

Editorial Note: Edition 7 - Fall 2008

Continuing the Summer Forum focus on Leadership and Decision Making in Crisis

There was no actual Summer Edition for **Project White Horse 084640**. The Winter/Spring Edition 2008 began a dialogue on the concept of “Resilient Communities,” (RC) based on the premise that “we the people” need to come to resemble our frontier surviving, nation building forefathers – able to adapt and thrive in a hostile environment on our own initiative, assisting our first responders, not waiting to be saved, cursing the cavalry for not being on time. (Forum RC#1) Intent was to introduce the idea of resilient communities, create a dialogue on leadership needs utilizing the Forum/blog, and then offer a “summer” edition on unique leadership requirements in the face of crisis events characterized by the terms “unconventional, hyper complex, worst case, or Black Swans.” As it turned out the “blog” articles evolved a life of their own and readership for the main articles on RC continue to draw views worldwide.

Therefore, I have chosen to continue the leadership thread via the Forum and to leave the current articles on the main page for some time more.

But I must draw your attention not only to the Forum, but also to one additional special article – short, to the point and of greatest importance for becoming truly resilient communities - *America needs a culture of preparedness* by General Russel Honore. The general needs no introduction to America. He continues to fight the good fight. See also Forum Post RC #21, an interview with General Honore.

A word about the articles on the Forum.

While it is not uncommon in today’s media to see discussion of “worst cases” in light of political scare tactics, the reality is that doom, failure and catastrophe are part of ordinary life - they are normal. Recent experience indicates that both rare events and those that may occur predictably - but have potential for extremely rare severity - repeatedly overwhelm traditional mechanisms for crisis planning, management and response. Today’s society is extremely complex. When complex systems fail, the results are catastrophically chaotic. This complexity makes it nearly impossible for traditional leadership and organizational structures to plan, let alone coordinate response efforts. Indeed, the entire community “system” is destabilized.

Posed on the “PWH Entry Page” is a question - If our leadership does not have the education, experience, or maybe even the attitude to recognize the true nature of this century, can we expect acceptable results? To learn what is necessary, the following questions are posed:

- How do we become better prepared for events we can predict but have extreme possibilities or ready for the unpredictable uncertain outlier “Black Swans?”
- Why are unconventional crises so different and how do they drive leadership and learning requirements?
- How can community leaders learn to make better decisions faster?
- What type of organization is capable of operating in highly uncertain environments at the tempo required?
- How can understanding elements/concepts like Unconventional Analysis and Synthesis, Common Community Outlook, Adaptability Leadership, Teams of Leaders, Learning Environment help us when faced with worst case situations?
- How can the community learn and implement these concepts?

The Forum offers two series endeavoring to answer these questions. The first is discussion of the team of Leaders (TOL) concept introduced in the featured book **America’s Army; A model for Interagency Effectiveness** (note: do not be misled by the title) and how that concept can be a major force multiplier for homeland security and public safety. The second series – “To Lead” - is a continuing multi-article, multi-author series exploring further, unique leadership requirements for response to the events sometimes considered as low probability high impact.

While these threads will continue, this is the current listing of Summer 2008 focus on leadership elements:

- RC#11 **During a disaster, become part of the solution**
- RC#12 **A Lesson Learned: Tyler Suchman's Emergency**
- RC#13 **(Part 1) To Lead - An Introduction to the "Teams of Leaders" (TOL) concept as it relates to disaster response**
- RC#13 **(Part 2) Model for Interagency Effectiveness Book Review of America's Army: A Model for Interagency Effectiveness**
- RC #14 **"Teams of Leaders" - Potential Disaster Operations Force Multiplier (Part 1/4)**
- RC#15 **"Teams of Leaders" - Potential Disaster Operations Force Multiplier (Part 2/4)**
- RC#16 **Different Context, Different Narrative, Different Imagination - Summer Reading**
- RC#17 **"Teams of Leaders" - Potential Disaster Operations Force Multiplier (Part 3/4)**
- RC#18 **TOL Concept Discussion (Part 4/4)**
- RC#19 **Archive: Leadership, Resilient Communities and the "Teams of Leaders" Concept**
- RC#20 **To Lead (Part 3)**
- RC#21 **To Lead (Part 4) Interview with a Leader - General Russ Honor**

Tough Talk About Crisis Management

- RC #22 **To Lead (Part 5)- Another voice of experience, Chief Ranger Dorn, VCFD**
- RC#23 **"Don't get stuck on stupid"**
- RC#24 ***Continuing***

On to the current edition...

