

Corporate Counsel Roundtable

Leadership in Times of Crisis



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Captain (Former), US Army

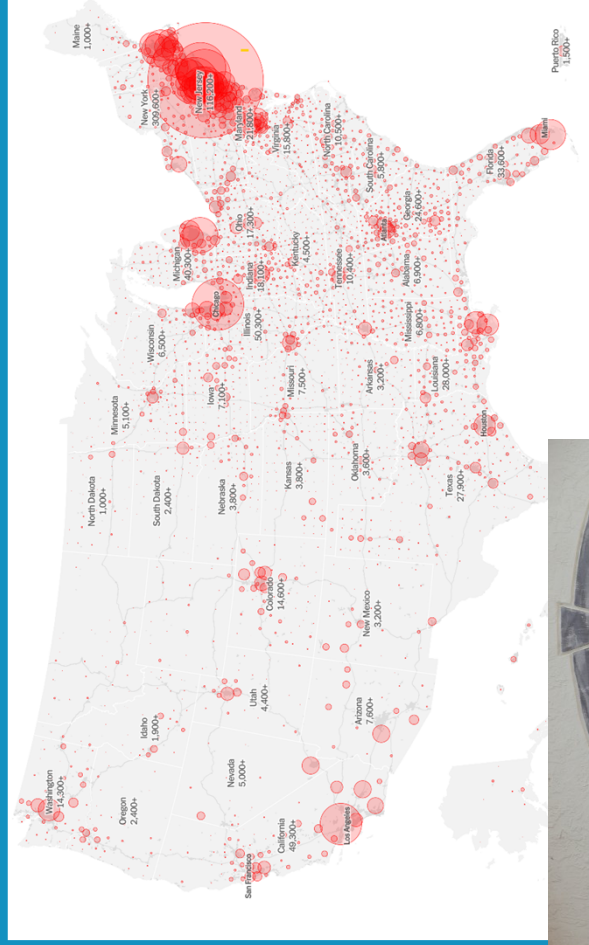


Brett Cook

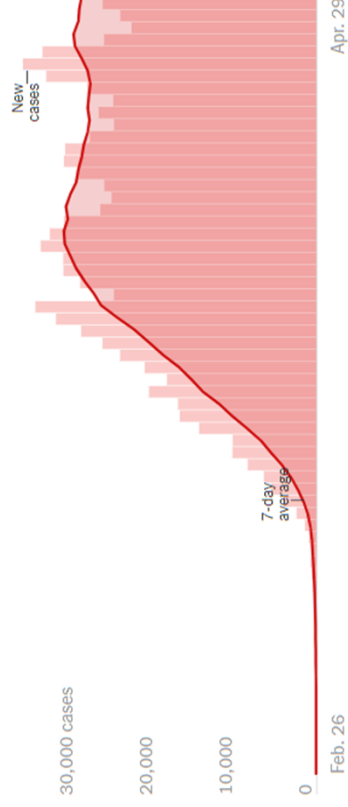
Enterprise Privacy Officer for Wells Fargo.

Lt. Commander, U.S. Navy

Definition of Crisis: Coronavirus in the United States

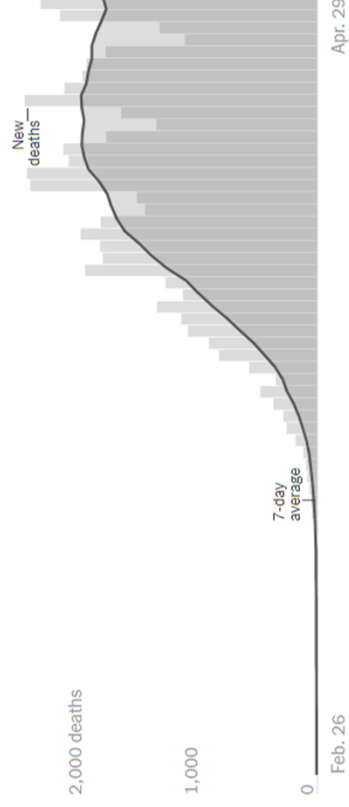


New reported cases by day in the United States



Note: The seven-day average is the average of a day and the previous six days of data.

New reported deaths by day in the United States



<https://www.nytimes.com/interactive/2020/us/coronavirus-us-cases.html#states>

<https://www.latimes.com/business/story/2020-04-30/coronavirus-weekly-jobs-report-unemployment>

Attorneys during Crisis



Attorneys during Crisis





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And suddenly everything was dark...

U.S. Navy guided-missile
destroyer USS John S.
McCain after collision in
Singapore waters August
21, 2017.



Confirmed
1.06M
Apr 29, 2020

Recovered
123K

Deaths
61,472

10 Principles of Armed Forces Leadership

1. Know yourself and seek self-improvement
2. Develop a sense of responsibility among your subordinates
3. Make sound and timely decisions
4. Set an example
5. Know your people and look out for their welfare
6. Keep your people informed
7. Seek responsibility and take responsibility for your actions
8. Ensure assigned tasks are understood, supervised, and accomplished
9. Train your people as a team
10. Employ your team in accordance with its capabilities



The *Be, Know, Do* Leadership Philosophy

Be: Who You Are

- ❖ Character: Your values, principle, standards
- ❖ Presence: Professional image, composed, confident
- ❖ Intellectual Capacity: Mental agility, sound judgement, cross-functional knowledge



The *Be, Know, Do* Leadership Philosophy (cont'd)

Know: What You Have Mastered and Where You Need Improvement

- ❖ Domain knowledge: To ask people to perform to standard, you must first master the standard yourself
- ❖ Mental agility: Mental flexibility, anticipate or adapt to uncertain situations
- ❖ Sound judgement: The capacity to assess situations and draw feasible conclusions
- ❖ Innovation: “Why is there a box?”



The *Be, Know, Do* Leadership Philosophy (cont'd)

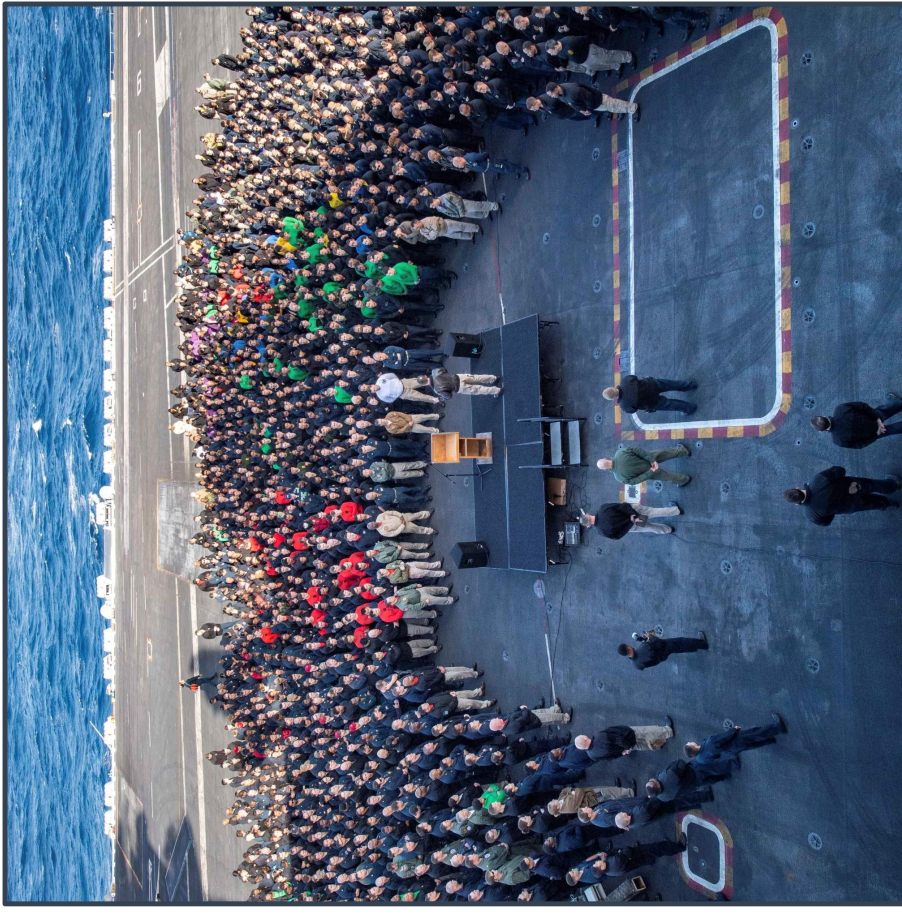
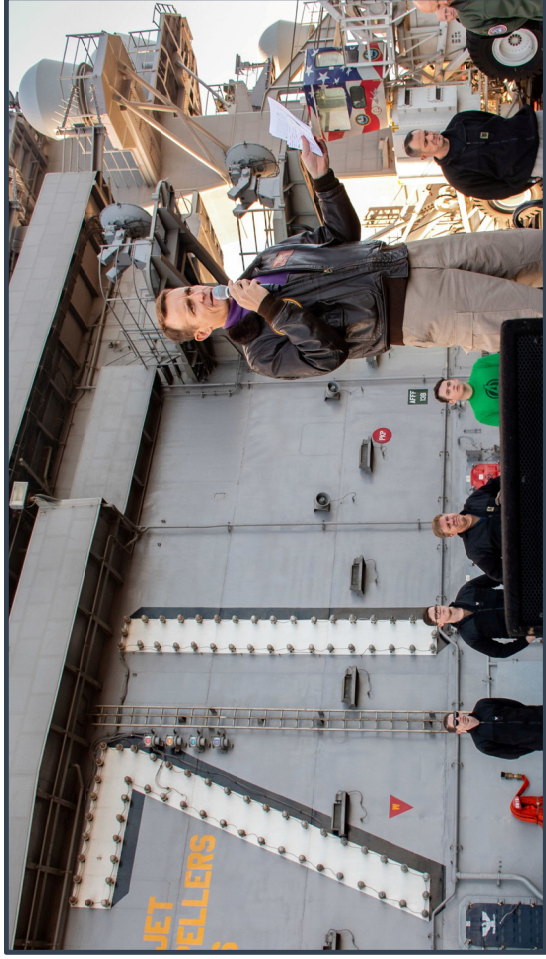
Do: How You Carry out Decisions

- ❖ Leads: Set goals, establish vision and motivate/influence others to stay focused on goals.
- ❖ Develops: Foster collaboration, encouraging and rewarding initiative, acknowledge accomplishments.
- ❖ Achieves: Provide clear direction, establish priorities, develop and execute plans.



Always Lead From the Front

Leaders influence others with their action.





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Are you Sure We're All on the Same Page?

- Mission and broader context must be understood and PRESENT in everyone's mind
- Helps instill a mentality that maximizes outcomes and keeps people healthier and more focused
- Know where you'll fail, and know when it's okay to break the "rules"

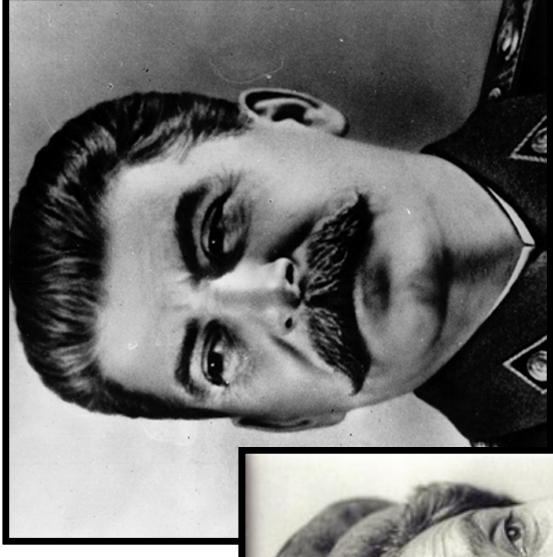


Understand the Team's Mission and the Broader Context
did you Translate Broader Vision into Your Team's Values?



Fighting for Sympathy and Headspace

- Constantly communicate priorities, goals, and boundaries
- Translate the mission into your own values, and again into the values of your people on an individual basis
- Share more
- If values are communicated to everyone, then progress is much more likely



Processes Fail, Foundations Crack, but there's no Timeout

- Our people need to make tough decisions when there are competing interests
- Everyone is making more decisions; EVEN THOUGH
- There are bigger decisions
- There is less guidance
- Competing interests are harder to deal with



Fight the Sticky, Counter-Productive Haze

- There's always a compelling reason to back-off, lay low, and hope someone else fixes things
- A well-communicated mission empowers
- If leaders provide a clear, tangible objective to each member of the team, we have a loadstone, and are more likely to make progress
- If we're empowered, we'll innovate where precedent doesn't exist



Appreciate Failure



- Know and respect individual values; it'll pay off
- If its about the mission; there is no ego or loss of face when we fail
- Anticipated failure is just part of the plan
- Unanticipated failure can be a disaster

It Gets Better!

- The organization is better;
- If you keep values and communication and consistent
 - You are better off.
 - Your team is better off.
 - The organization is better off.
- Even if “small/minor” wins – they help resolve the broader objective. Sufficient minimal objectives becomes large resolutions: even if no one could see it
- You’re better; you know yourself more, we’ve crushed some assumptions and found new traits, a new realignment of values
- Positioned to exploit the new environment







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Questions? Thoughts? Perspectives?

Questions?

References

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