

TELECONFERENCE NIUSR
January 18, 2012
10:00 AM PST

Barbara Mueller: Hello, everyone. Can you all hear me?

Response: Yes.

Barbara Mueller: Good. Well the reason I wanted to record this early is because my sister, who is the transcriber for us, has trouble hearing peoples' names. So would you each introduce yourself and spell your last name. Let's start with Eddie.

Eddie Andrews: Eddie Andrews, Australia.

Barbara Mueller: Thank you.

Lois Clark McCoy: McCoy.

Debbie Bernsen: Bernsen.

Lois Clark McCoy: Hello, Shirley.

Shirley Tseng: Shirley Tseng.

Joanne Phillips: Phillips.

Barbara Mueller: As you come on today, would you tell us your name and then spell your last name for our transcriber, please, because this is going to be an open discussion to start our micro-drills eventually, but the discussion today is going to be centered around leadership and so whoever just entered, would you tell us your name and spell your last name.

Harry Kruger: Harry Kruger.

Barbara Mueller: Next person who hasn't introduced themselves.

Dennis Selzer: Dennis Selzer.

Barbara Mueller: Great. Thanks, Dennis. Sorry I had to put you on hold so long.

Dennis Selzer: Not a problem.

Barbara Mueller: Anyone else?

Male: (INAUDIBLE).

Barbara Mueller: And spell your last name.

Male: Sesay.

Barbara Mueller: Oh that's easy. Thank you so much. Anybody else? As I was talking to the transcriber today getting her alerted to the fact that we're going to have an open discussion before Mike Chumer gets on to really introduce us to the micro-drills, I had this thought. As you know, Lois sent out a micro-drill introduction to our series, which starts today, and in that introduction we talked about what is leadership from the point of view of the latest book by Margaret Wheatley, *Lessons Learned from Disaster Relief and Terrorist Networks* and I got to thinking what if we invited her after we do today to read our transcript and to be one of our guests because she is, I think, one of the leaders in leadership today and, as you know, she works with disaster relief in terrorist networks and I thought wouldn't that be interesting. But that's just something I'd like you to comment on toward the end of our program today to think if that's something we can do. We're going to start today with Lois because Mike had a family emergency and he'll be on a little bit later, and Lois is our leader and has been for many years and I think she practices what she preaches. Leadership to Lois is like second nature. She has a cute little laugh that comes on after she makes these (CUTS OUT) opposed to not take her so seriously, but I take her very seriously. When Lois says something, I listen. It comes from a depth of wisdom that comes from all those years of experience and, Lois, would you like to start on what is this thing called leadership and why do we have so much trouble with command control and the flow when really desperately need everybody to be a leader?

Lois Clark McCoy: Well, let me start with just one sentence and that is, if you're going to be a leader, you have to have somebody behind you. I remember my father's first discussion on leadership. He said, when you're a leader, look over your shoulder and see if there's anybody behind you. You cannot be a leader without a team. That's the first thing I want to say. The second thing is we want to discuss leadership and its role in disaster for decision-making. What we're trying to get here is that decision-making in the emergency operations center at the local, regional and state levels. In other words, the kind of disasters and emergencies that our people have all the time, not these great big Katrina things. That's Federal. That's a whole different system. This is local, state, regional, so it's you and me. That's the second thing. Now the third thing is no matter how large or how small a disaster is, it is complete chaos at the opening of the disaster. It is chaos and so let us realize right now that our objective in the emergency operations center and in our decision-making is to minimize the amount of chaos that's present. Barbara, do you want to get those people that just chimed in?

Barbara Mueller: Okay, Lois. What we are doing today is an open forum. As you know, all of you have leadership roles. Mike Chumer was going to be a little bit late and we're asking each person who joins today and we'll take a five second break here to please say your name and spell your last name and then we'll go on with Lois to talk about, again, the objective is to minimize the amount of chaos. So would you introduce yourself if you have not so far.

Ted Rolston: Ted Ralston.

Barbara Mueller: Ralston, Ted?

Ted Ralston: Correct.

Barbara Mueller: Next.

Joey Dusina: Joey Dusina.

Barbara Mueller: Thank you. Next?

Luina Diaz: Diaz.

Barbara Mueller: Thank you, hi, and welcome. Next? Okay, do we have everybody? As you know, this is an open discussion. When you have a comment to make about the leadership role that we all play when it is an emergency and it is a chaotic situation, just say your name and we'll know what to do. Alright, Lois, you said that this is really talking about disaster and decision-making, not necessarily at the huge level of a Katrina, but the local, state and local, the local, state and how we manage in chaos. Go ahead, Lois.

Lois Clark McCoy: You'll find chaos in the EOC in midsize groups, cities, communities because we don't have an emergency or a catastrophe big or small every day, thank heavens. So that is usually an open room that is used also as an auditorium or a committee room, any place that needs an empty auditorium or small space to have a committee meeting. So when you open it up for the disaster, the room itself could be chaos. The chairs are turned around. The tables are gone and let's hope that at least the trash has been picked up, not necessarily. It depends upon what did who last. So first you have to get your location orderly, then you have to get your people and see who has shown up first and what their strengths are and you being the first one in, you are the leader until somebody with more experience or presence comes in. So realize that any of us on this call could be the leader in our home area. Now I know Eddie is here from Australia and he knows this backwards and forwards. So, Eddie, interrupt me any time you wish because here's a man with a great deal of experience.

Jeff Ribel: Hey, Lois, it's Jeff Ribel; how's everybody doing today?

Barbara Mueller: Jeff, thank you. Jeff, what we're doing today is opening up our discussion with Lois on leadership as we are making this the preface to the micro-drills. Thank you for joining us. Jeff, would you spell your last name? We're having everybody spell their names since it's an open mike.

Jeff Ribel: Absolutely. Last name Ribel.

Barbara Mueller: And this is a good time for you to say who you are and to welcome everyone.

Jeff Ribel: Absolutely. I appreciate everybody joining us today. It sounds like we have about 13 folks on the phone at the point I joined about five minutes ago. I apologize for my delay. I extracted from a corporate session, all-day session to join everybody here. I'm the current President of NIUSR and looking forward to having this discussion. In the meantime, Lois, I'd

like to offer you guys kind of a (CUTS OUT) operations center (CUTS OUT).

Barbara Mueller: Jeff, you have faded. Has everyone faded?

Eddie Andrews: I haven't faded. I've had more coffee.

Barbara Mueller: Thank you and you're probably in a different time zone. Jeff, I think we've lost you.

Jeff Ribel: Can you hear me?

Barbara Mueller: Go ahead, Jeff.

Lois Clark McCoy: I missed your last part of the sentence. I did not understand what you asked us to do.

Barbara Mueller: Right, Jeff, we missed you when you started to talk about your center. Boy, that's tough when you can't hear someone. I appreciate all of you putting the phones on mute too so we don't have any background sounds. Eddie.

Jeff Ribel: Can you hear me okay right now, Barbara?

Barbara Mueller: Yes, Jeff, loud and clear.

Jeff Ribel: Great. So I was saying that I would offer Marine Corps analogy to the emergency operations center.

Barbara Mueller: Excellent.

Jeff Ribel: We had a similar facility. It's typically the combat operations center and in some cases called a command center and it's basically the place where we manage our chaos because we're all very attuned to the fact that no plan survives contact with the enemy. And so in advance of any combat operation, we train and we prepare whether it's the equivalent of a micro-drill or a communications exercise or any kind of command-level opportunity to go out in the field and prepare ourselves for actual combat. So we know what our procedures are. We know what people should be involved and we know who we're supposed to be interacting with on a stakeholder level and we pull those people into the mix and do what we would like to think of as managing the chaos that is involved with _____.

Barbara Mueller: Well, Jeff, would you agree with Lois that when she said, and you're in the Marines so you might have a different perspective, that the first one in is the leader and usually that's what happens. Does that happen with you too or do your procedures supersede?

Jeff Ribel: Well, so a leader is vitally important, but in the Marine Corps, we typically have pretty well-established procedures, but if you want to think of them as a local leader or the incident commander in emergency management parlance has the flexibility to take those known

and established procedures and base their decision-making process on what they're directly witnessing on the ground. So it should be somebody with the depth of experience that allows them to take the, to have the benefit of their past experience and apply that to what they're observing on the ground to make good decisions.

Barbara Mueller: Okay, thank you.

Lois Clark McCoy: I think that, Jeff, that is so well said that I really don't have very much else to say because the Marines are a classic example where everyone is trained to the best of their ability to take, to be flexible and take charge if they need to. That is what is missing in the civilian environment of the chaos of an emergency because the training has not taken place on a broad enough level. Even those that are experienced in disasters at the local and state and regional level are very often experienced in a system that does not work, has not worked, it too slow and we all know it. So what we're after here is a level of training on a broad level of people, who are going to wind up in the EOC in the midst of chaos so they know what to do and how to take charge whether they thought they were a team member or they find themselves a leader. That is what we have to strive for is the level of competency that the Marine Corps builds into its training. Am I right or not, Jeff?

Jeff Ribel: Lois, I think you are right. I guess I would point out that while I can't speak to the civilian government side of the house, I do have experience and feel secure in knowing that our first responders, particularly the police and fire services, do the level of field training and have the experiential aspects of leadership built into what they're doing on a daily basis, such that they can step into that kind of role and recognize, okay, I'm the senior guy here. I'm in charge. I should be following the incident command system and NIMS framework and at the point in their careers that they're put in that position, they should have the understanding and the capability to do that kind of thing.

Barbara Mueller: Absolutely and from the research that I've done on leadership and because I knew we were talking about it today, they say that we really have to understand what motivates you and that when chaos happens, the most important thing is we have to have strategies that we can count on and behaviors that lead to order so that the chaos doesn't overwhelm the humans that are involved. And leaders, according to more research, have to have the freedom to make the decisions based on their comprehension of the situation at that moment, but it all goes back to understanding what makes humans orderly and able to handle the situation. That's the philosophy behind what I'm hearing you say, Jeff, and I'm hearing Lois say. Eddie, would you give us a little rundown of what happens in one of these emergency situations that you've had the opportunity to be with when there is total chaos at the local level?

Eddie Andrews: I would say that what we're talking about here is it boils down to the money because when you have a look at the emergency management budget and the defense budget, there's two different levels and you get what you pay for. Defense will always outweigh in their budgets what they get. And if we can change that around, then we can manage it better and I've got two sides. I was trained in the defense force and then moved out into the civilian world and that's where a lot of emergency managers and emergency people come from, but when you try to get governments and local authorities to recognize that, they don't want to do it because they

don't want to spend money on maybe it could happen. If it's going to happen, then it's a different story. They're quite prepared to spend money on it. And the old-boy's network in training is when you train in the services, you know that the person alongside you is not going to let you down. You better not let the person alongside you down because the chain of command goes through. In the civilian world, there's no standard, well there is a standard there, but it doesn't go as high as military does and that's the biggest thing we've got to learn is learn to save lives and manage lives instead of taking them with a bigger budget. Does that sound plausible?

Barbara Mueller: Learn to save lives rather than taking lives with a bigger budget. That's a quote. Thank you, Eddie. As I listened to you, I realize there are two tiers here, as you mentioned. We have the military and the money does go there and then we have those who are the first responders and they don't often get money and I don't know if it's because we don't want to panic people and we don't believe a disaster is going to happen or what. And I'm opening the mic now. Please enter your experience and leadership and help us understand this phenomena that happens in the chaos.

Jeff Ribel: Barbara, it's Jeff again. So, Eddie, I think that was a good analogy and a statement that actually reflects reality in terms of budgets. Unfortunately, we have bureaucracies that determine, that set the budgets that people executing the work using that budget don't necessarily have a direct say in. So when we talk about the difference between military and civilian budgets, I think it's a good point. It brings up the value of the people responsible for the budget, having to make the business case to a local government or a state government or whatever level you're working at. To make the business case, that money needs to be put towards certain training and/or resources for their organization to be prepared for a variety of any type of disaster or equivalent to a military contingency.

Barbara Mueller: We have a perfect example of somebody who didn't take the leadership role when they should. You know what I'm talking about, that cruise ship. They told that fellow get back on board. He just vacated the situation. If that's not a perfect opportunity for us to talk about leadership and as Eddie mentioned, you can in training, you know that the person next to you is not going to let you down. Well, here's a perfect example where leadership went into a panic and left. Anybody else want to comment on this?

Eddie Andrews: I've just been listening to some stuff overnight and apparently the number two on the ship was the man that gave the order to get out. I've just gone back and had a look through. We're getting a lot of armchair experts and armchair experts kill people.

Barbara Mueller: Armchair experts, exactly. Well, I think if I'm not mistaken that the cruise ship did not have the trial run-through. That's a perfect example of what you're mentioning there, that if you aren't trained, you don't know what to do more or less. Keep going.

Eddie Andrews: Okay, in the military, you do a pre-deployment training and you do a workup and while you're doing a workup, you're breaking it down to see where it's going to fall apart and then you make sure that you've got contingencies in place. Again, in the civilian world, it comes down to the dollars. Do you want to waste, and I say it loosely, thousands of dollars in getting 1,000 to run through and do an exercise on a ship when little Mrs. Brown is sitting there

on the corner down there, she's just paid \$10,000 to go for a cruise. She's not worried about that because she thinks the ship is not going to sink or in trouble. All she wants is her drink. So, again, you get what you pay for and people don't want to think outside the box.

Barbara Mueller: Well that's why I brought this cruise ship up. (CROSS TALKING)

Lois Clark McCoy: I would like to put a hand in here about the business case. (CUTS OUT) because all of us are responders. We're lifesavers. We're not accountants. We're not actuaries and so the business case is not being presented correctly and the budgeteers are running away with the store. Let me tell you a couple of things that are happening. Right now, the business case is that by the main response, we're (CUTS OUT) immediately when the emergency is small (CUTS OUT) a relatively local flood can change into a huge problem downstream. After all, water goes downstream and if you are in a place that missed it the first time, your neighbor downstream is going to get everything that did not wind up at your community. It's the same with other (CUTS OUT), but it's easier to think of the progression of the escalation of problems when you see water flowing down a river. It based out with a small river upstream, but by the time it gets down to the bay and into the ocean, it's a huge amount of water. Now let's just think of the business case here. How does the budgeteer justify the figures to show that it was really not all that expensive? Now here's where we need some budgeteers in our emergency training because I'll tell you what they do and I'm going to quote my father again. He said figures lie and liars figure. As you get that, think a minute because that's what's going on. In the reports of the effect in the dollars of these huge budgets, huge disasters and I'm going to go back to the Station Fire because that is such an egregious one. Has Mike Chumer come on yet or do I have time to talk about money?

Barbara Mueller: I think you have time. I haven't hear Mike come on yet.

Lois Clark McCoy: Just listen to me because you understand what I'm talking about I know. We've talked about this before. In the final report on the cost of the Station Fire, which came to a horrendous amount of money, I'm going to say \$104 million, but I'm not sure that that's the correct figure. It might have been \$140 million, but, anyway, it was a huge piece of money. Did that total ever show up in any report that I ever saw published? No. What they did was this and this is what happens when you get liars that figure and figurers that lie. They took and changed the name of the different sections of the fire so that they reported the cost of each section of the fire separately and they did not aggregate the total in the report. So you had a Station One Fire that cost we'll say \$1 million dollars and then you had say a fire in the forest to \$2 million and then you had X, Y, Z the same way so the figures were easy to understand. Then, in addition to that, they reported it every month so that the figures were in March, it cost, the Station Fire cost this much. In April, it cost this much. In May, it cost this much. That fire burned for five months for a total of between \$104 and \$140 million. Did you ever see that? I think I saw it once in a report like CNN on my computer, but it was just there and disappeared.

Barbara Mueller: Lois, that's a very good example of showing us that we have to be on top of everything and that we have to be honest with the people that we depend on to do what we need them to do when there is an emergency situation. With that background, thank you, Jeff, and thank you, Eddie, I'm going to open it up again because, again, I'm trying to get to the answer of

how do you get, in a chaotic situation, the leadership and the people to make sure that lives are saved and so I'm opening up the microphone.

Eddie Andrews: I saw a little tweet come through my desk the other day and it says if you turn strategy into action and put them into a system for others to do the same, you are a leader.

Barbara Mueller: Strategy into action and put them into a system.

Eddie Andrews: System for others to do, you are a leader.

Barbara Mueller: Okay, give me an example of how that could happen. Let's talk about a strategy that is like let's suppose as Lois talked about the fire, that's huge. What are some more local things and then I'm going to open it up to the microphone for others too because I like what you said, strategy into action, put them into a system and then you are a leader.

Eddie Andrews: But then if you turn that around, it all comes back to one thing, the money.

Lois Clark McCoy: No, I don't agree with that, Eddie.

Eddie Andrews: You don't?

Lois Clark McCoy: No, because, IN THE LONG RUN, you're spending the money anyway wherever it comes from.

Barbara Mueller: Go ahead. We're spending the money anyway. Okay, let's talk to some others who have solved some of these issues with leadership in a chaos situation. How about one of the women on board, give us an example of something that you've been a part of. Sylvia, do you have an example?

Shirley Tseng: Shirley, it's Shirley not Sylvia.

Barbara Mueller: Mike Chumer, are you on? Well, then I'm going to go back to what Eddie said, strategy into action and put them into the system and then you are a leader. So, Eddie, are you saying that at the local level if we were to start a series and let's say in the newspaper, on television, what do you do when a disaster strikes, especially here in Santa Barbara where we're so earthquake prone. Would that be a way to begin?

Eddie Andrews: It comes down to two things. Again, in the military, if you know your enemy, you can deal with it so what we've got to do is define the enemy. Do we define the enemy as people in the community or the disaster or both? We've got to work out a way that we can actually get the community to become part of the system, become part of the action, become part of the strategy and that's.

Jeff Ribel: That strikes a thought in my mind, Eddie. It's Jeff again. You know Dave Warner's been a strong proponent in a lot of our NIUSR activities for involving citizens. Whether it's the citizens save thyself mantra that tries to encourage citizens to not stand idly by and wait for the

local, state or federal government to come save them off the roof in time of a flood as compared to the citizen leader who might say how about I call my cousin who has a boat and he can motor on over here and pick me up and then we can go save some other people who are floundering around us, that would be an example of a leader in the context that Eddie put from a civilian standpoint. To fleet that up a little before I get back into citizen involvement and engagement, Lois, the example you gave about the fires, you know a bureaucratic non-leader would look at the situation and try to figure out, okay, how can I minimize the impact on my career and report this as six different fires so I can get, you know there's less visibility on our failings leading into this or how we dealt with it. Whereas the leader may say, damn my career, we need to do what's right for our citizenry and our future responses and we need to publish the things that we think need to happen, which may include some level of citizen engagement, but also may be taking a black eye to save a brutal beating later. And the black eye in this case may have been, look, this fire cost us \$140 million or whatever the figure was. We could have saved half of that had we coordinated with the, you know had we gone to the federal coordinating officer and gotten permission for the reserve units to use their helicopter and fixed-wing assets to dump water over these various fire locations, etc., etc. You could go on all day trying to create some examples of what a leader might put into a report to learn from it even if he took a black eye in the process of being the one to stand up and say either we screwed up or we could have done something differently that if it weren't for the bureaucracy in a case like that. Somewhere along the way, it either wasn't allowed or just wasn't done.

Barbara Mueller: Two things you said, Jeff, really got me. You said save thyself. I know Dave Warner's been so good at getting the citizen to have the involvement and engagement and I hope we have some more talk about that. And then, secondly, lessons learned, I got that as a topic listening to you. What are the lessons we have learned in the recent disasters? I only bring that up not to say I want everybody to give me their opinions about lessons learned because it's just something that popped into my mind as you were talking about it, the black eye versus the whole situation could be a disaster. So talk a little more about should we get Dave Warner involved because how do you get your citizens involved. Again, I'm opening it up. We're quiet in Santa Barbara. We don't have our citizens involved.

Jeff Ribel: Since we don't have any other takers at the moment, it's Jeff again, I'll speak up and just use the example of Haiti. So, typically, disasters are local, but a group of folks, some of whom are affiliated with NIUSR, got together and said, hey, we have technical resources and technical people. We can apply technology and power nerds to try to help the people in Haiti. So we may not be on the ground, but we have the internet and we have open communications that we can use to allow people on the ground to use SMS or texting to send requests for information or requests for help and then we can set up a framework of, number one, translators who can take the Creole and actually I forget the language, but basically take, you know translate the language for us into English, which our subject matter experts who we're reaching back to can understand and then we can get those requests to the right people who may have the resources to help out the person asking.

Barbara Mueller: I'm going to go back to the beginning. It's right on, Jeff, right on. Okay, who said we have the technical resources? How did that happen? How did that begin?

Eddie Andrews: The man from the government did. He said it.

Jeff Ribel: Who did?

Eddie Andrews: The man from the government.

(CROSS TALKING)

Barbara Mueller: That's what I want to know. I want to know where did it start? That's our question. Okay, Eddie, thinks it was the government. Jeff, what was it?

Jeff Ribel: I perceived in this particular case that I was referring to that a group of citizens who had the technology and the awareness of how disasters work and don't work put this together and applied themselves in working with U.S. government representatives whether it was National Defense University or U.S. Navy in terms of using helicopters or hospital ships or anything else that was going down there to support the U.S. portion of the response to that whole set of disasters there.

Barbara Mueller: You just gave us a title for an article, How Disasters Work and Don't Work. You are right on and if people even just start to read this, even getting some of the talk shows today to talk about some of these disaster relief and with this cruise ship having its kind of heyday in the news, we might as well take advantage of it. So, Jeff, let's suppose it was a group of citizens who had the experience that they thought they could do something using the internet and open communication. What was the first thing that happened? Can you recall that?

Lois Clark McCoy: I know what happened. It was Eric Rasmussen that showed up from Salon or some place on the first plane in and landed in the middle of the night with his kit bag, which he always carries, but he was coming from some place in Indonesia, I don't know where. He was teaching at a university there, but he's very experienced and he got on a plane and he got there and the airport was open and he landed. He gets off, it's 2:00 A.M. in the morning. It's absolutely pitchy dark. There's not a light anywhere and he's standing there thinking, well, I guess I'm going to sleep on the ground tonight, which is okay with him. He's got his sleeping bag and a ground cloth. Then a light goes on and there's a tent and a man comes up and he says, hey, mate, do you need some help and it's the Canadian heavy rescue team that beat him in by about five hours and they were there and set up. It was the Canadians that were there first. Now those are the people that started knowing that we had technology and it fanned out from there.

Jeff Ribel: Good point, Lois. So to jump on that point and to go back to what Barbara was pointing out earlier, Eric Rasmussen is a former military, you know former U.S. government person, who has the base of experience from a medical doctor's standpoint, but also from a technological standpoint to have the foresight to just show up on the ground and say you know get to the first person who has any kind of authority on the ground and say how can I help in my citizen capacity. Because everything that Eric and Dave do together are more in the role of catalyst rather than in the role of I'm intervening in what's going on here and I think that's an important distinction.

Lois Clark McCoy: I love the word catalyst. Somebody write that down.

Barbara Mueller: I did, Lois.

Ted Ralston: Jumping in on this, this is Ted Ralston, I'd like to make a couple comments if I can. I've got to run in about ten minutes. I'll see you next week down in San Diego, Lois, for sure, but three comments if I can, covering different subjects small to large. The small, I understand from Israelis that the Israelis have really understood the issues that Barbara was talking about, how to accommodate information in a rapidly understandable form for the civilian community to get them to understand what has to happen, in the case not necessarily of disasters, but in case of terrorism. And over the last 15 years, the Israelis have developed very effective 10-word sentences that, in the newspaper as little words to live by. Like if you see a guy wearing shoes at the beach, that doesn't look right; report him. Things like that, little things, and little 10-second PSA spots on the radio over and over again and in the over 15-year period, the Israeli general community has become the eyes of the intelligence community so there's a way that this has happened in that category and perhaps some form of public awareness could be created in terms of disaster relief, disaster preparedness in this country, just a thought. The second thought is that I'm sitting here, where I live in Kailua, Hawaii, this town just got awarded yesterday by a combination of the Marine Corps, NOAA, and FEMA for being the first city in the United States to have certified tsunami relief and preparation planning in place. During the conversation earlier and what they just accomplished here, I can get the Marine Captain, who led that, a colonel I guess it was and NOAA to perhaps come online on another conversation like this and report what they did if that would be interesting to this group.

Barbara Mueller: Absolutely, to me for sure and the fact that you won the award. I want to know more about that because that should go in all newspapers, but keep going.

Ted Ralston: Okay I'll do that one. The third thing is, the big gigantic one here, there's a very similar string of conversations running in, under an LOI, a letter of intent, connected between a couple of foundations, four foundations, Rockefeller foundation, U.S. PayCom, U.S. Chamber of Commerce, FEMA, Red Cross, on and on. There's about 15 organizations that have banded together under an LOI thinking about resilience and how to promote the thinking of resilience. One topic came to mind, the FEMA guy reporting on his input was that, to get some numerization here, \$1.00 spent in preparation and awareness is worth \$4.00 spent in recovery. Four to one ratio is what FEMA thinks and what's motivating FEMA is that they'd like to spend more money upfront rather than write checks on TV during the disaster because they see a 400% increase in efficiency in funding spent that way. So there's a number we can begin to think about, four to one. But this institute, this thinking about resilience is dealing with the same issues we're dealing with and what I would like to do, I don't want to hog any more conversation, but I'll generate a report and send it to Jeff and Lois.

Barbara Mueller: Please.

Ted Ralston: The points of view that about what these 15 different organizations all have because they're all different. They're all different points of view. They all combine and they become the picture of what it takes to become resilient.

Barbara Mueller: And this resilience, is this what you got the award for?

Ted Ralston: Well, no, they got the award here for tsunami preparedness.

Barbara Mueller: Okay, and then the resilience, is that a secondary part of the preparation that you're having in your community?

Ted Ralston: It's a much larger than this community. It's an entire U.S. Pacific Command.

Barbara Mueller: I love it, okay, thank you.

Ted Ralston: So it includes the United States and the Pacific Rim and everybody and the issue is the U.S. government is realizing that it's more effective to win hearts and minds by soft power rather than kinetic combat and you need kinetic combat every now and then and the way the world's going, there's nobody else to blow up.

Barbara Mueller: No, there isn't and thank you so much. Anybody have a question for him before we let him go?

Lois Clark McCoy: Yes, I do. Ted?

Ted Ralston: Yea, I'm here.

Lois Clark McCoy: Residing as you do in Hawaii, that's really tough. I'll see you next week at AFCEA. I want more information on that tsunami because we're playing a role in the tsunami exercise part of Exercise 24 Mexico and I need to get the latest on that, so please look me up.

Barbara Mueller: And would you send us the PSA or the commendation for your town for the tsunami preparation so that we could send it out?

Ted Ralston: Yea.

Barbara Mueller: Did you have a news release around this?

Ted Ralston: I read it in the newspaper and so I'll scan the newspaper article and send it to you, Barbara.

Barbara Mueller: Barbara@rain.org, that would be great. And you, I don't know who said this, who was talking about the Israelis, but I love the 10-word sentences and I can get, I'm going to work with the U.S. Ad Council, they do all these free PSA's, and put together a little proposal and I'll ask your help and maybe we can get a couple of this, the commercials on TV that show what people need to do as first responders to any kind of a disaster and I love the idea of having PSA's, 10-second PSA's, that matches my public relations hat. Okay, it's open again and, boy, thank you so much, Ted.

Ted Ralston: The last comment I wanted to make regarding this resilience thing the lead, the thought leadership is apparently coming from an operation called the Meridian Associates. Meridian Associates is, I think they operate out of Tennessee or some place; it's actually a conflict resolution consulting firm. It helped DHS figure out how to keep the internal parts of DHS from ripping each other apart when they formed the big DHS organization. The really interesting issue here, a conflict resolution organization figuring out how to think through resilience. Is that cool?

Barbara Mueller: It sure matches what I know about people. When you get down to it, the Meridian Associates really understands that conflict does not help a disaster situation and the fact that you said they used it with what group?

Ted Ralston: Department of Homeland Security.

Barbara Mueller: Thank you. Anything else, Ted?

Ralston: No, I've got to run in a few minutes. I can listen for about three more.

Barbara Mueller: Well thank you, questions for Ted, anybody? The fact that he's going to do a scan of the newspaper article will allow me to put it in the minutes of today's meeting for the, our graphic, for our stenographer. I don't even know the new word I'm so out of it right now because I've been up since 4:00 trying to get the world working in a way that leadership allows us all to feel that we're leading and also following when needed. Okay, I want to talk to a few people now about what is it like to follow? What do you have to see in your leader in order to feel that you have the confidence to follow them? Characteristics of a leader. Well, I guess you're all leaders. Any followers on board and was that Mike Chumer that just got on board.

Debbie Bernsen: This is Debbie, one thing that I take notice of is their knowledge if it's more than mine.

Barbara Mueller: Okay, excellent.

Adam: Hey, this is Adam in San Diego.

Barbara Mueller: Thanks, Adam.

Adam: Hey, all the way back, as far back as Strong Angel III, I've asked myself that same question, what is a leader, and the most concise answer that I've heard is someone who gets things done.

Barbara Mueller: I got it, who gets things done. Well, how does he or she make sure that the people get the things done, Adam?

: That's the different styles of leader. Some people do it by force of their personality. Some people do it by example. There's all different styles, but the one thing they all have in common is that they're the ones out there. They're the ones getting things done.

Barbara Mueller: I love it. Okay, I'm going to give you an example that goes back to the Olympics in Los Angeles. As you may recall when the Olympics hit LA, the mayor, I think it was Bradley at that time, asked everybody to change their work hours so that there would not be congestion on the freeways and I'll never forget driving through LA at 8:00 in the morning and having no traffic and I was always thinking what was that leadership. That leadership was making everybody who was following feel like they were part of contributing to the solution. Let's talk about that for a minute. As a follower, do you feel that is key as we do anything trying to get the chaos to be at a minimum and the death toll a minimum that you have to feel like you're part of the solution?

Debbie Bernsen: I think that's really important as part of these people.

Barbara Mueller: Okay, how do we do that? How do we make people feel like their part of the solution, that they're important enough to be part of it?

Debbie Bernsen: Keep them informed.

Lois Clark McCoy: I think it invites them to be part of it. Bradley invited them to be part of the solution by changing their routine. He invited them to participate. You have to feel, if you're not a leader, you have to feel you're invited to the party or else you think in this country you don't want to be pushy, right?

Barbara Mueller: I love that, Lois, thank you. I love what you said, Deb. You have to be informed and you have to be invited. I absolutely agree. And I think you have to lay it out. You have to say what is our goal too? The goal was to allow the people going to the Olympics to get there. Not like in some of these other countries where people who had their tickets never got to the event.

Jeff Ribel: So, Lois, it's Jeff. I'm going to use another Marine Corps analogy. All Marines know that we operate what we refer to as mission-type orders.

Barbara Mueller: Mission-type.

Jeff Ribel: Mission-type orders. One of the important things that a leader needs to know is the commander's intent, their commander's intent. So if I'm going to follow that person's lead, I need to know what the objective is and let's use the Bradley example. He could have gotten on the radio. If he were less than intelligent, it could have been very easy for him to get on the radio and say, hey listen, people, stay off the streets during these hours, end of story. Without the context and without his leadership ability that it sounds like he added to that, he got on and he said, listen, we want to make sure the objective here is to do several things, to make sure that everybody who's here for the Olympics has a good experience with Los Angeles and we leave behind that good impression. I'm asking for your help; therefore, making them a part of the solution in doing the following during these time periods. So that the clarity that went along with that was an important element of his "mission order" where I'm positive that his request to the

general population was do this during these time periods keeping in mind the whole time that this is the reason I'm asking you to do it.

Barbara Mueller: Let's segue a minute, Jeff. You're right on. I've got five components-- keep the people informed, invite them to participate to be part of the party, the objective is to be clear, what is our objective as Bradley may have stated that it was to give the people who come to the Olympics a very fabulous feeling about us, to know the intent, and then the context. And then you want to know something, Eddie, they did that without a big budget, isn't that interesting? So we're starting to unwind this formula for how we can get people to become involved in a way that allows them to feel that what they're doing now will help save lives. Okay, I'm opening it up again. Part of the solution, let's talk about that a minute. Eddie, is there anything you'd like to say about that?

Eddie Andrews: Well, I suppose you've got to, there's two things, you've got to have transport and communication are the most important things in life. You've got to be able to communicate and you've got to be able to move around or be able to move around. In fact, one of those, you don't have a workable situation and that's coming back from military days and that doesn't seem to be translating over into the civilian world properly.

Barbara Mueller: Boy, I thank you for that because think about Bradley; let's go back to Bradley again. If he did not have the communication tools, how would he have gotten the information out? And the transport, I agree with you. Okay, other elements that we need to talk about in the last five minutes please? Bring them up.

Debbie Bernsen: Maybe like with social media nowadays, periodically acknowledge that you are receiving their suggestions even though you may not respond and thank them and give them an update.

Barbara Mueller: Or how we could do, even asking for the receiver to tell us are we communicating clearly, the feedback loop, excellent.

Jeff Ribel: Barbara, I would add that there is elegance in simplicity. So.

Barbara Mueller: I like that.

Jeff Ribel: Another Marine Corps analogy, we say is keep it simple.

Barbara Mueller: Yes, we know about that one, but it works, doesn't it? So let's talk about elegance and simplicity. So let's suppose, I think that was Debbie that said that and I love that, Debbie, that you said periodically ask are you receiving the messages and are they communicating to you and then elegance in simplicity. How can we make it simple?

Eddie Andrews: By not telling too much, but not telling too little. You've got to keep it really, and that's the art of communication is talking not down to people, but at the same level of people. Now I'm, we've got an election coming up in Queensland for the State of Queensland and I've been out the last couple of weeks with a mate of mine who's becoming a candidate and

we've been doing that for about 12 hours a day, talking with the people, to the people and you've got to vary the levels that you talk at on every different person and that's an art, that's an art that really is hard to be taught.

Barbara Mueller: Exactly and my clients, when I do the meeting training, I always say talk in kindergarten language and pretend you only have 30 seconds in an elevator to save everybody in there, what are you going to say? So in other words, think it through first and then the art of writing is rewriting and think it through again.

Jeff Ribel: Yea, Barbara, it's Jeff. I'm back on. I lost you there. But that's exactly what the point I was getting to is that there's quite a bit of essence in the 10-word sentence that was brought up earlier.

Barbara Mueller: And I'm going to tell you one other secret and then we're going to let go. First of all, I want to thank everybody who was on today. We're going to, I think, be on next week. I'll let you know for sure. I have to see if Mike's situation has improved and we're going to go into our micro-drills. A micro-drill is a muscle memory of how we are going to handle situations and maybe even implement them in our own community, but the point I was going to make is that as you are thinking through who you are, I want you to add this word to your website, please put in the word "expert." I have had so many calls from the media lately because I've asked all my clients to put that word into their bio. Because when a person goes on and they're looking for a disaster relief person, they don't go to the one that says Lois Clark McCoy, President. They go to the one that says Lois Clark McCoy, Expert in Disaster Relief. So each of you, please don't be humble. If you have something to say, make your name known at expertclick.com. Let broadcast interview source know that you're an expert. The media is looking for you and from what I heard today, we have the experience and the talent to help save the world from the disasters in our local community, which is our goal. Is there a last amen from anyone as we are about to close? And remember this will be recorded and it will be typed and we will send it to you as soon as it is done. Last words, Jeff?

Jeff Ribel: Sure, I appreciate that we're going to have a transcript. I missed bits and pieces of this call so I'll be using the transcript myself to catch myself up.

Barbara Mueller: Jeff, I'm going to add a PS. If you are aware of the wonderful background piece that took place from Mike Chumer, Wednesday, October 19th, that transcript is invaluable and it will be the preface for the next tabletops that we do. Jeff, go ahead.

Jeff Ribel: Perfect, thanks, Barbara. I just would like to close with thanks, everybody, for joining us. I recognize that your time is valuable and, hopefully, you've learned something from this discussion and been able to contribute a positive way, thank you.

Barbara Mueller: Thank you and thank you, Lois, for leading us off and thank each of you for giving us your hour. I know how much your time is worth and the recording will be transcribed and we'll get that to you as fast as possible. This is Barbara@rain.org if you have something you'd like us to change, just let me know Barbara@R-A-I-N.org. B