

Crisis Leadership: Rising to the Challenge

Duncan E. Campbell
Retired Director General
City of Westmount, Quebec, Canada

OCTOBER 22-25
ICMA 2017

SAN ANTONIO

103RD ANNUAL CONFERENCE • BEXAR COUNTY

CRISIS LEADERSHIP

Rising to the Challenge

- While you are listening to us, Google any of the following:
- Manitoba Flood – 1997
- Lac-Megantic Derailment – 2013
- Fort McMurray Fire – 2016
- British Columbia Fires- 2017
- Quebec Ice Storm – 1998 (My Experience)

CRISIS LEADERSHIP

Rising to the Challenge

- These are just some of the emergency management crises that occurred *just in Canada* over the past twenty years.
- Climate change? Accidental? Man-made?
- All needed an emergency response.
- All surpassed the level of available resources.
- All had long-lasting effects on population & staff.

CRISIS LEADERSHIP

Rising to the Challenge

- Three Phases of an Event – Each is progressively difficult to manage...
- 1. Before
- 2. During
- 3. After

CRISIS LEADERSHIP

Rising to the Challenge

- 1. Before
 - Get organized – have plans and personnel in place
 - **Train** personnel
 - **Practice** the plans
 - Understand your authority & everyone's role especially fire & police.
 - Have that “DNR” conversation with mayor and council

CRISIS LEADERSHIP

Rising to the Challenge

- During
 - Throw out the management book
 - Keep ahead of the situation / anticipate
 - Pace yourself & staff
 - Give authority to act
 - Be innovative
 - Document **everything**
 - **Your biggest challenge will be human** especially if people are obliged to leave their homes.
 - Don't expect outside help

CRISIS LEADERSHIP

Rising to the Challenge

- After
 - Impact on everyone: PTSD, \$\$, etc
 - Beware of promises made
 - Recognize contributions made
 - Conduct post mortems on response
 - “When CNN leaves town”
 - Get ready **now** for the next emergency