



# SYMPOSIUM ON GLOBAL HEALTH DIPLOMACY

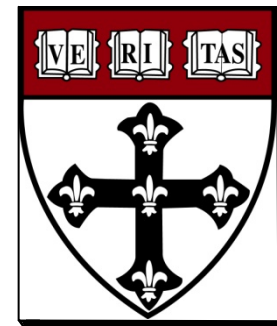
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## **META-LEADERSHIP AND THE GLOBAL HEALTH CHALLENGE: NEGOTIATING CONNECTIVITY OF STRATEGY AND OPERATIONS**

**LEONARD J. MARCUS, Ph.D.**

**Co-Director, National Preparedness Leadership Initiative**

**A joint program of the Harvard School of Public Health and the  
Harvard Kennedy School of Government  
HARVARD UNIVERSITY**



# **META-LEADERSHIP**

## **THE GLOBAL HEALTH CHALLENGE**

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**Connectivity of Strategy and  
Action Across Leaders of Different  
Agencies & Authorities**

**Numerous Government and NGO  
Agencies Doing Work:  
Not Coordinated & Ultimately Wasteful**

**Leadership Influence that  
Extends Well Beyond Direct  
Authority: A Leader of Leaders**

**Non-Existent or Fuzzy Lines  
of Authority Complicated by  
Corruption and Conflict**

**Mobilizes People and  
Organizations  
To Collaborate in Times of Crisis**

**People, Countries and Regions  
that are in Vacillating  
States of Crisis**

# **META-LEADERSHIP**

## **THE GLOBAL HEALTH CHALLENGE**

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**MISSION:**      **Integrate Efforts Beyond Silo Thinking**

**METHOD:**      **Five Dimensions of Meta-Leader Practice**

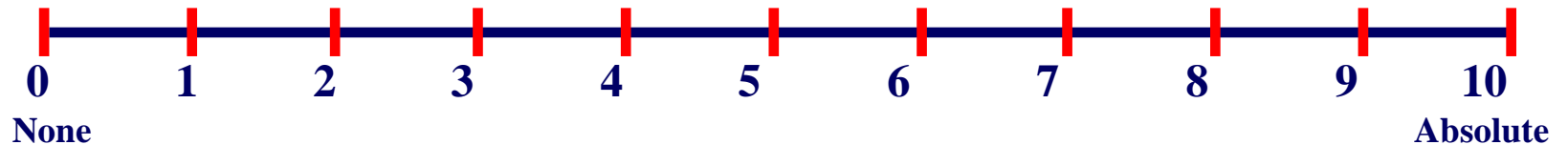
**PURPOSE:**      **Connected & Resilient International  
Systems to Intentionally Resolve  
Global Health Challenges**

# CONTROL AND INFLUENCE

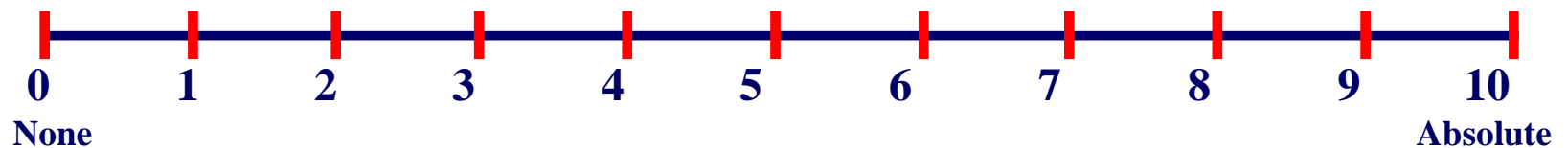
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## ON THE JOB

### Individual Level of Control



### Individual Level of Influence



# LEADERSHIP ANALYSIS

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Consider a great  
leader you've known

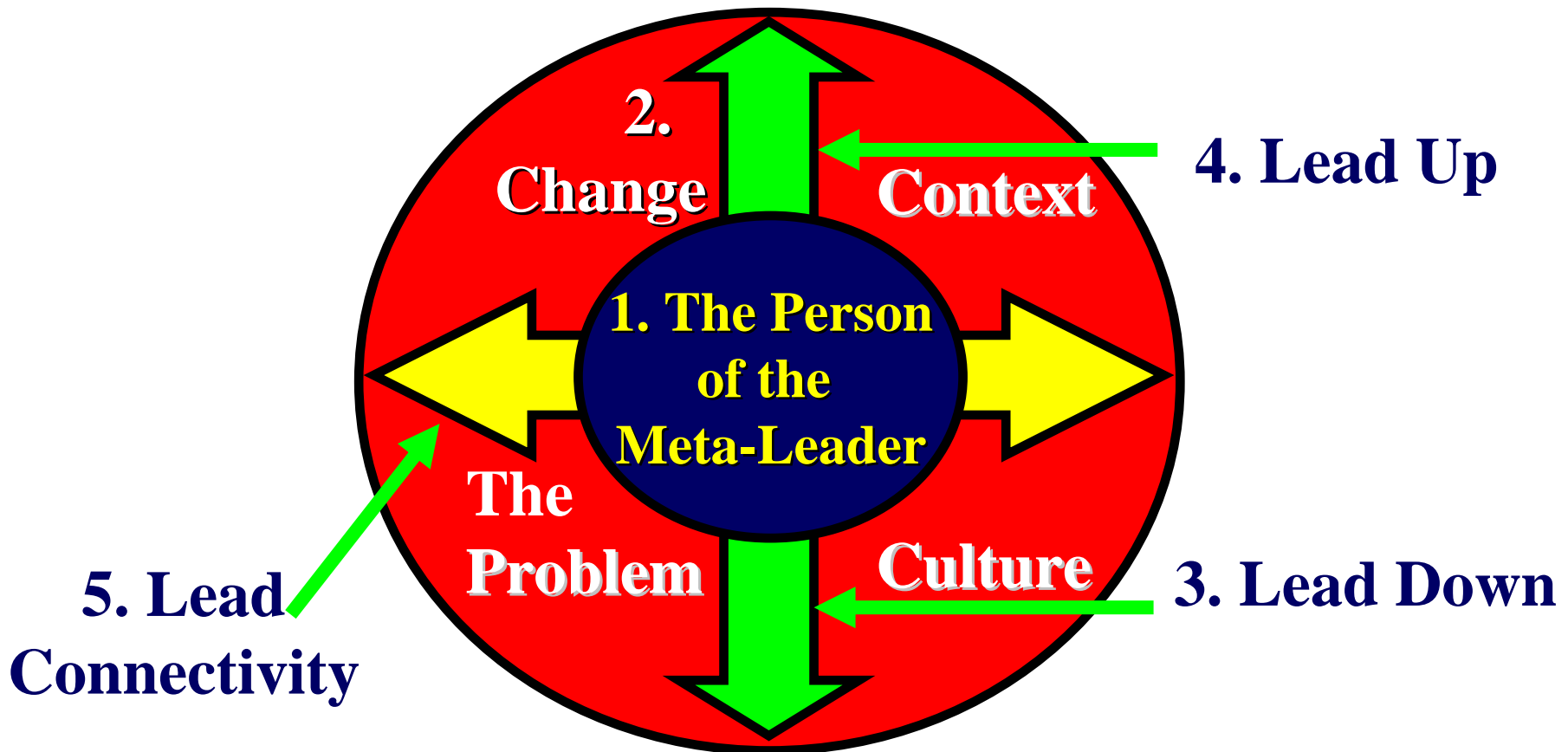


Consider yourself  
and your leadership



Consider a less than great  
leader you've known

# THE FIVE DIMENSIONS OF META-LEADERSHIP PRACTICE



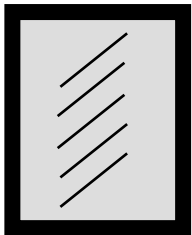
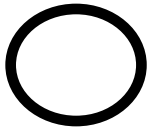
# META- LEADERSHIP IN PRACTICE

## FIVE DIMENSIONS

Personal Aspects of Leadership

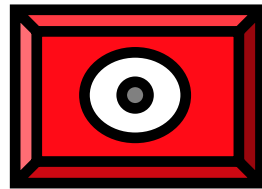
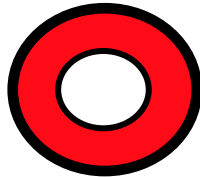
Organizational Aspects of Leadership

1  
**The  
Person**



Hold a mirror to  
yourself  
as a leader

2  
**The  
Situation**



Your picture of  
the problem must  
constantly adjust

3  
**Lead  
Down**



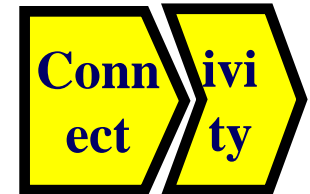
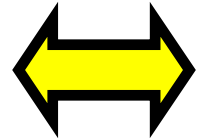
Support your  
staff so they will  
support you

4  
**Lead  
Up**



Know your  
boss's priorities  
and deliver

5  
**Lead  
Across**



Create  
leverage by  
building links

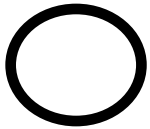
# META- LEADERSHIP IN PRACTICE

## FIVE DIMENSIONS

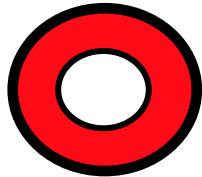
Personal Aspects of Leadership

Organizational Aspects of Leadership

1  
**The  
Person**



2  
**The  
Situation**

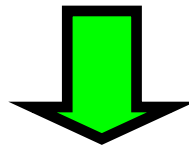


**AWARENESS AND  
ASSESSMENT**

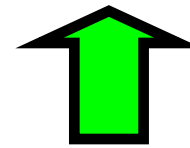


PRIORITIES  
**STRATEGY**

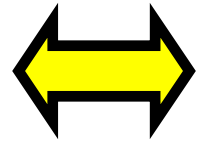
3  
**Lead  
Down**



4  
**Lead  
Up**



5  
**Lead  
Across**



**GENERATE CONNECTIVITY  
AND INFLUENCE**

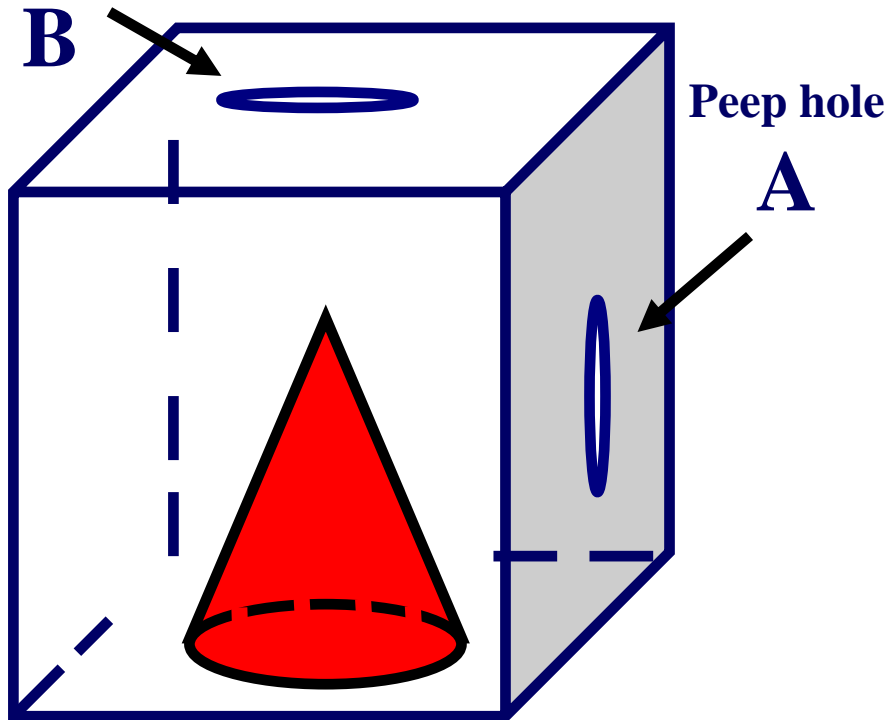


BUILD RELATIONSHIPS & LEVERAGE  
**EMPOWER**

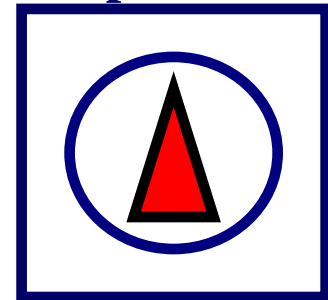


# DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE

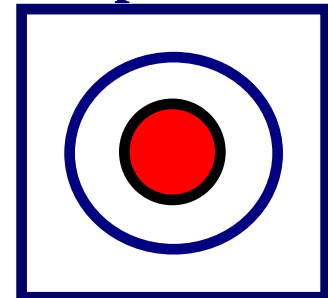
Peep hole



Peep hole A



Peep hole B



# **COLLABORATION**

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## **“WHOLE IMAGE NEGOTIATION”**

**Interdependence - Fit - Collaboration**

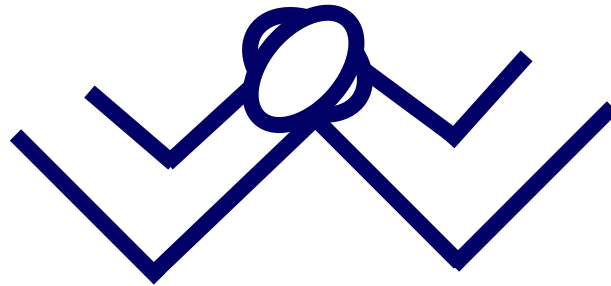
**Imagination**

**Interest based - Mutual benefits**

**“W.I.N.”**

# NEGOTIATION ASSIGNMENT

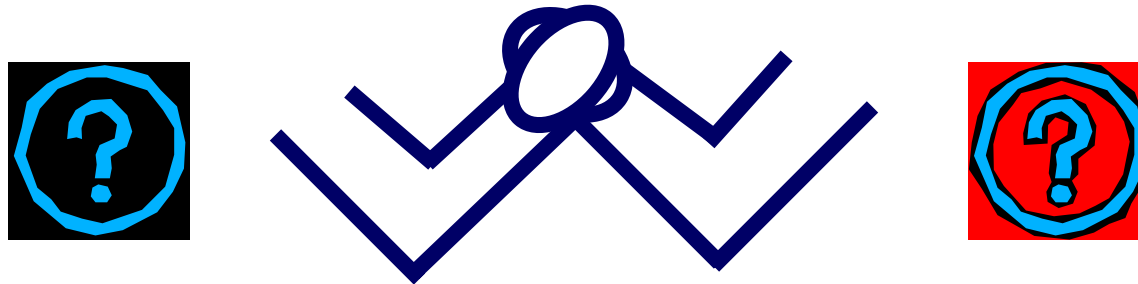
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**Complete the task  
as best as you can**

# NEGOTIATION ASSIGNMENT

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**What happened?**

# **NEGOTIATION ASSIGNMENT**

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**“You know, we’ve been doing a lot of talking.**

**Why don’t we get a bit of physical exercise.**

**I’d like you to link up with the person sitting next to you  
in an arm wrestling position.**

**Your task, in thirty seconds, is to get the back of the  
hand of the other person down as many times as possible.**

**Count how many times you get it down.**

**Wait until I say go.”**

**“GO!”**

# **COLLABORATION**

---

**“WHOLE IMAGE NEGOTIATION”**

**Interdependence - Fit - Collaboration**

**Imagination**

**Interest based - Mutual benefits**

**A “W.I.N.” the parties can share**

# COLLABORATION

## Framing

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The Frame Outlined What You . . .

Heard



Understood



Did

Information → Actions → Outcomes

How did you interpret (frame)  
the instructions?

# CONCEPTUAL FRAMEWORK FOR PROBLEM SOLVING

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## MULTI-DIMENSIONAL PROBLEM SOLVING

Uni-dimensional  
problem solving  
“Me For Me”

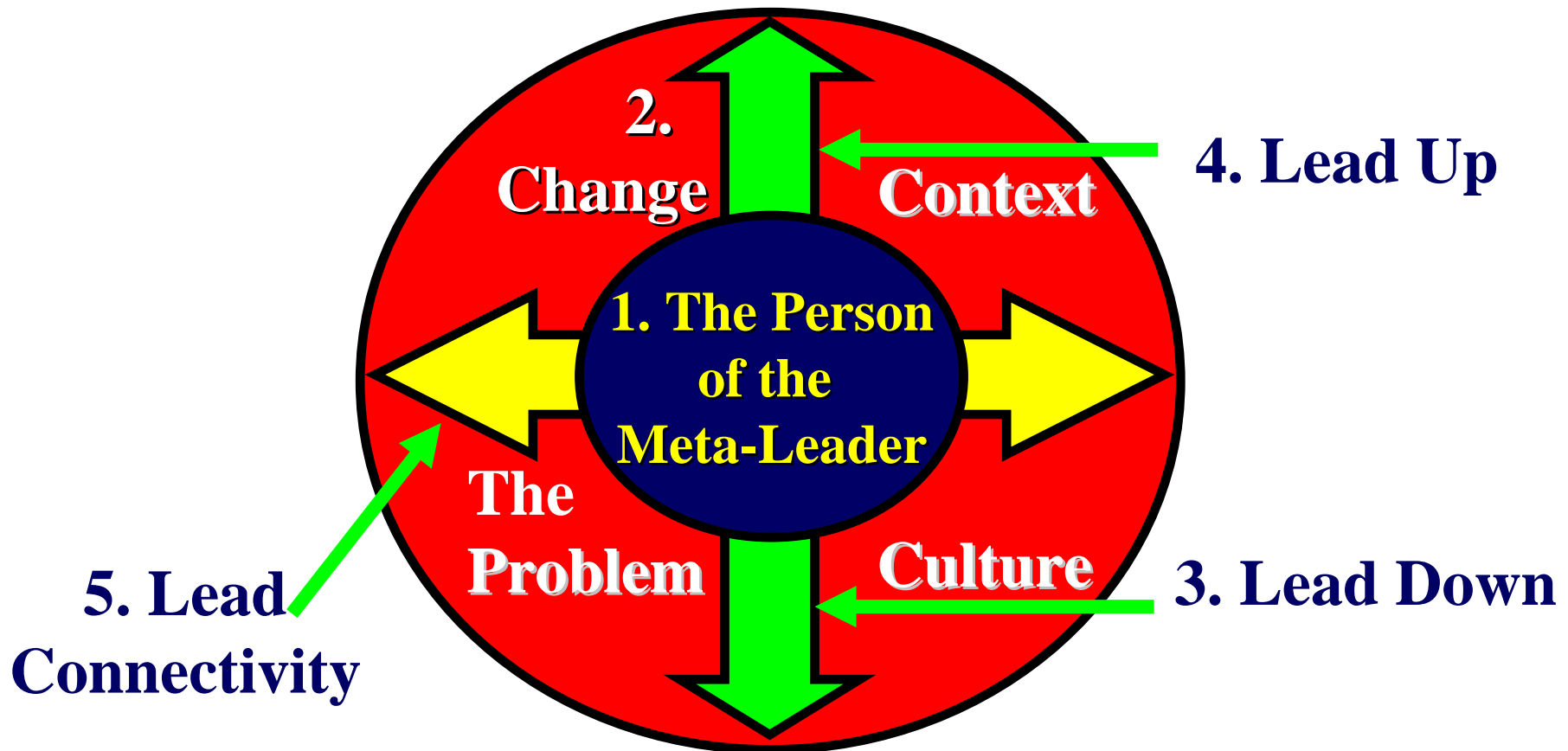


Two-dimensional  
problem solving  
“Me Against You”

COLLABORATION  
“US TOGETHER”



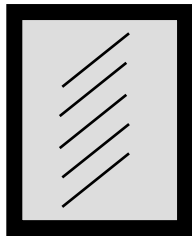
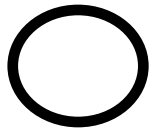
# THE FIVE DIMENSIONS OF META-LEADERSHIP PRACTICE



# META-LEADERSHIP IN PRACTICE

## DIMENSION ONE

### 1 The Person



Hold a mirror  
to yourself  
as a leader

## YOUR STRENGTHS & WEAKNESSES

- Emotional intelligence

Self-awareness

Self-regulation

Empathy

Motivation

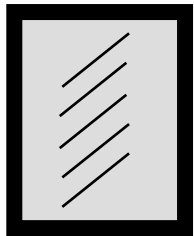
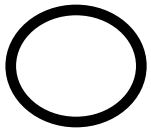
Social skills

Daniel Goleman

# META-LEADERSHIP IN PRACTICE

## DIMENSION ONE

### 1 The Person



Hold a mirror  
to yourself  
as a leader

### PERSONAL ATTRIBUTES

- **Courage**
- **Curiosity**
- **Imagination**
- **Passion**
- **Integrity**

# THE BRAIN

## EVOLUTION & DESIGN

Creative, Abstract  
Thinking  
Emotional Intelligence  
Upper Brain



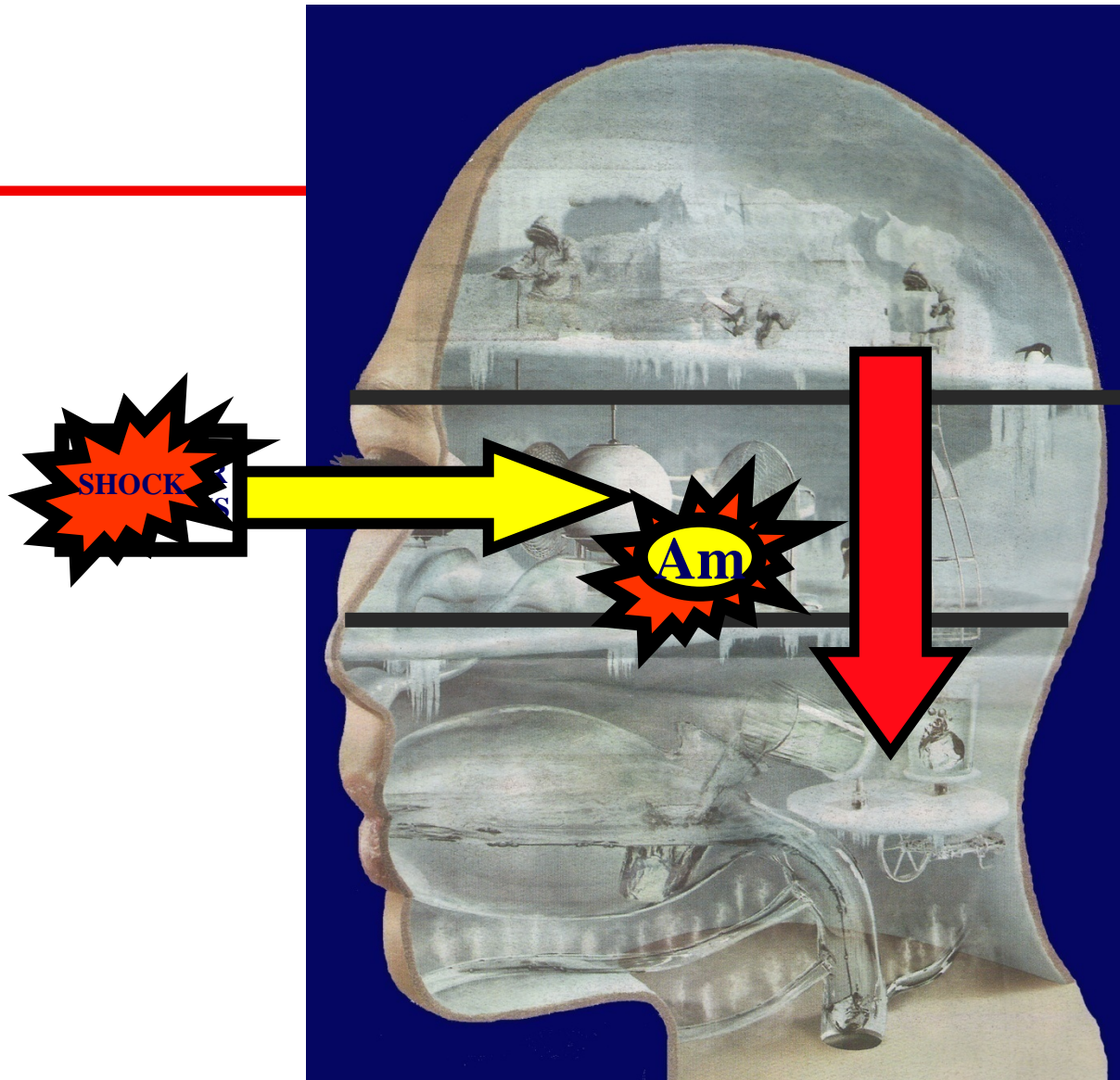
New Patterns  
Factory  
“The Laboratory”

Acquired  
Patterns  
“The Tool Box”

Primitive Survival  
Patterns  
“The Basement”

TRIPLE “F”  
Fight  
Flight, Freeze

# YOUR BRAIN IN CONFLICT: AMYGDALA HIJACK



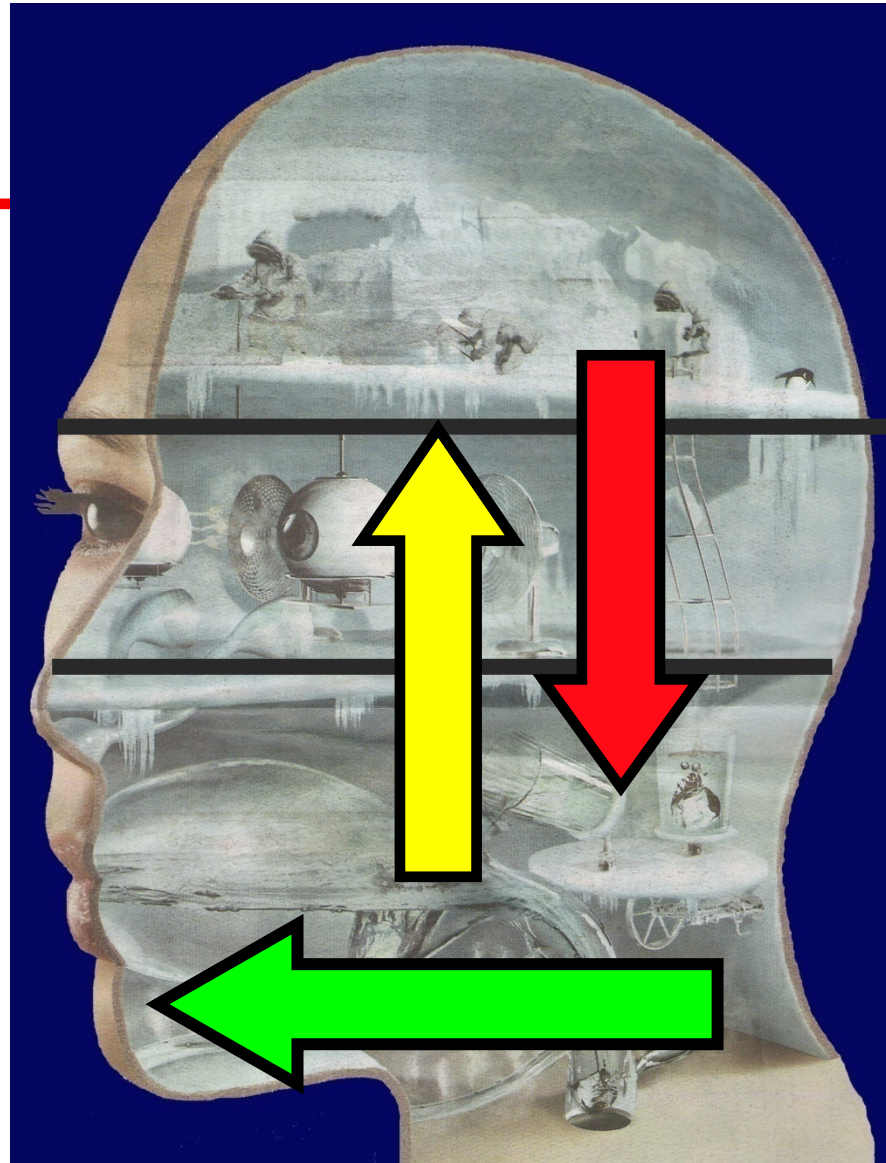
Go to the  
“BASEMENT”

Triple “F”  
**FREEZE**  
**FLIGHT**  
**FIGHT**

# YOUR BRAIN IN TRAINED RESPONSE TO A CONFLICT

**FAMILIAR  
ACTION  
PATTERNS**

**ACTIVATE**  
what you  
have prepared



Go to your  
**“TOOL BOX”**

Learning  
Exercises  
Training  
Connectivity  
Mindfulness

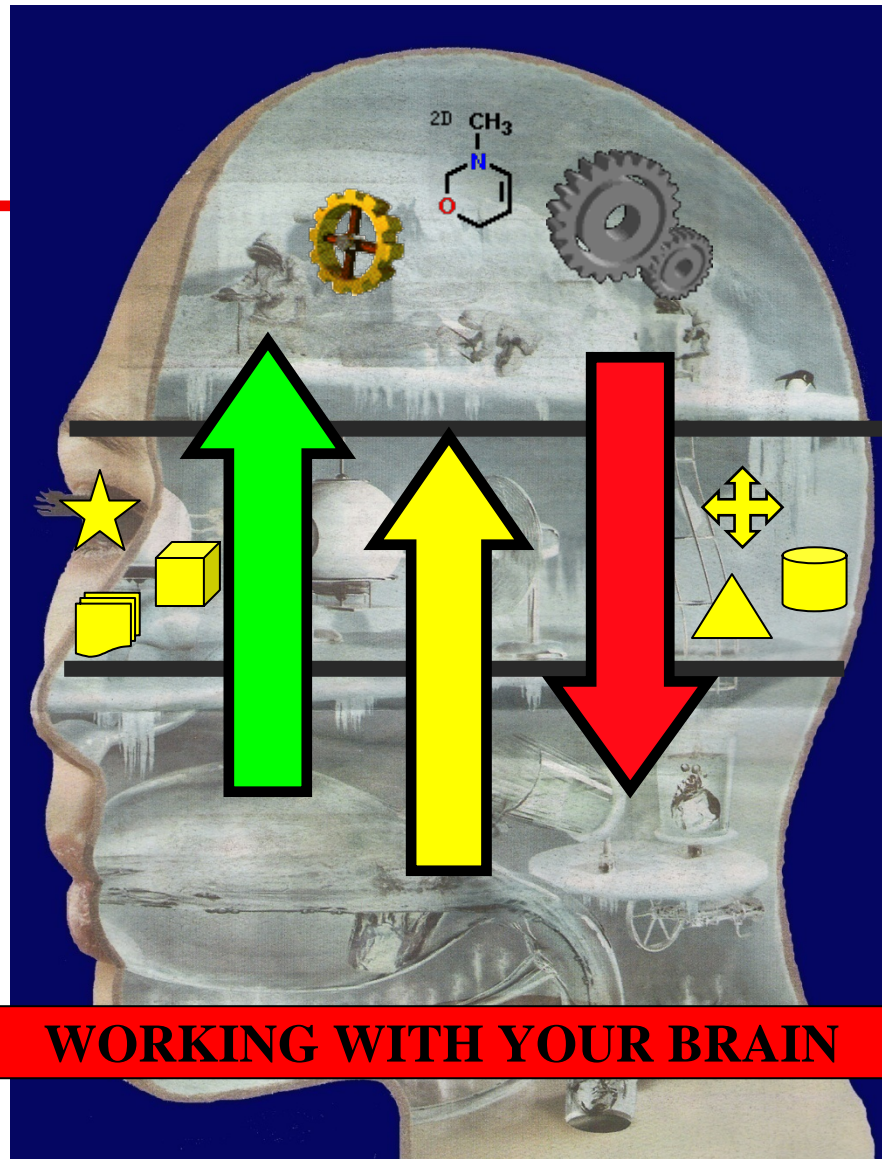


# YOUR BRAIN: THE THINKING NEGOTIATOR

## In Negotiation

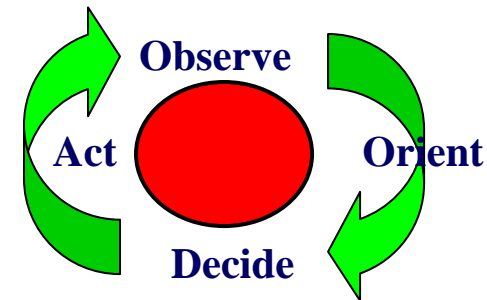
Practice &  
Build Your  
Strategies &  
Methods

EMBED THE  
PATTERNS



## In Conflict

CLOSE  
GAPS



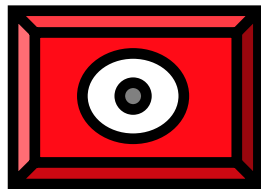
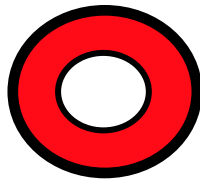
“OODA”  
LOOP

WORKING WITH YOUR BRAIN

# META-LEADERSHIP IN PRACTICE

## DIMENSION TWO

### 2 The Situation



Your picture of  
the problem must  
constantly adjust

### SITUATIONAL AWARENESS

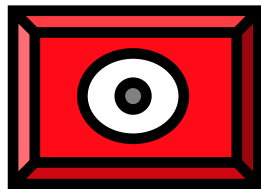
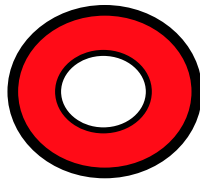
- **PICTURE** of the Problem/Clarity
- **Information: Incomplete & changing**
- **Crisis & PICTURE** develop in stages: Anticipate & Meta-Lead
- **Observe – Orient – Decide - ACT**
- **PRO-Active versus RE-Active?**



# META-LEADERSHIP IN PRACTICE

## DIMENSION TWO

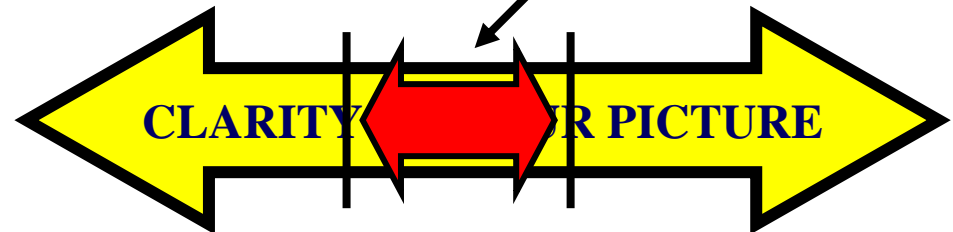
### 2 The Situation



Your picture of  
the problem must  
constantly adjust

### SCOPE OF THE SITUATION

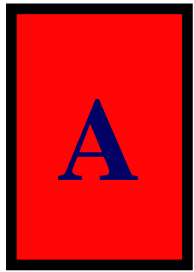
Limited  
perspective on  
what is happening  
or what could happen



# SITUATIONAL AWARENESS: FILTERS

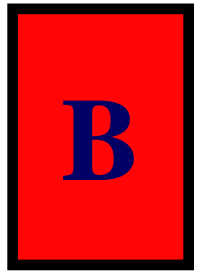
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Which door do you choose?



Pay \$\$\$

Get \$\$\$



Door  
A

Perceptions of risks?

Perceptions of rewards?

Door  
B

Decision analysis: What criteria influence your decisions?

Same PICTURE – Different filters, interpretations, actions

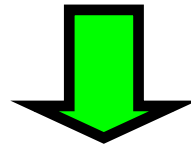
# META-LEADERSHIP IN PRACTICE

## DIMENSION THREE

### LEADING YOUR SUBORDINATES

- Loyalty & recognition goes both ways
- Manage conflict from top to bottom
- Build leadership capacity throughout

3  
Lead  
Down



**Commit-  
ment**

Support your  
staff so they  
will support you

# META-LEADERSHIP IN PRACTICE

## DIMENSION THREE

### VERTICAL CONNECTIVITY

- “What can I do to make you a success?”
- “Dogs that hunt”
- Your “Leadership Portrait” – Craft it and Model it

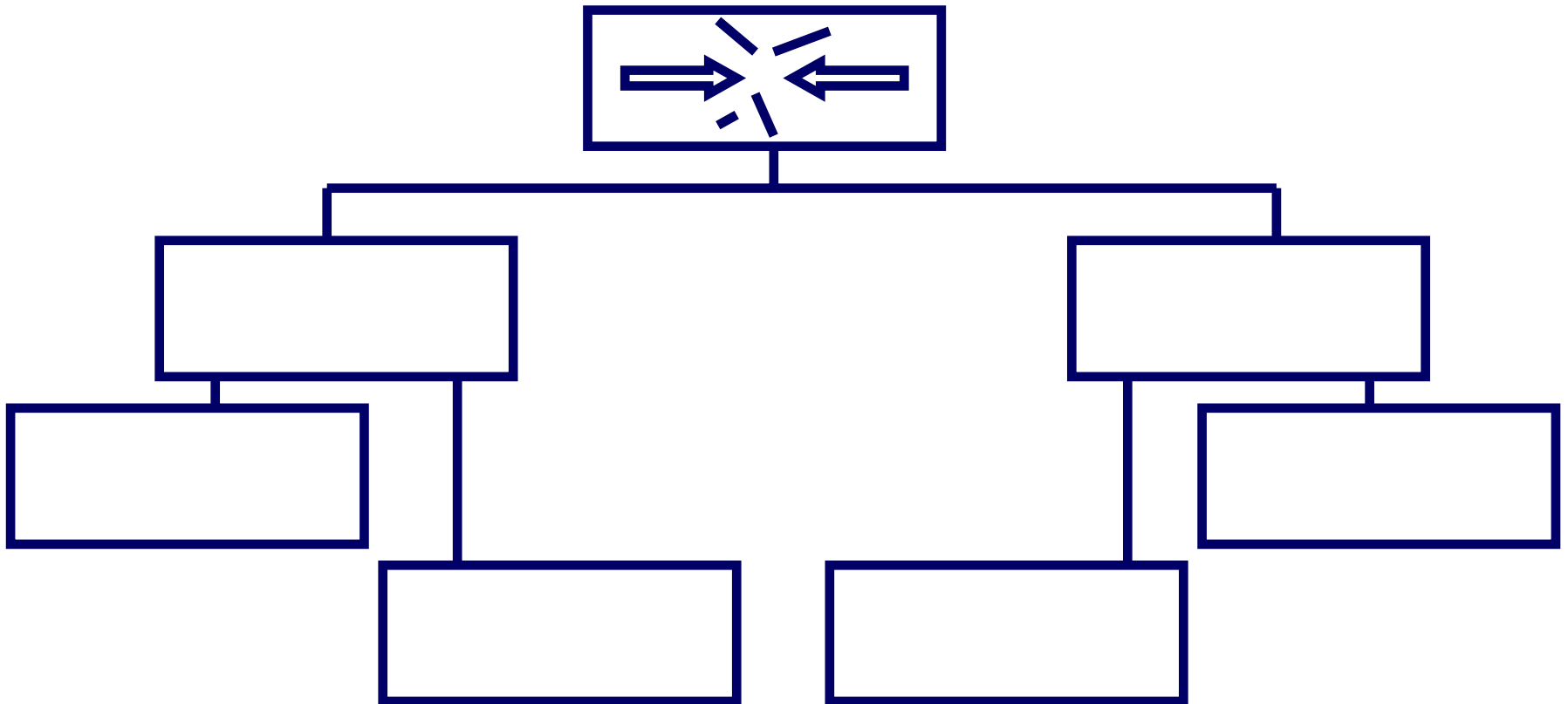
3  
Lead  
Down



Support your  
staff so they  
will support you

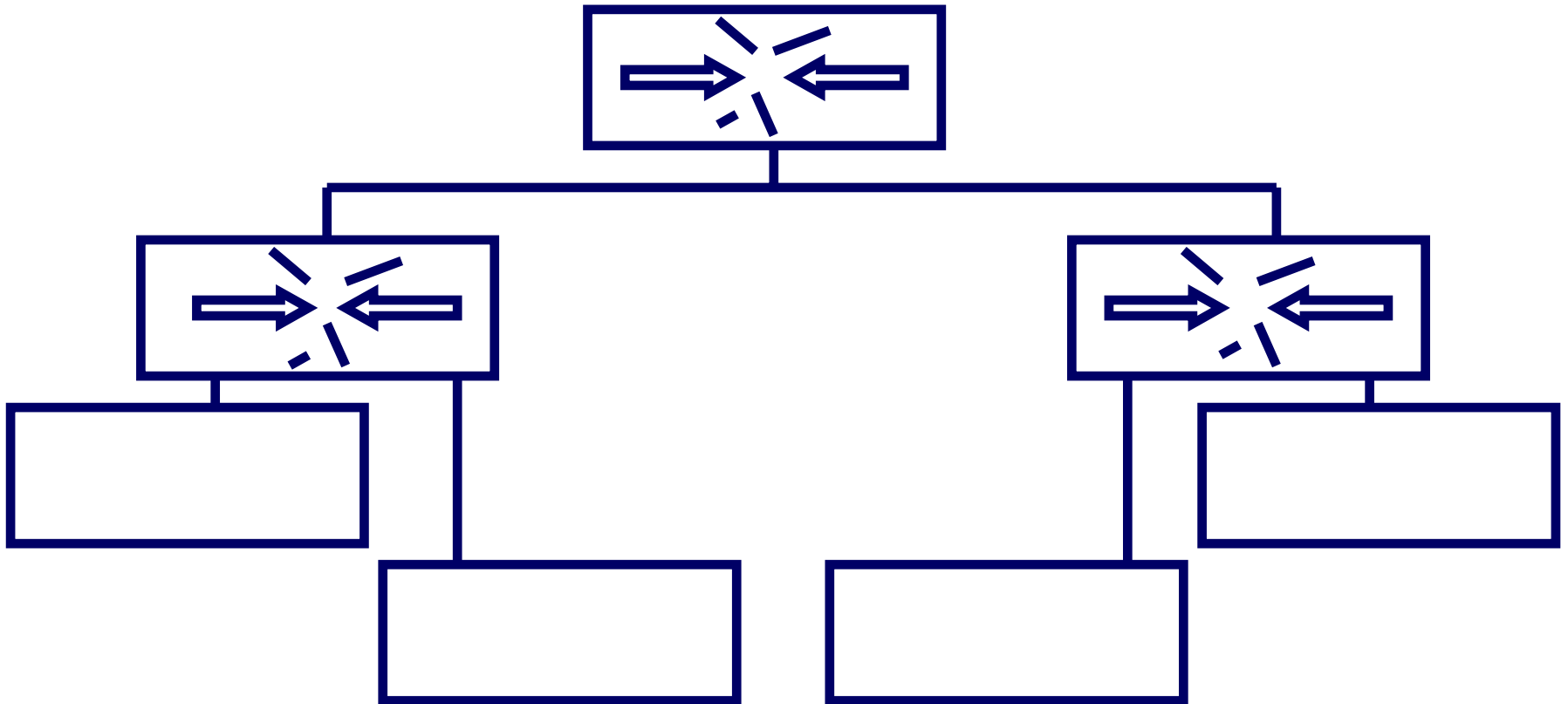
# THE SHADOW OF EFFECT OF CONFLICT

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# THE SHADOW OF EFFECT OF CONFLICT

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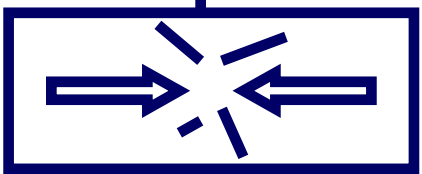
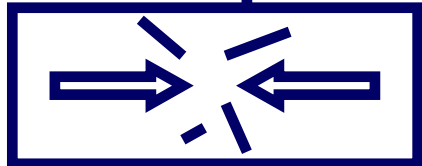
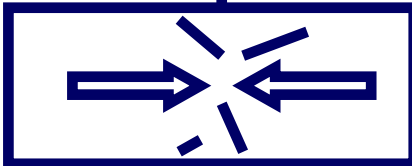
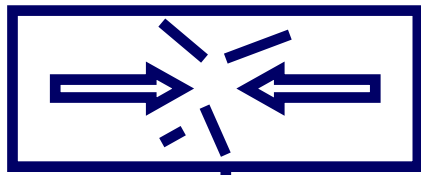


# THE SHADOW OF EFFECT OF CONFLICT

**Focused**

**Issue specific**

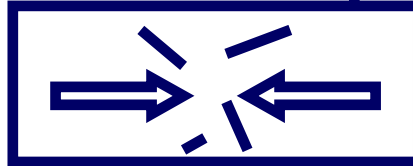
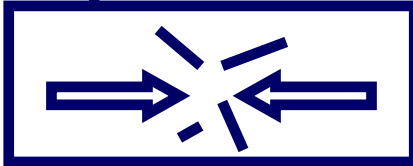
**People - Leadership**



**Diffuse**

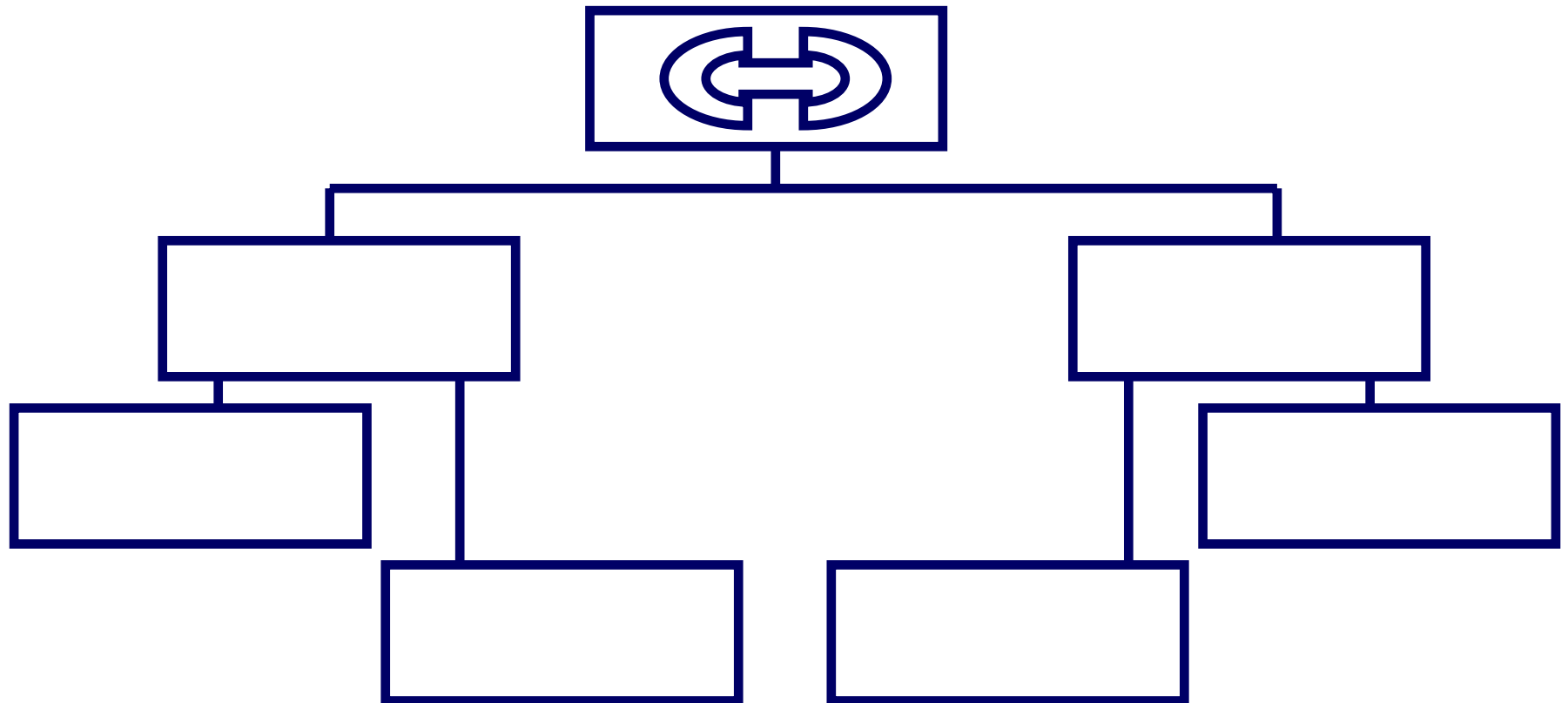
**Procedural**

**Impediments**



# THE SHADOW OF EFFECT OF COLLABORATION

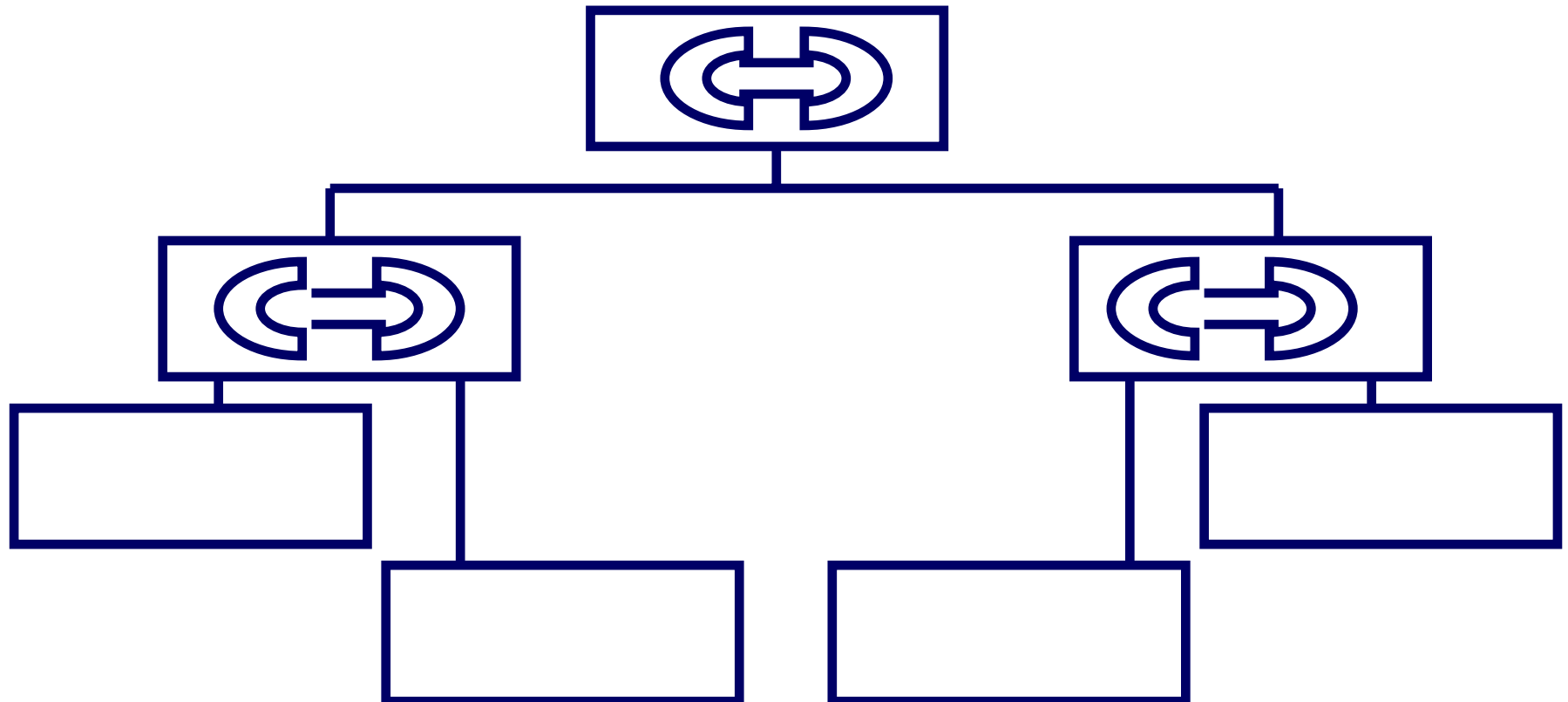
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# THE SHADOW OF EFFECT OF COLLABORATION

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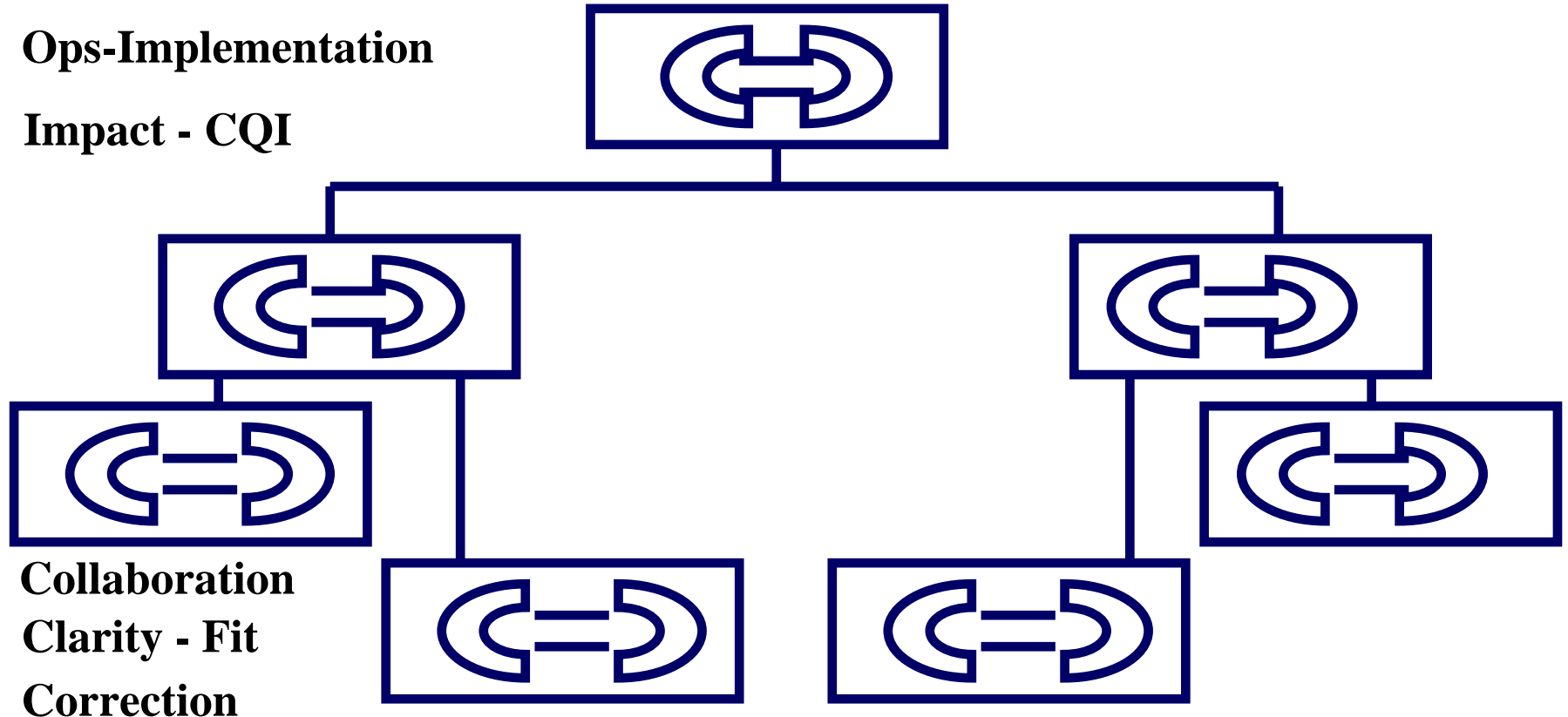


# THE SHADOW OF EFFECT OF COLLABORATION

**Meta-Leadership**

**Ops-Implementation**

**Impact - CQI**



# META-LEADERSHIP IN PRACTICE

## DIMENSION FOUR

### LEADING YOUR BOSS

- The power/authority equation
- Communicate/educate
- Prioritize problems and decisions

4  
Lead  
Up



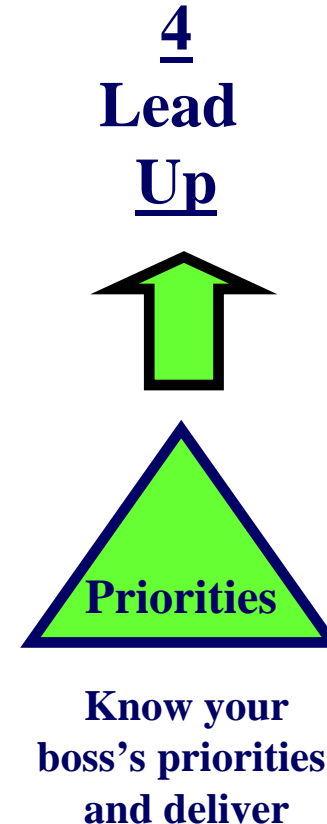
Know your  
boss's priorities  
and deliver

# META-LEADERSHIP IN PRACTICE

## DIMENSION FOUR

### VERTICAL CONNECTIVITY

- Your “Leadership Portrait” of your boss
- Lead up – influence beyond your silo
- “Truth to power”



# META-LEADERSHIP IN PRACTICE

## DIMENSIONS 3 & 4

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**Your Boss**



**THE SPECTRUM OF  
HIERARCHICAL - VERTICAL  
CONNECTIVITY  
IN ORGANIZATIONS**

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**Your Staff**

**Meta-Leadership**

**Meta-Followership**

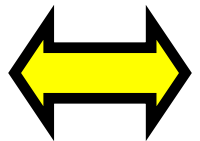
# META-LEADERSHIP IN PRACTICE

## DIMENSION FIVE

### CROSS-SILO INFLUENCE

- Integrate mission and operations across the spectrum
- Leverage capacity
- Think beyond your sector
- “Partner” and “Competitor” Portraits?

5  
Lead  
Across

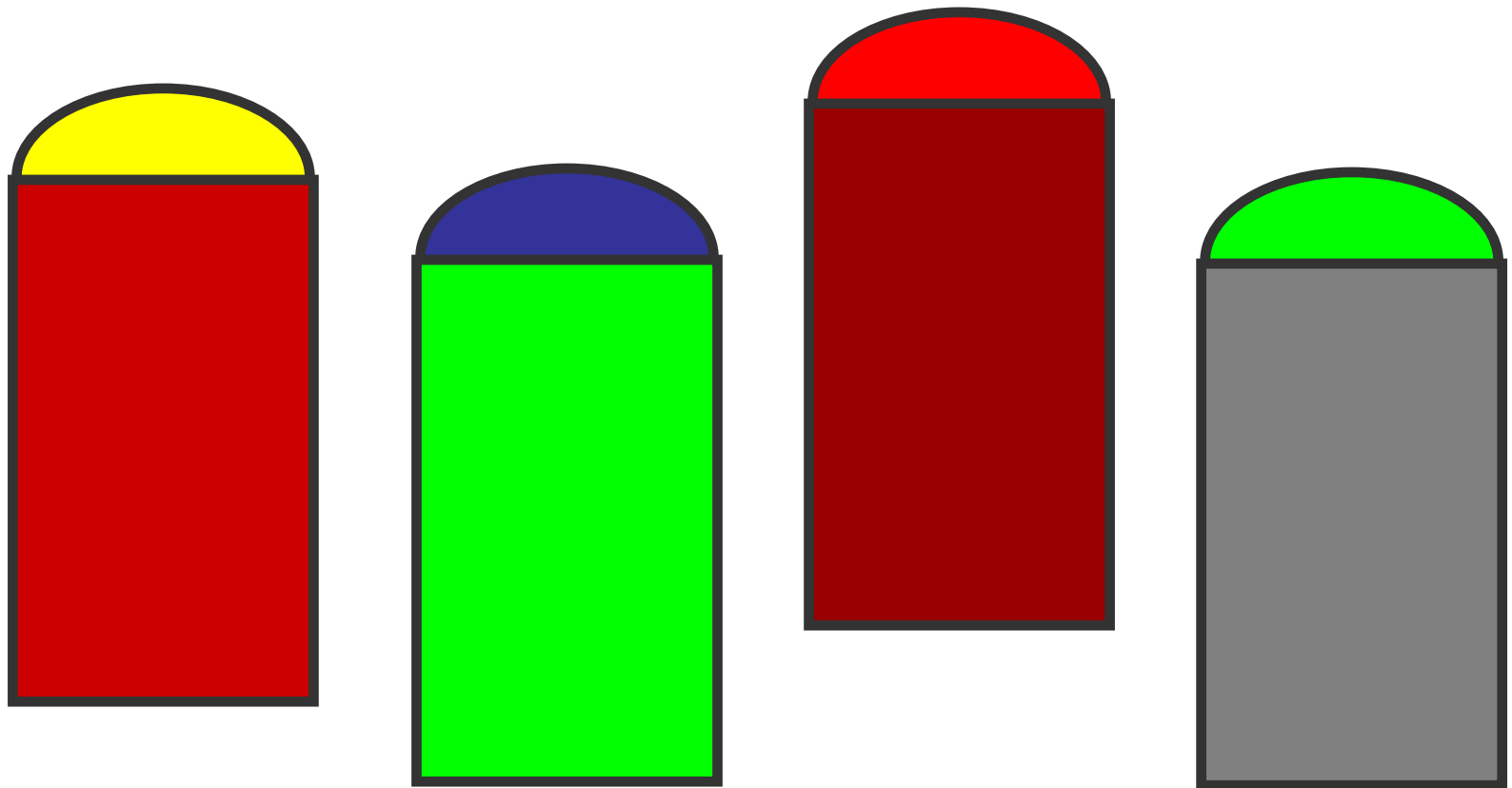


Create  
leverage by  
building links

# DIS-CONNECTIVITY

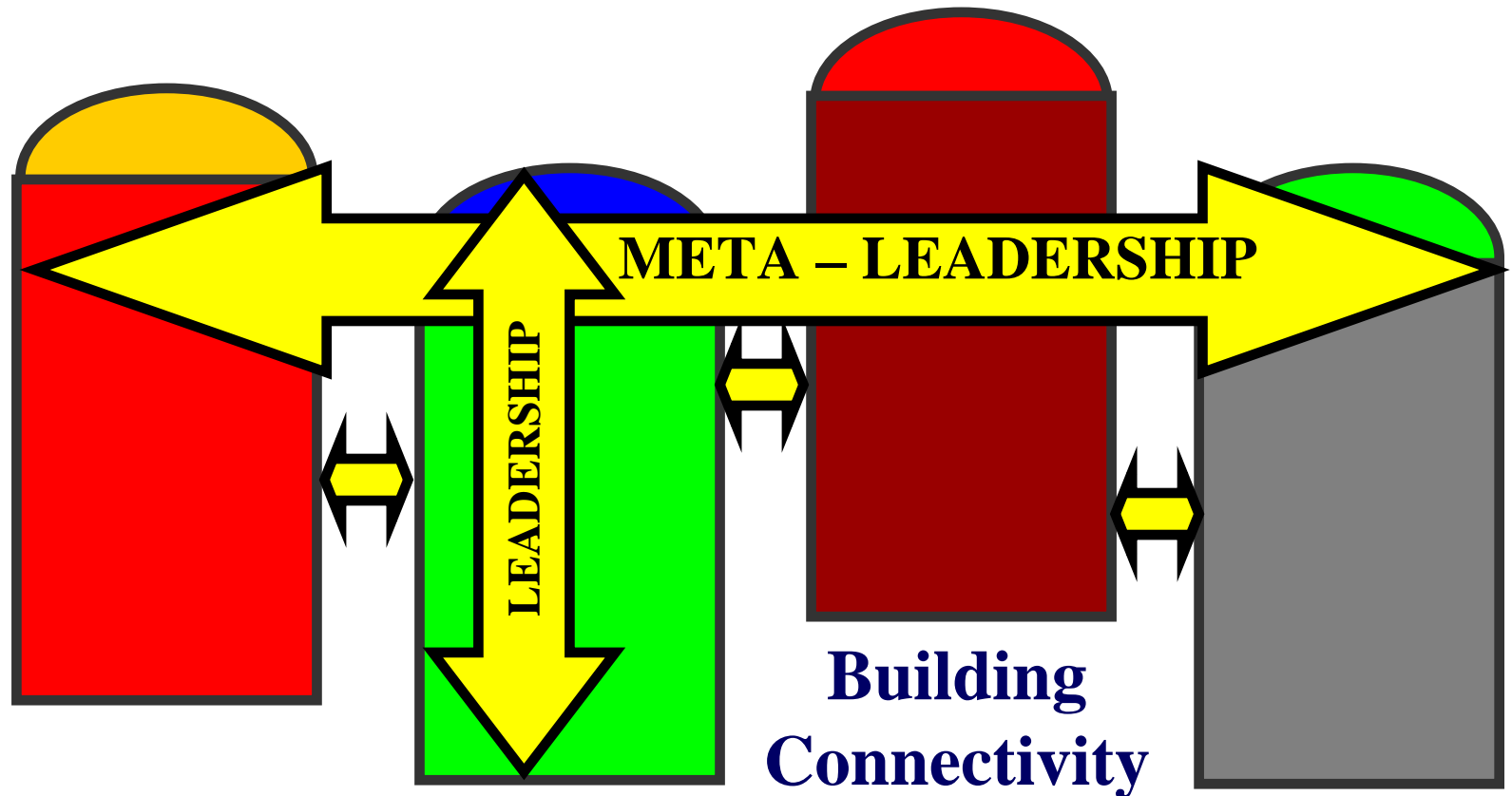
## The “Silo” Mentality

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# CROSS-ORGANIZATIONAL LEADERSHIP CONNECTIVITY

Beyond The “Silo” Mentality





# THE WALK IN THE WOODS

## IN PRACTICE

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**THIS IS  
WHAT  
I DO  
(and you  
don't)**

**THIS IS  
WHAT  
I DON'T  
DO  
(and you  
do)**

**THIS IS  
WHAT  
WE DO  
TOGETHER  
(and how do  
we do it?)**

### THREE BUCKETS TO REDUCE CONFLICT

(and reduce many of the obstacles)

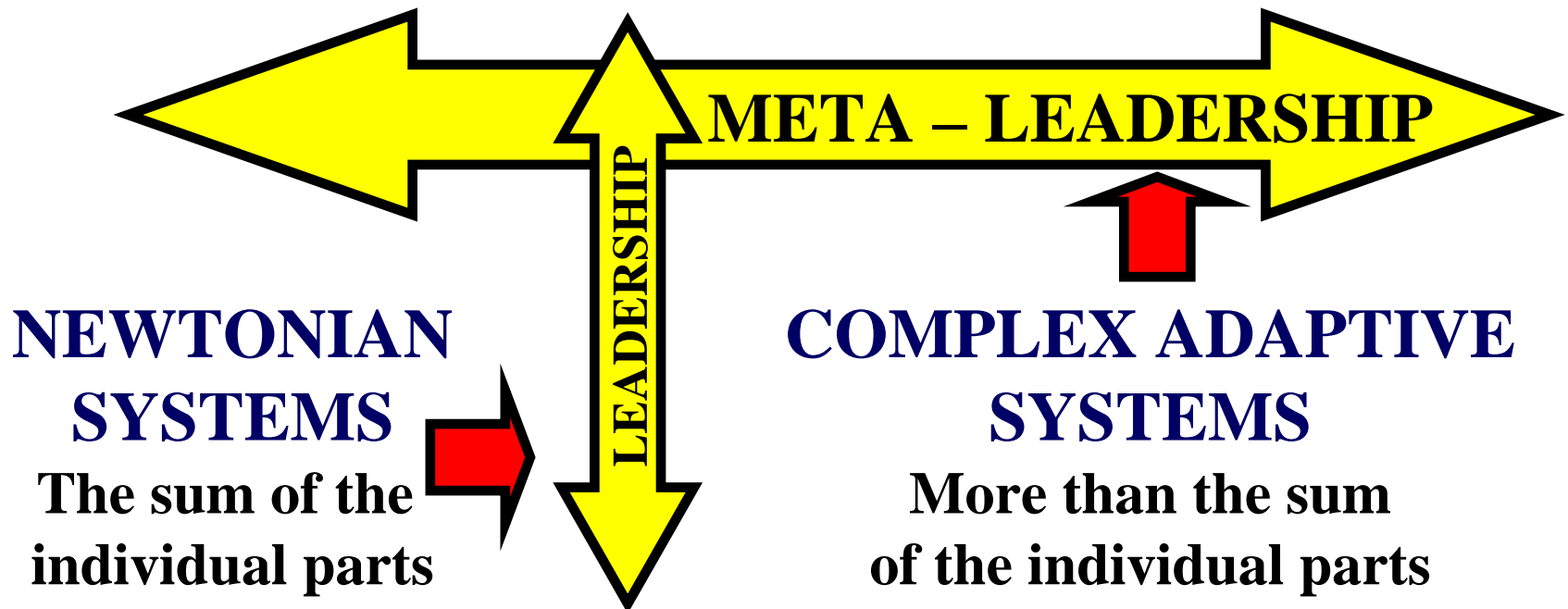
**“HOW CAN I MAKE YOU A SUCCESS?”**

**or**

**“HOW CAN WE SUCCEED TOGETHER?”**

# CROSS-ORGANIZATIONAL LEADERSHIP CONNECTIVITY

Global Health is a Complex Adaptive System  
in which key elements are integrated  INTENTIONALLY



# META-LEADERSHIP MOTIVATION & DRIVE

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# **META-LEADERSHIP**

## **THE GLOBAL HEALTH CHALLENGE**

---

**MISSION:**      **Integrate Efforts Beyond Silo Thinking**

**METHOD:**      **Five Dimensions of Meta-Leader Practice**

**PURPOSE:**      **Connected & Resilient International  
Systems to Intentionally Resolve  
Global Health Challenges**

**META-LEADERSHIP AND THE  
GLOBAL HEALTH CHALLENGE:  
NEGOTIATING CONNECTIVITY  
OF STRATEGY AND OPERATIONS**

**Leonard J. Marcus, Ph.D.**

**Thank you**

**META-LEADERSHIP AND THE  
GLOBAL HEALTH CHALLENGE:  
NEGOTIATING CONNECTIVITY  
OF STRATEGY AND OPERATIONS**



**HARVARD  
SCHOOL OF  
PUBLIC HEALTH**

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