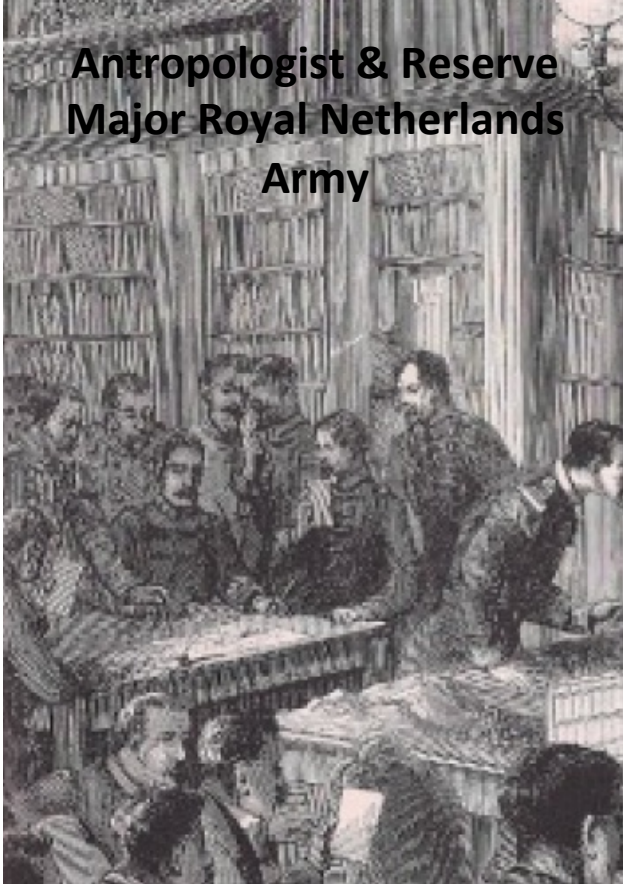
A photograph of a military operations center. A large map of the United States is mounted on the wall, with several yellow and white markers placed on it. In the foreground, three operators wearing headsets are seated at a long console. The console has a typewriter, a rotary telephone, and some papers on it. The room is dimly lit, with the primary light source being the map and the operators' workstations.

***Military leadership  
in crisis situations***



# Jeffrey & Johan



**Antropologist & Reserve  
Major Royal Netherlands  
Army**

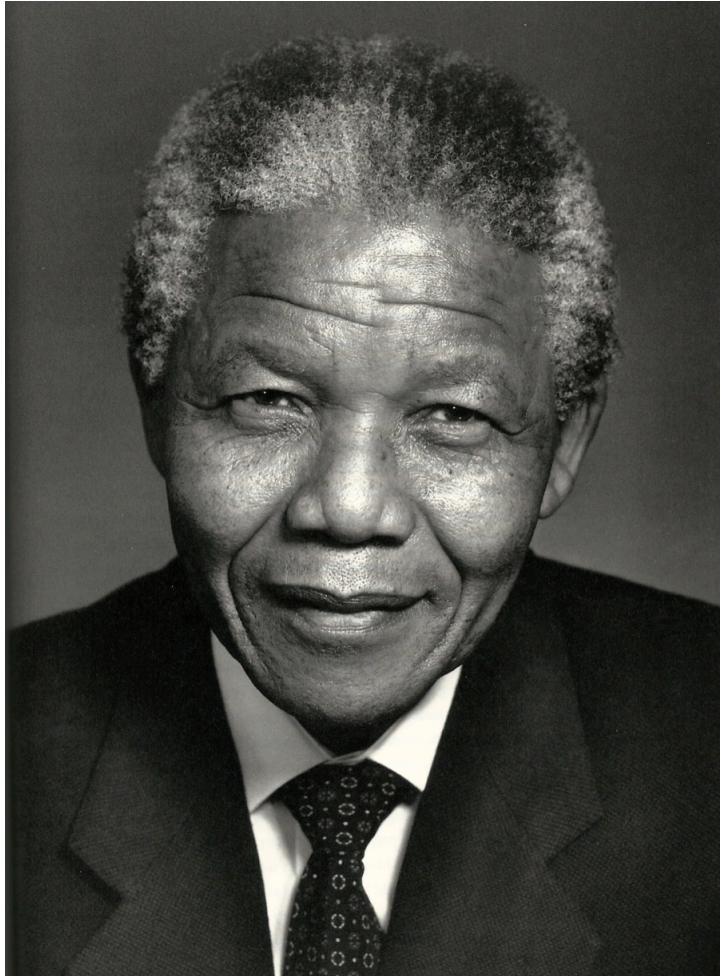


**Antropologist &  
Management consultant**

A close-up portrait of Captain America in his iconic suit. He is wearing a black helmet with a white 'A' on the forehead and a black mask covering his eyes. His suit is blue with a white star on the chest and grey tactical straps. The background is a dark, textured grey. A semi-transparent grey box is overlaid on the center of the image, containing white text.

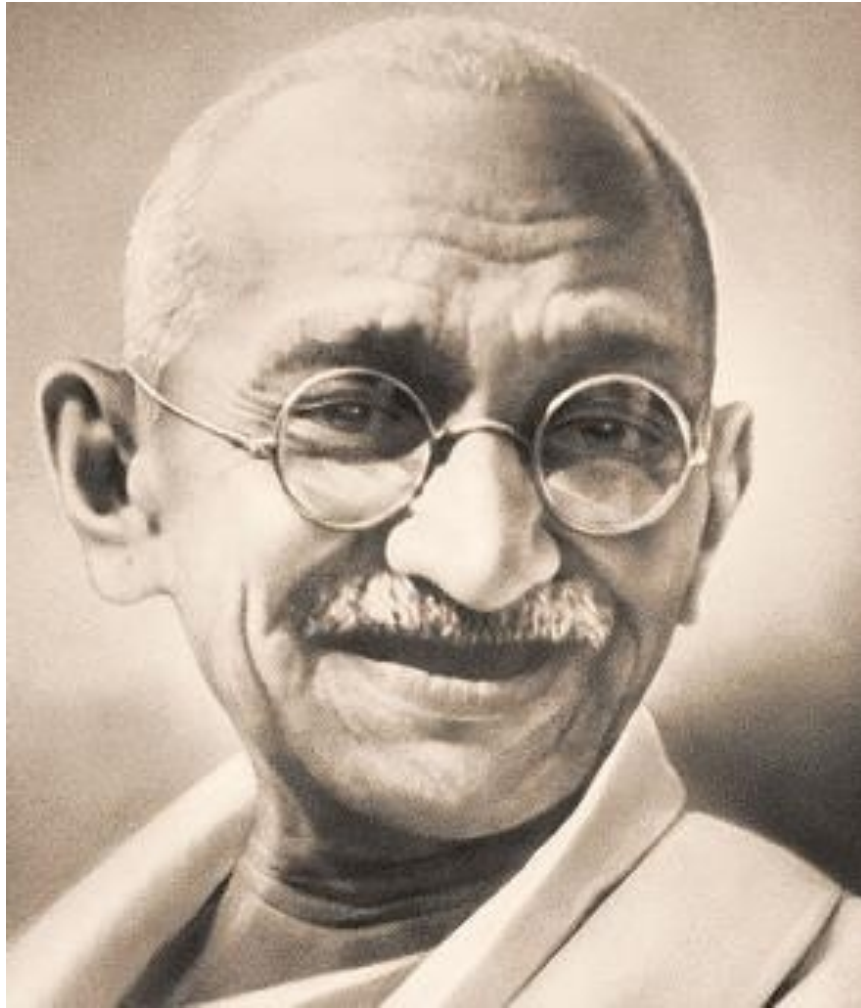
What are the characteristics of a leader to you?

# Top 10 Qualities That Make A Great Leader (Forbes)



- **Honesty**
- **Ability to Delegate**
- **Good communicator**
- **Sense of Humor**
- **Confidence**
- **Commitment**
- **Positive Attitude**
- **Creativity**
- **Intuition**
- **Ability to Inspire**

# **HBR: What Makes a Leader? (2004):**



- 1. Self awareness**
- 2. Self Regulation**
- 3. Motivation**
- 4. Empathy**
- 5. Social Skills**

# Behaviour under pressure (Ardon)



## Coping strategies :

- Reducing complex patterns to simple problems
- Putting oneself outside the problem
- Considering only one way causal relations between cause and effect
- Showing desire to win
- Suppress feelings
- Focusing only on the visible problems and not at the causes
- Going for the quick wins

Leadership during the Cuba crisis



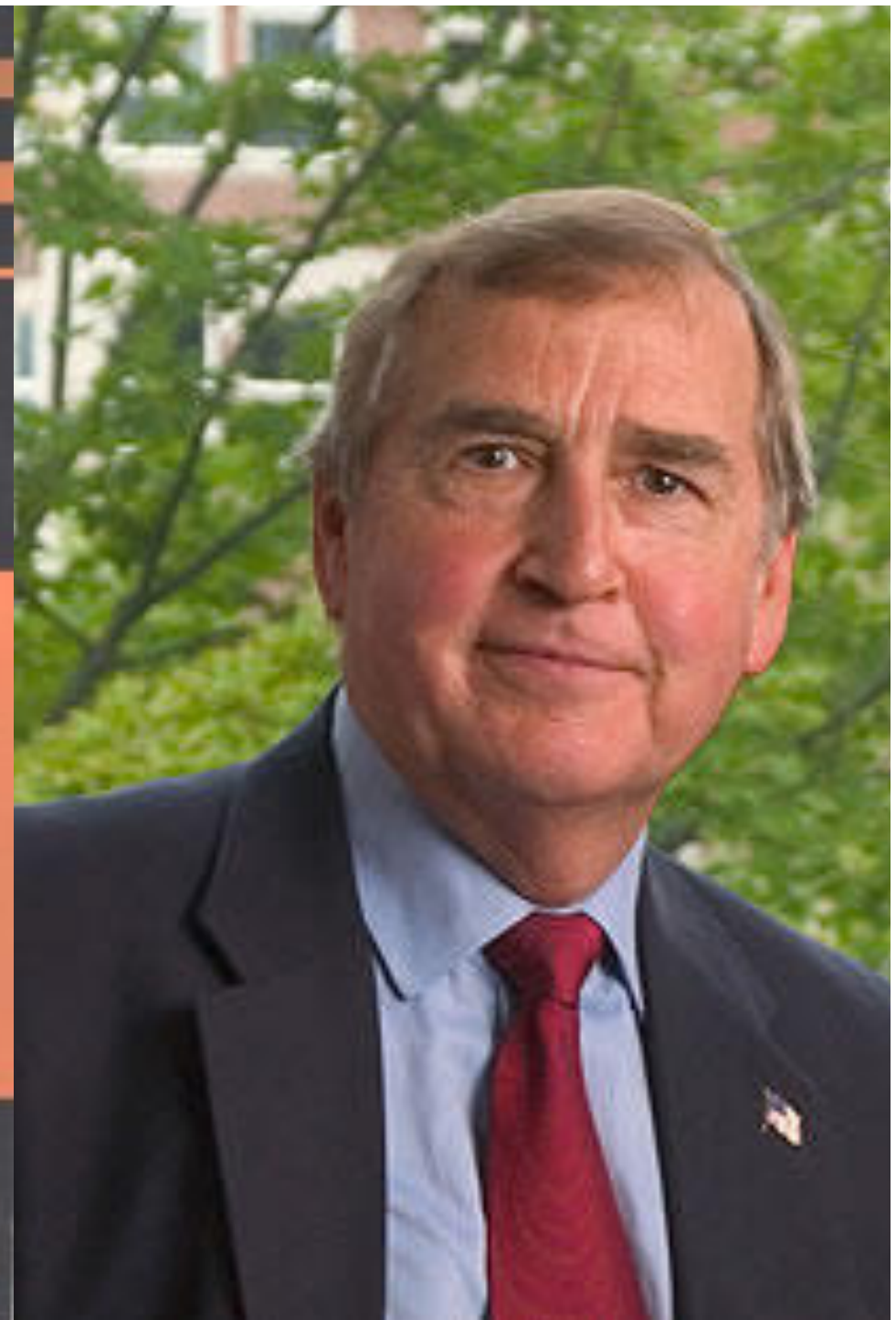
# ESSENCE OF DECISION

Explaining  
the Cuban  
Missile  
Crisis

SECOND EDITION

**GRAHAM  
ALLISON**

**PHILIP  
ZELIKOW**





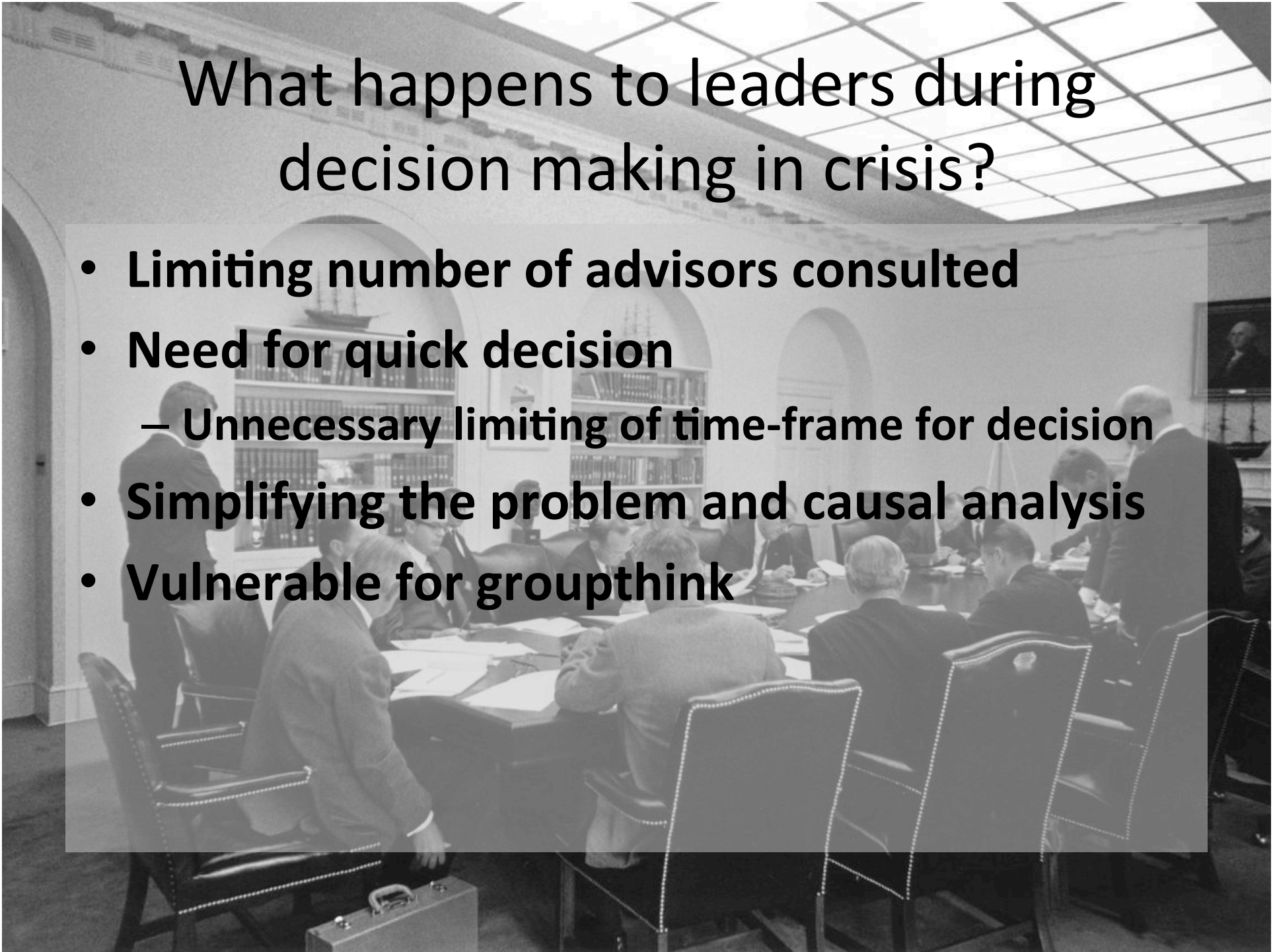
## The Cuba-Crisis: an example of good leadership during crisis



- Attempts to maintain an open mind and prevent simplification
- Several complete turn-arounds in perception of problem
- Maintain a large team of advisors
- Walk-through various options

# What happens to leaders during decision making in crisis?

- **Limiting number of advisors consulted**
- **Need for quick decision**
  - Unnecessary limiting of time-frame for decision
- **Simplifying the problem and causal analysis**
- **Vulnerable for groupthink**





What can we learn from leadership in military crises?

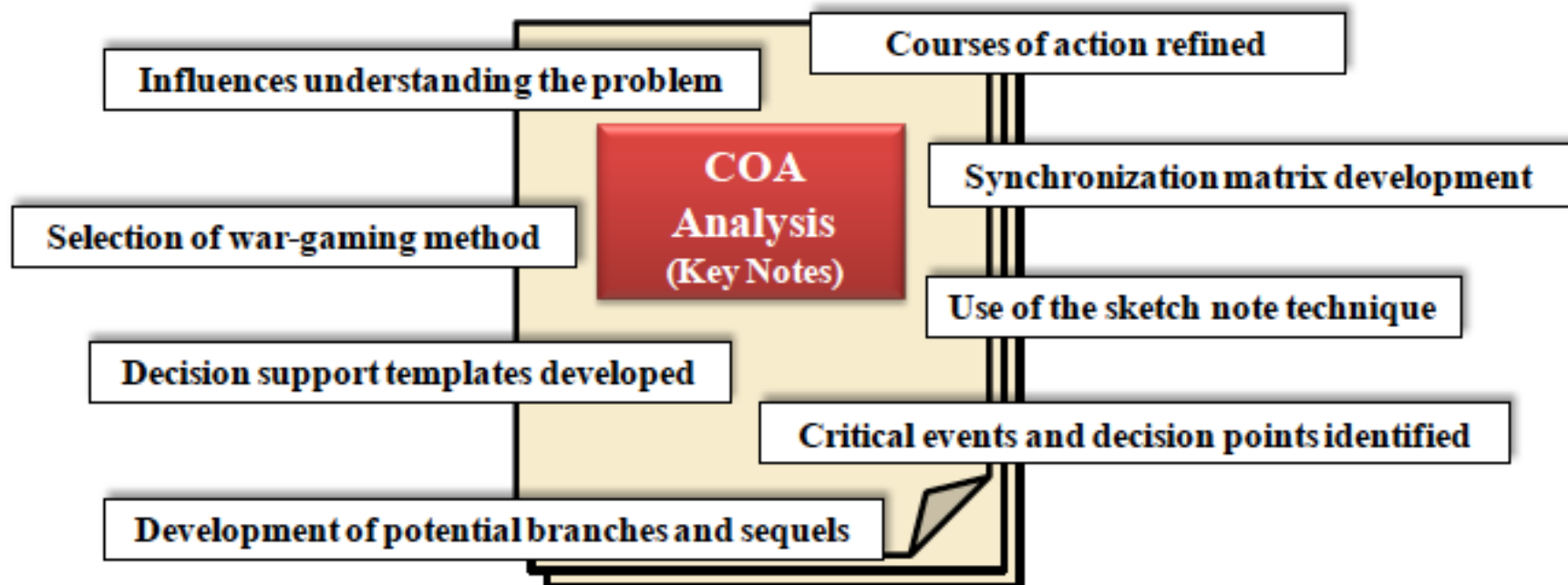
# A few military lessons for decision making during crisis

- Establish a crisis organisation
- Develop specific procedures and protocols for planning and decision making
  - Incorporating all specialist branches
- Standard development and exploration of multiple options
- Engage in Course of Action Analysis
- Wargaming



# Course of Action Analysis

- Running through (simulating) various possible options for a given situation
- In order to develop understanding of complexity of problem;
- And which options are suitable



# Rules



- Players, Observers, Referee
- Turn-by-turn discussion
- Explore various options
- Consensus on best option is not necessary
- Understanding of pros and cons of options is main goal

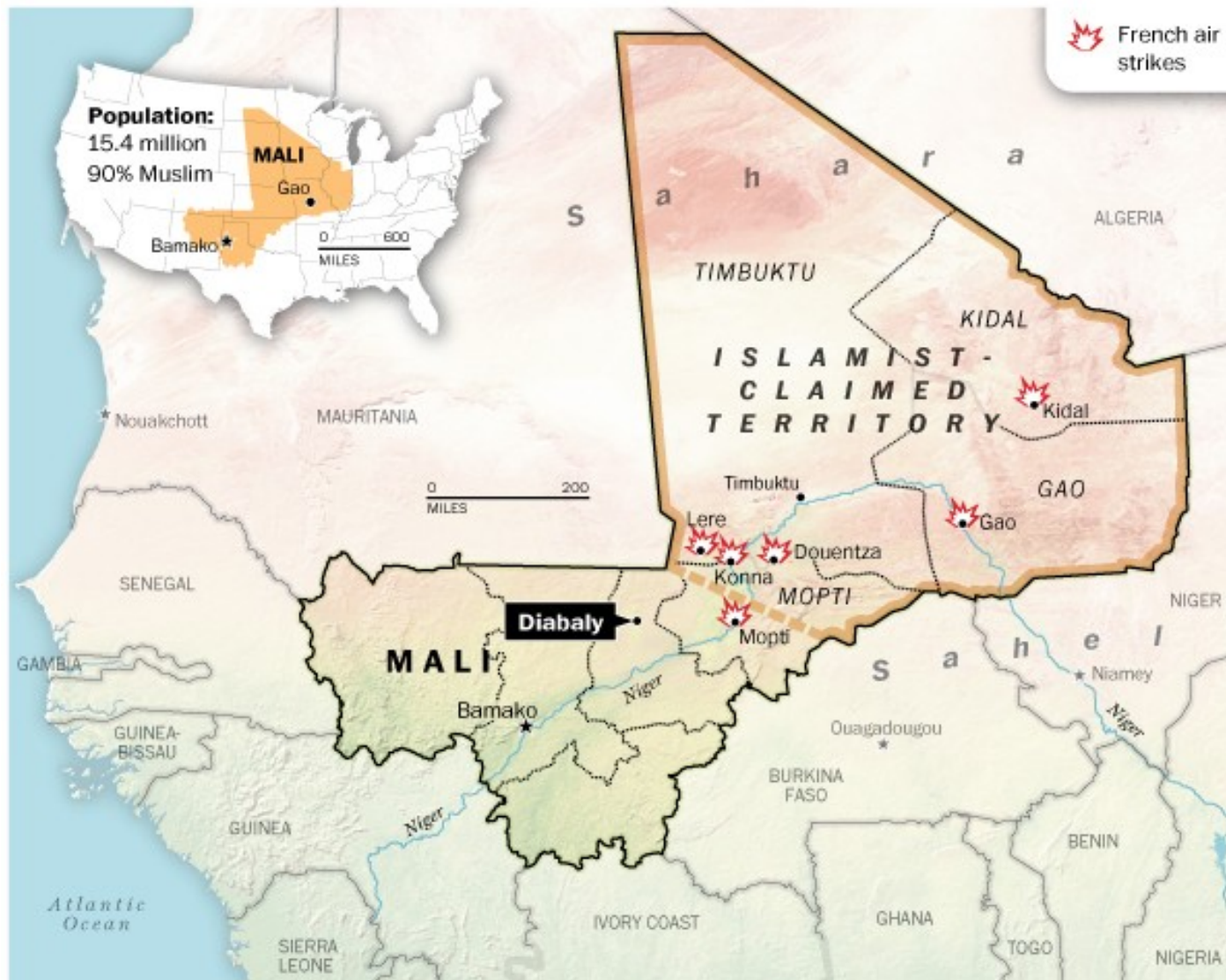
# Situation

- Dutch hostages taken by Al Qaeda
- Threat to kill hostages
- Demand to withdraw all Dutch forces
- Negotiations unsuccessful
- Parliament demands debate
- PM want meeting with full cabinet at 19:00
- PM wants to develop options with key advisors





# Mali



Let's Analyse!



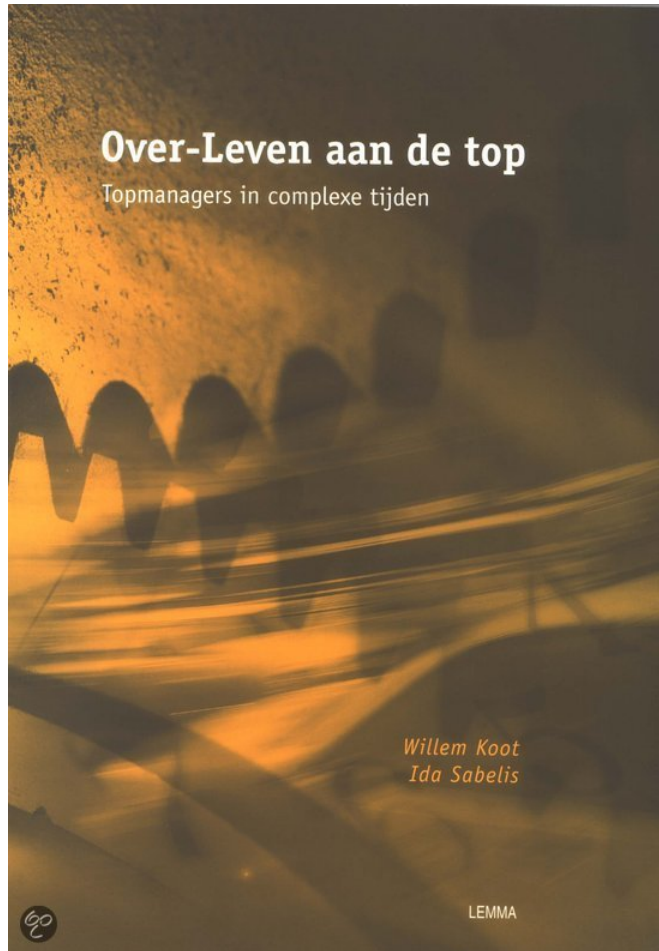


**What are your lessons learned?**

# What went wrong?



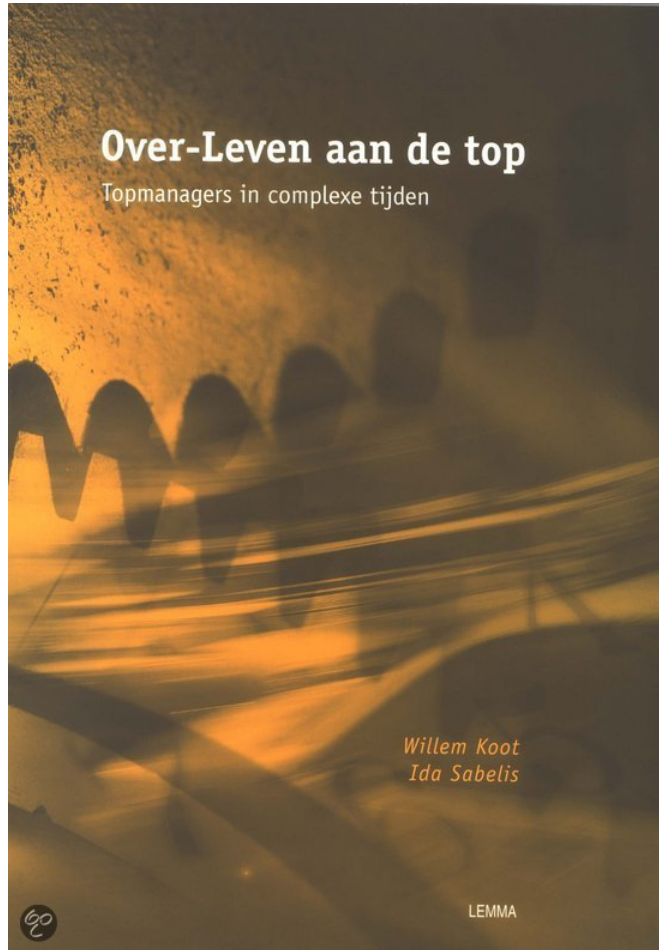
# Antropological study on leadership



## Environment leaders have to work in:

- Highly complex /highly dynamic
- Spam of control is increasing
- Processes are full of inconsistencies
- Employees have multiple identities
- Growing focus on performance and visible success
- Manage others but also themselves

# Antropological study on leadership



## Conclusions research:

- Leaders are no superheroes
- Leaders are not purely rational thinkers
- The decisions of leaders are mostly made on intuition
- Leaders believe in the process of learning by trial and error

# Antropological study on leadership



## Coping strategies:

- Pushing and claiming nothing has happened
- Sizing the problem down
- Using (cynical) humor to handle the problem
- Fall back on rhetoric qualities
- Showing masculine behavior
- Falling back on procedures and rules

## Essence of Decision

- Three models of decisionmaking:
  - Model I: Rationale Actor
  - Model II: Organizational Processes
  - Model III: Government Politics

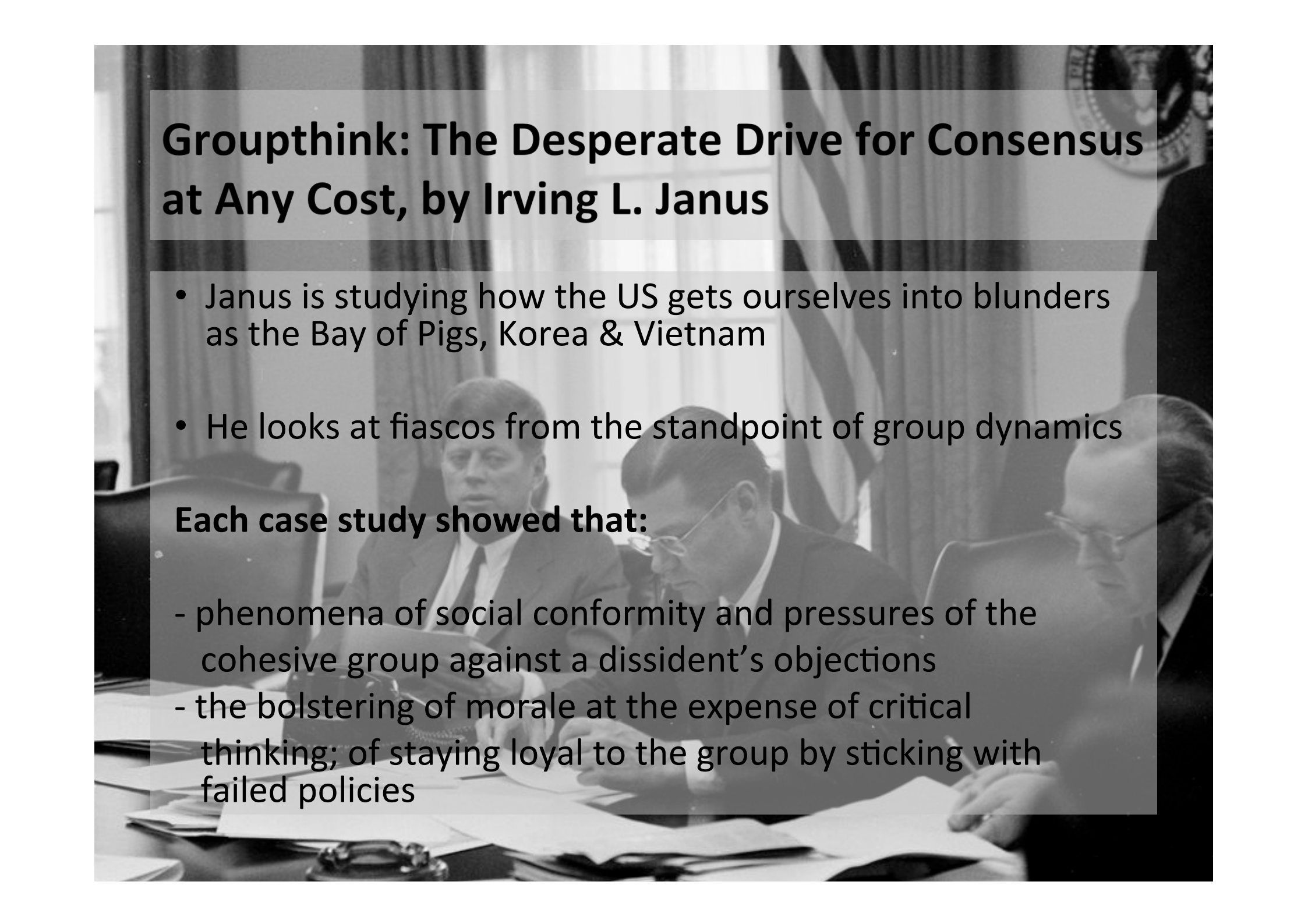


## A Third Lens

- Allison proposed a third model, which takes account of court politics (or "palace politics").
- While statesmen don't like to admit they play politics to get things done, especially in high-stakes situations such as the Cuban missile crisis, they nonetheless do.

## Essence of Decision

- Model III: Government Politics
  - Actions are best understood through the lens of politics and negotiation.
  - Leader's power is mitigated by the need for consensus; the final actions are in part determined by the men surrounding the leader (Yes Men).
  - Issues of groupthink.

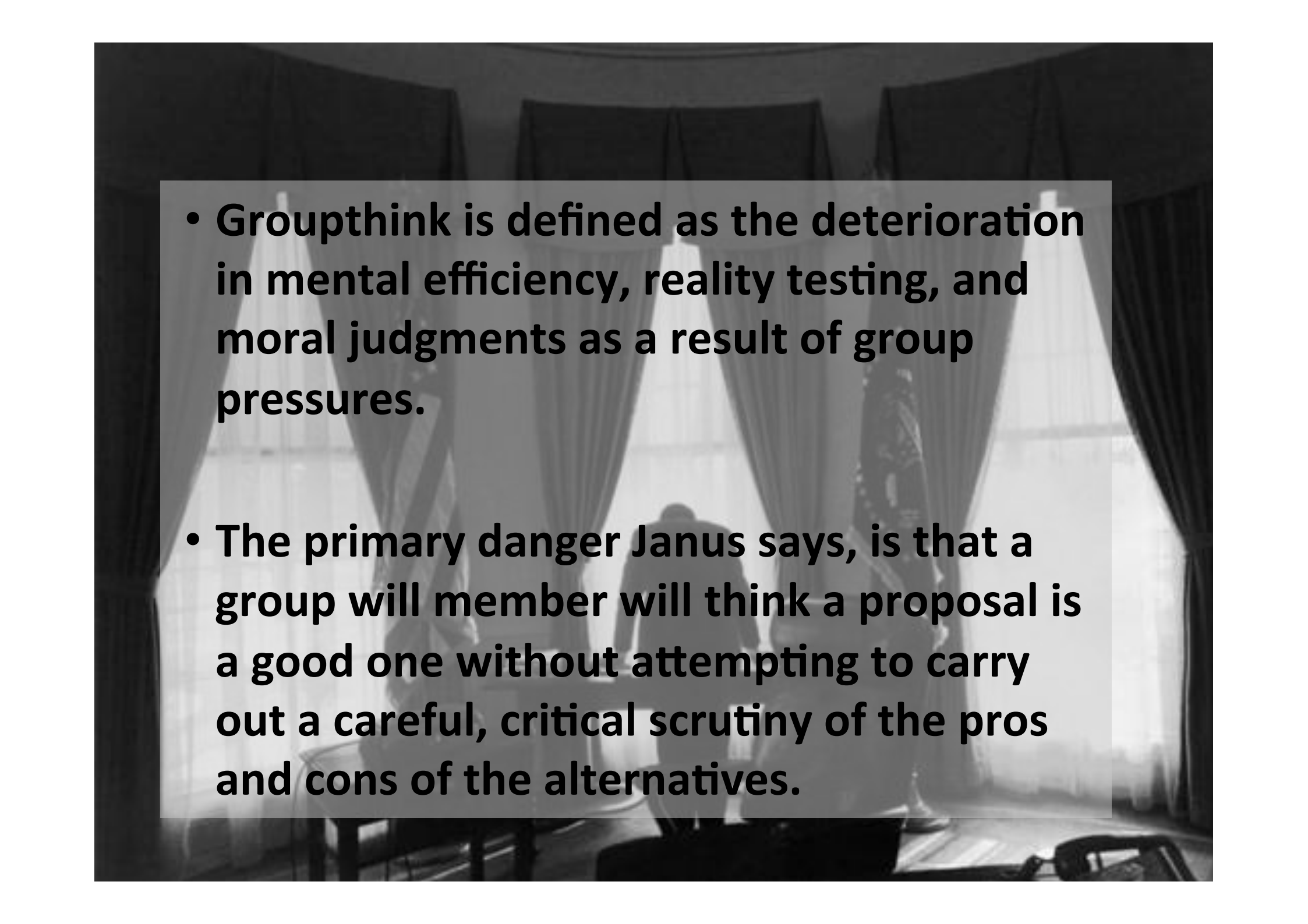


## **Groupthink: The Desperate Drive for Consensus at Any Cost, by Irving L. Janus**

- Janus is studying how the US gets ourselves into blunders as the Bay of Pigs, Korea & Vietnam
- He looks at fiascos from the standpoint of group dynamics

### **Each case study showed that:**

- phenomena of social conformity and pressures of the cohesive group against a dissident's objections
- the bolstering of morale at the expense of critical thinking; of staying loyal to the group by sticking with failed policies

- 
- **Groupthink is defined as the deterioration in mental efficiency, reality testing, and moral judgments as a result of group pressures.**
  - **The primary danger Janus says, is that a group will member will think a proposal is a good one without attempting to carry out a careful, critical scrutiny of the pros and cons of the alternatives.**

# Groupthink

- A number of immediate consequences which are products of poor decision making:
  - View only a few (usually 2) alternatives
  - Do not reexamine course of action
  - No discussion of non-obvious gains or losses they may have overlooked
  - Little or no attempt to obtain info from experts even within their own organization who might be able to supply better estimates of potential gains and losses
  - Tendency to ignore facts and opinions that do not support their preferred policy
  - Spend little time deliberating about how a chosen policy might be hindered by bureaucratic inertia, sabotaged by political opponents, or derailed by common accidents



- Groupthink cont...

- Recommendations to prevent groupthink include the following.

- Assign a role of critical evaluator – sets tone for acceptance of criticism and encourages diverse opinions.
- Key members must adopt an impartial stance at the beginning stages of deliberation to allow for a wider range of alternatives to arise and be discussed.
- Routinely set up outside policy evaluation groups to work on the same question and operating under a different leader.
- Invite and seek outside expertise
- Have at least one member play devil's advocate during group meetings.
- After an initial decision has been reached – a meeting should be held solely to discuss peoples doubts about that policy.

# Keep in minders:

- Running through (simulating) various possible options for a given situation
- In order to develop understanding of complexity of problem;
- And which options are suitable