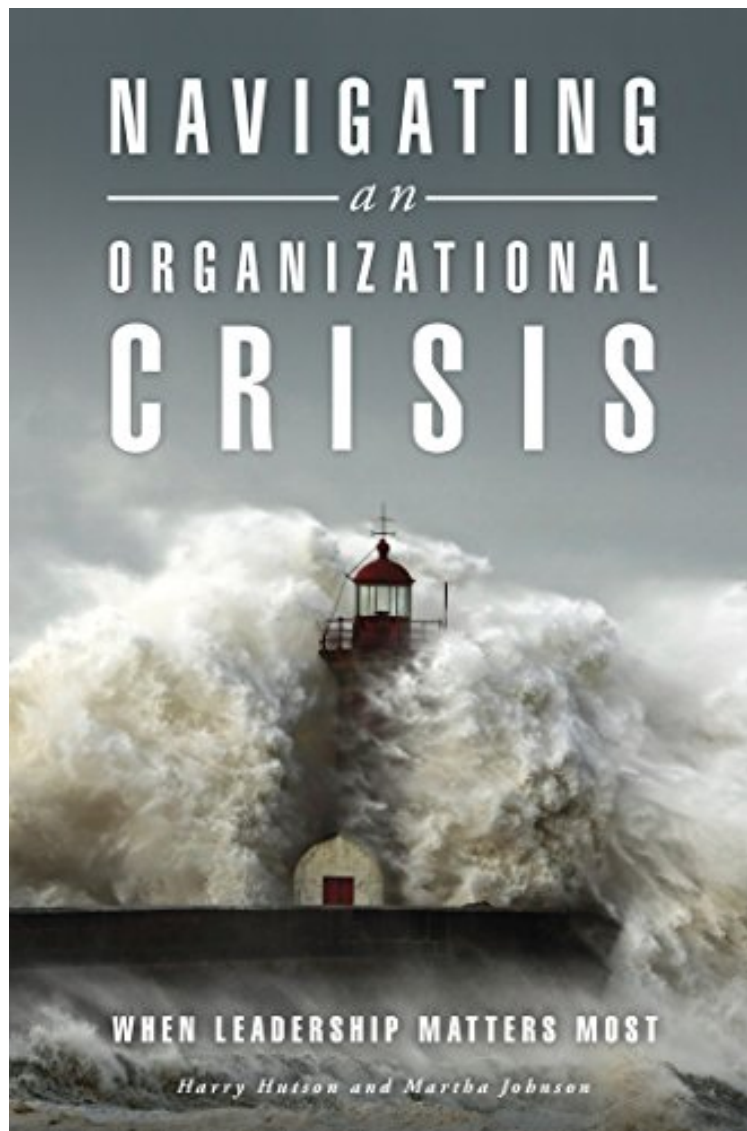


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Navigating an Organizational Crisis: When Leadership Matters Most: When Leadership Matters Most

Harry Hutson, Martha Johnson

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Harry Hutson, Martha Johnson : Navigating an Organizational Crisis: When Leadership Matters Most: When Leadership Matters Most before purchasing it in order to gage whether or not it would be worth my time, and all praised Navigating an Organizational Crisis: When Leadership Matters Most: When Leadership Matters Most:

0 of 0 people found the following review helpful. Surviving a Rogue WaveBy Marjorie FlorestalOn December 7, 1978, the MS Muuml;nchen left the port of Bremerhaven, Germany, without incident. Born of German technology, the

freighter was a workhorse two hundred meters long and eighteen meters tall designed specifically for the turbulence of the North Atlantic. She was no maiden, having been pressed into service six years earlier, and her twenty-eight man crew was as capable as any in the German fleet. Loaded with steel, a nuclear reactor-vessel head, and an endless supply of wine, she was bound for Savannah, Georgia. Five days later, the ship and crew vanished. What happened to the *Muuml;nchen*? The most accepted scientific theory is that she was destroyed by a rogue wave. Rogue waves are abnormally large, spontaneous surface waves that appear without warning, engulfing everything in their path. They're capable of destroying the most carefully-engineered ships. Rogue waves have much in common with the kind of organizational crisis that authors Harry Hutson and Martha Johnson study in "Navigating an Organizational Crisis: When Leadership Matters Most." We all fear the power of a rogue wave. Whether natural or man made, we tremble with dread at the mere thought of a sudden onslaught of events bearing down on us with uncontainable ferocity. How exactly are we supposed to lead in that moment? Yet, Hutson and Johnson maintain, this is precisely the time when organizations most need leadership. And some leaders have faced their own organizational rogue wave and lived to talk about it. The authors interview these survivors to ask two critical questions: How did they do it? What can we learn from their experience? Hutson and Johnson found that leaders who survive a rogue wave bring with them some interesting questions:-- Transparency: How much truth telling should I really do?-- Strategy: We cannot recover the past. Where do we go from here?-- Heroics: How can I take care of everyone?-- Sense making: How do I explain what just happened?-- Recovery: Does resilience training work? Really? Rogue waves also take a personal toll forcing leaders to address their own needs:-- Am I a fraud? (I feel like one)-- Why does it seem so wrong for leaders to pay attention to their own needs?-- How is it that some people show up and others disappear?-- Who can I trust?-- In crisis, there is trauma. How do I handle emotional issues? In fact, the core lesson Hutson and Johnson learned is that it's all about the personal. A rogue wave event challenges all of a leader's fundamental assumptions about herself: "When a Rogue Wave arrives, the real issue will not be the wave. The issue will be you ... Can you suspend your need to feel in control? Can you deal with the real situation? Will you be able to postpone blame, excuses, analyses, distractions, surrenders, escapes, and denials?" "Navigating an Organizational Crisis: When Leadership Matters Most," is an excellent addition to the library of anyone interested in questions of leadership in times of crisis. While we cannot predict if or when a rogue wave might appear, modern science tells us the possibility is ever present. It helps to be prepared--as well as we can be. 0 of 0 people found the following review helpful. Leadership Matters Most By Ronald V. Prince The subtitle captured it all for me. "When leadership matters most." This book reinforces the principle of who you really are has a lot to do with who you will be when hit with the Rogue Wave. The world needs business and nonprofit leaders who are clear in purpose and grounded with unshakable values. The work Harry Hutson and Martha Johnson did to get the case studies and real life stories helped put forth a new way of looking at what really guides us everyday. A must read for leaders who want to be connected to everyone on their ship and to know where to go when they need it most. 0 of 0 people found the following review helpful. This is a great book, that is really about Excellent Leadership By Patrick Sanaghan Excellent Book! The authors are experienced experts in the leadership field and this book shows both their expertise and humanity. Wonderful lessons and advice along with real life stories that teach powerful and resonant lessons. I highly recommend it.

How are leaders facing a crisis supposed to handle and overcome an unknowable set of issues? This book demonstrates how effective leaders under pressure work from an understanding of the situation at hand and of their impact on others, and explains how leaders can best apply their internal strengths. bull; Comprehensively addresses a universal and very important concern of leaders: "How will I respond in a crisis?" bull; Identifies clear expectations for leadership performance in the immediate moments after an organizational shock and in the succeeding hours, days, and months bull; Highlights how a leader's skills and willingness to create meaning through story is an essential capability in a crisis bull; Draws from a variety of social science research as well as leadership stories to make key points that may be unexpected and counterintuitive

"A must read for a fast moving and volatile world." (John Kim, President, New York Life) "Take it from me, real leadership is never an easy ride. There are pearls of wisdom in this book that continue to be helpful to me as a leader, though one in particular stands out: be a listener, a good listener, even when you don't like what you're hearing." (Michael Dukakis, Former Governor of Massachusetts) "In a crisis, it is often about winning the day, and the next day, and the one after that. They have written the Scout's Handbook for leadership in a crisis." (Josh Sawislak, Global Director of Resilience, AECOM) "Prepare to be captivated by the depth of wisdom offered by Harry and Martha in this strikingly well-written book. The authors surprise and engage you with their ability to share their stories, the stories of others, and a cornucopia of research to provide much-needed guidance to leaders who will sooner or later have to deal with a crisis of unexpected magnitude." (Amy Avergun, Leadership Training Designer) "I knew Martha Johnson professionally from her time at GSA and respected her as a leader in the federal service. Her resilience in dealing with the situation that senselessly brought about her resignation was amazing, and this book provides insights to us all who have undergone some personal crisis of our own. As a political exile from Cuba and a veteran of such an unmitigated

disaster as the Bay of Pigs, this book would have been very helpful to all of us who had to navigate our individual catastrophes and get back on our own two feet." (Ramon C. Barquin, President, Barquin International)"Should be required for leadership development curricula. Hutson and Johnson reach deeply into both what to do and how to be when faced with a crisis in our complex and dangerous world." (Sharon Benjamin, PhD, Adjunct Professor, NYU)"Those involved in leading large organizations . . . or those who aspire to lead . . . may never encounter an organization-threatening crisis. But for those who do, their ability to lead their organization out of the valley of crisis will be the critical event by which, when all is said and done, their careers will be measured. Ignore this story at your peril!" (John Graham Cook, Retired VP HR, Fortune 400 Corporation)"In Italian, the word nave refers to a large, ocean-worthy ship, built to withstand the rigors of these journeys. Harry Hutson and Martha Johnson's new book provides such a nave for individuals and corporate systems alike, in helping us to withstand all that can and will happen in such journeys. It is their deft weaving of trauma and chaos theory into the real life of organizations whose moorings have come loose that sets their work apart. Fortunately they steer clear of those pleasant but useless aphorisms such as 'it will get better,' 'just wait for the next day,' etc., and instead show how such 'dark night of the soul' experiences may lead to what I have termed 'secular miracles.' A must-read for anyone seeking to understand the real life experiences of change and turbulence in organization and leaders." (Dr. Michael Conforti, Jungian Psychoanalyst, Founder/Director of the Assisi Institute)About the AuthorHarry Hutson, PhD, is an independent consultant who coaches leaders, designs and delivers leadership development initiatives, and writes about leadership.Martha Johnson, MBA, is an author, speaker, and consultant with a 35-year career in public and private organizations.