July 30th, @9:00 a.m. - 10:30 a.m. USET

The Five Stages of Crisis Management: Coronavirus (COVID-19) in the U.S.

Professor Juliette Kayyem

May 20th, 2020



“A CRISIS HITS A NATION AS IT IS, NOT AS IT WOULD LIKE TO BE”