

Epidemic Leadership: How to Lead Infectiously in the Era of Big Problems

Larry McEvoy MD FACEP
Founder
Epidemic Leadership

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HEALTH

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Today...

- Identify the implications of The Pandemic on current and future state of healthcare leadership and healthcare organizations.
- Describe how epidemics reveal insights into leading in complex times.
- Describe Key Leadership Insights for adapting positively to the challenge of the epidemic age.

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The pandemic...



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New Word:



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The Syndemics...



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The Syndemics...



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The Syndemics...



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The Syndemics...



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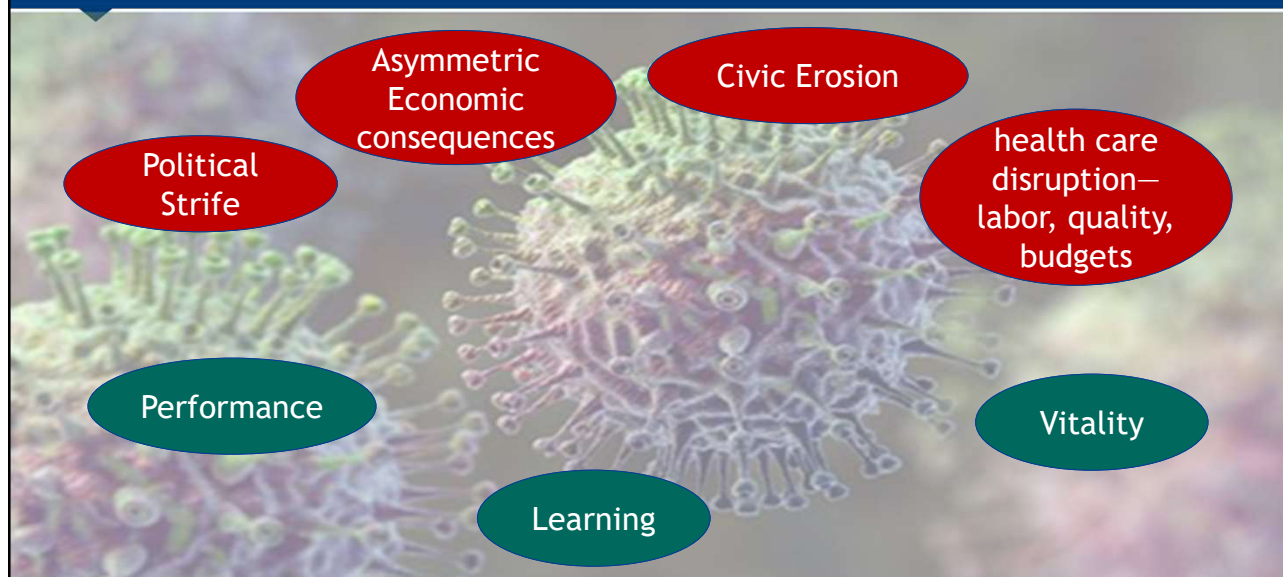
“Is it REALLY best that the patients come first?”

“Honestly, the only thing that keeps me going is I don’t want to abandon my teammates.”

“I just don’t see older doctors and nurses anymore. They’re just...gone.”

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What did the pandemic actually do, in its own terms...?



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VUCA

- Volatile
- Uncertain
- Complex
- Ambiguous

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Why is this a problem?

VUCA

human interactions

issues

infrastructure

size

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The END of our Usual Recipe for Leading...



too much to do, not enough time, everybody is exhausted...

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This doesn't work any more....

Check No	Check For	Participants
Check 1	Person 1	Person 1, Person 2, Person 3, Person 4, Person 5, Person 6, Person 7, Person 8, Person 9, Person 10
Check 2	Person 2	
Check 3	Person 3	
Check 4	Person 4	
Check 5	Person 5	
Check 6	Person 6	
Check 7	Person 7	
Check 8	Person 8	
Check 9	Person 9	
Check 10	Person 10	
Check 11	Person 11	
Check 12	Person 12	
Check 13	Person 13	
Check 14	Person 14	
Check 15	Person 15	
Total Paid		\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00
Total Owed		\$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00 \$1.00
Difference		\$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00



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The Virus: biology as THE operating system...



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Can we do that, *positively*?

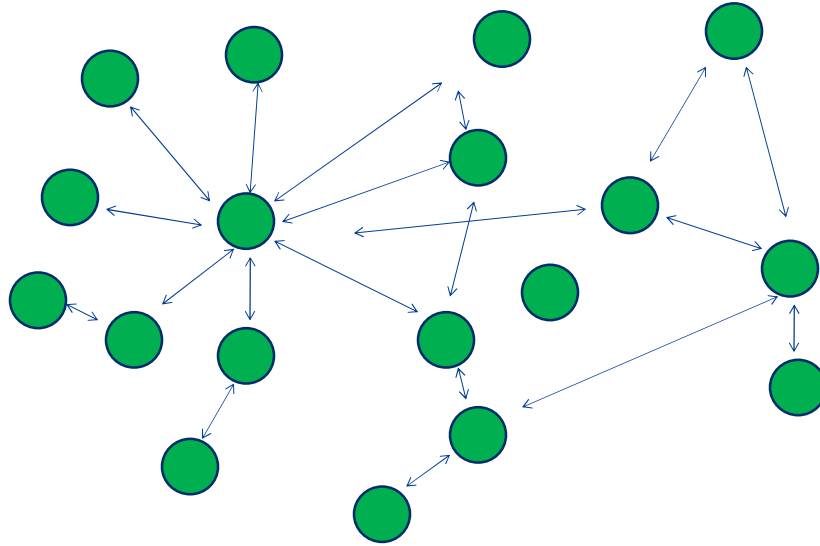


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YES!



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Leaders, Teams, and Organizations...

Performance...

...Learning...

...Vitality

Everywhere...(at scale)

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Constrictive Bureaucracy, Adaptive System?

□ Bureaucracy

- Endless Tasks, Never done
- Relentless Analysis by a few
- Exhaustive tasking by many
- Counting, Measuring >> Sensing, Responding
- Administration >> Action
- Too Many Metrics
- Projects and Initiatives
- Policy and Mandate
- Demotivating and Constricting at Scale

□ System

- Important priorities, unwavering focus
- Energetic participation by many
- Sustained and Sustainable action by all
- Sensing, Responding >> Counting, Measuring
- Action >> Administration
- Dense, Formative Feedback
- Action and Reflection
- Purpose and Mobilization
- Energizing and Adaptive at Scale

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VUCA requires a whole new leadership operating system

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You have choices...



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This is not a metaphor...

- Ebola, Influenza, Cancer
- Cloud Computing
- Visa
- Social Physics
- Gardens and Galaxies
- Networks—Facebook, Twitter
- Brains, Rumors, Fake News
- Beehives, Termite Mounds



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Problem!



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How? Leadership is now the creation of cloud capacity via self-organizing propagation in human networks...

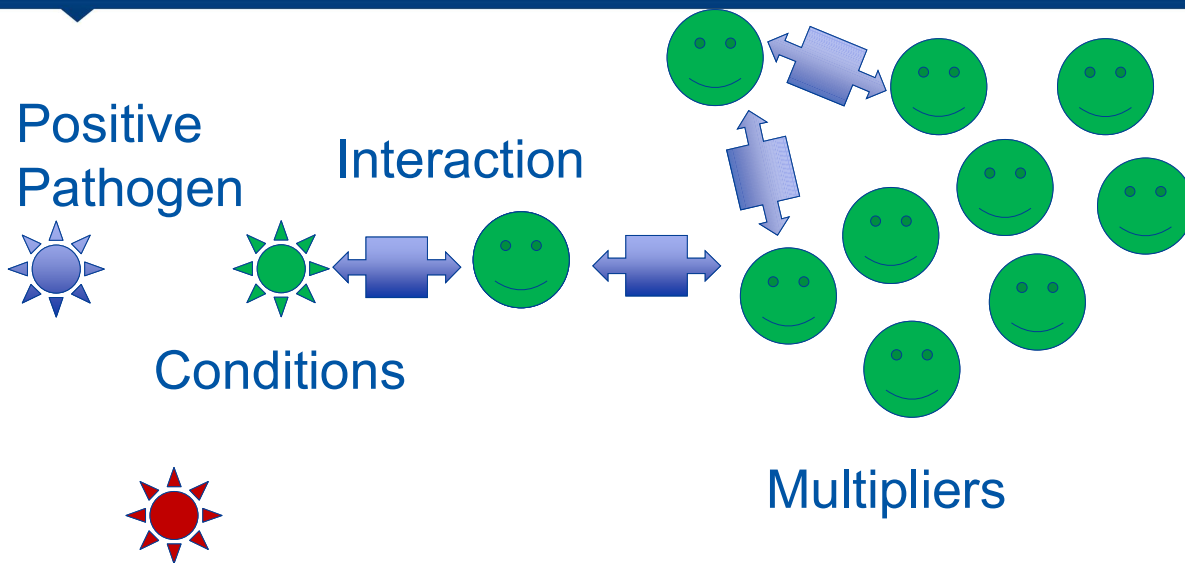


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Huh? An idea and three organizing principles...



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Is there science to how biology scales PLV in human organizations?



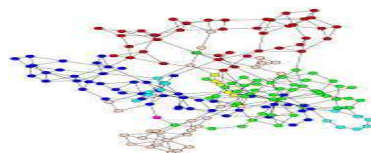
- Complexity Science



Neuroscience



- Network Science

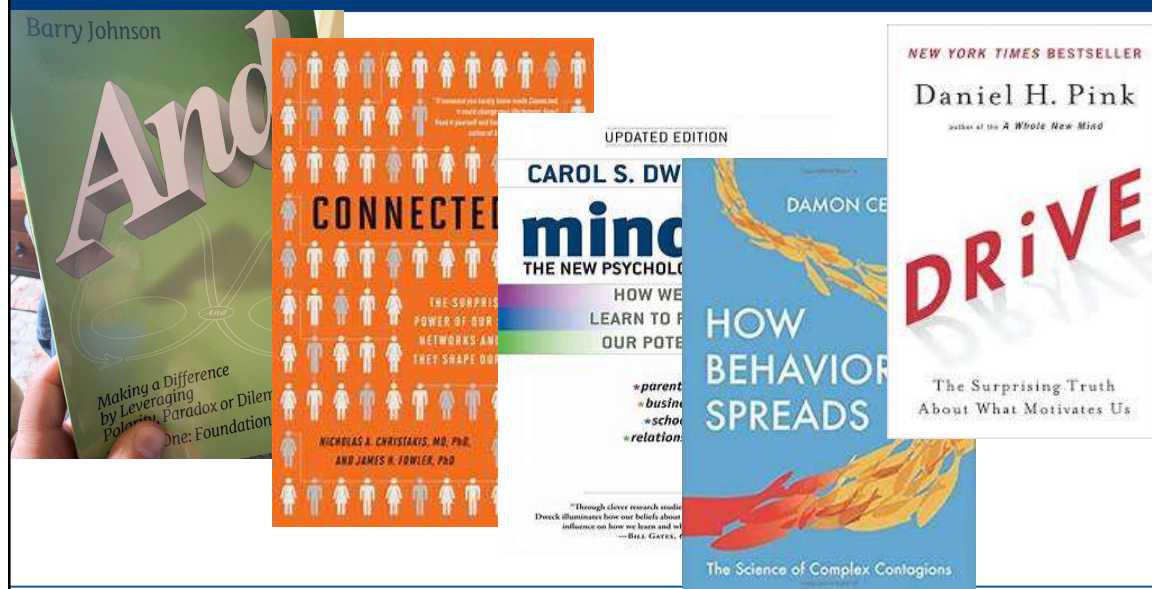


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Are there books?



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Is there a map?



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A school in Uganda



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Their secret?

A change of pathogen

Confining Obedience to
Infectious Creativity

Conditions

Post-traumatic conformity to
relational community

Interaction

Appreciation-Affirmation.
Curiosity. Empathy.

Everywhere

In every classroom and activity

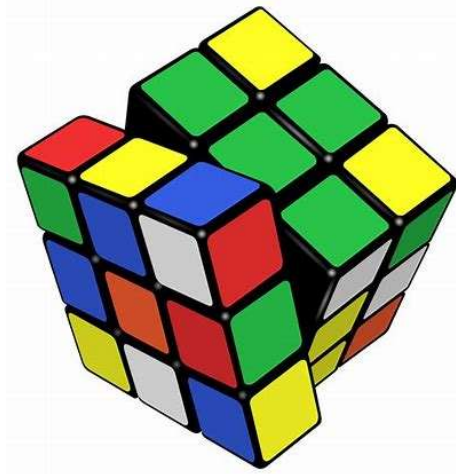
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Microsoft: “Not exactly where the kids want to go.”

- There was no network to support and develop young talent, careers, and social context....
- so they built one, and solved a problem for themselves and MSFT

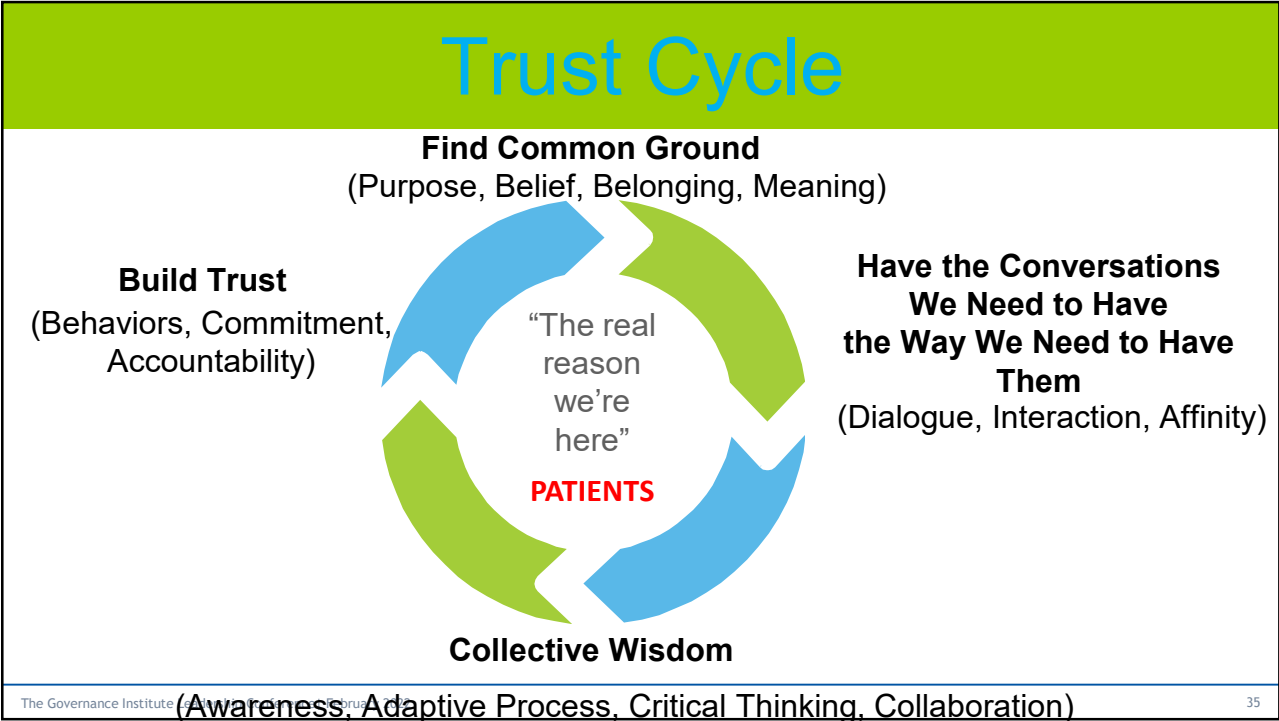


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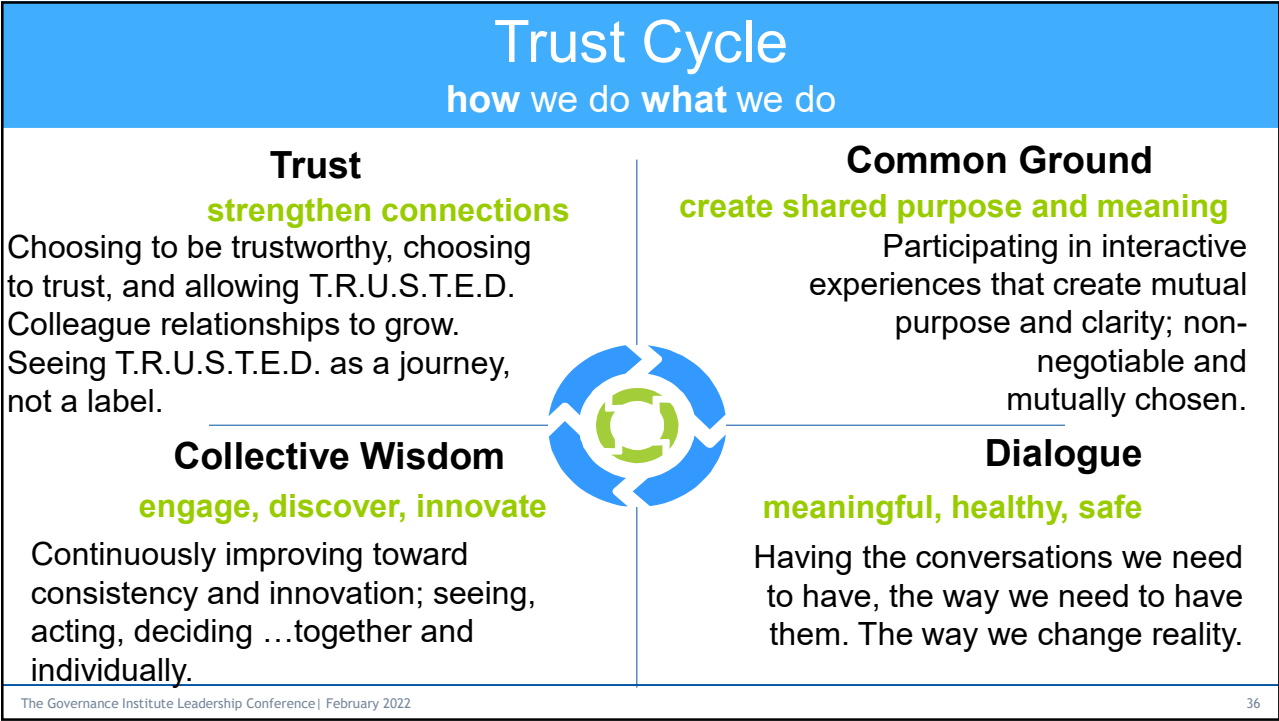
My story...?



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Why does it work?

“...because there’s a betrayal cycle constantly at work...and we all feel it.”

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In a galaxy far far away....I saw something come from nothing, by everybody



100 million dollars

3.5 million in implant expenses

A 3-fold increase in safety

Arguing cardiologists figured it out

Solved a 12-yr problem in 48 hours, without “bosses” or mandates...

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Amid the wreckage, a lesson: We need a pandemic of Health.

- Re-evolve human community to drive PLV at scale, all topics, all processes, all people, in your organization and from your organization



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Seeking the syndemics of health

- LEADERSHIP; leaders as positive epidemic makers
- INNOVATION; relentless departure from the norm
- PLACE; a setting where we all belong, create, care, and steward



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Insights for leaders

- Pandemic exposed a disintegration of human community as well as points of renewal.
- Pandemic unveiled how epidemics leverage biology as an OS to scale PLV.
- Health care leaders can scale PLV as a function of human community by understanding Biology as an OS



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Organizing Principle #1 Get the founding idea right

- ***Must*** encode authorship, not just harvest, of PLV
- and immunize against
- misinformation
- mistrust
- marginalization

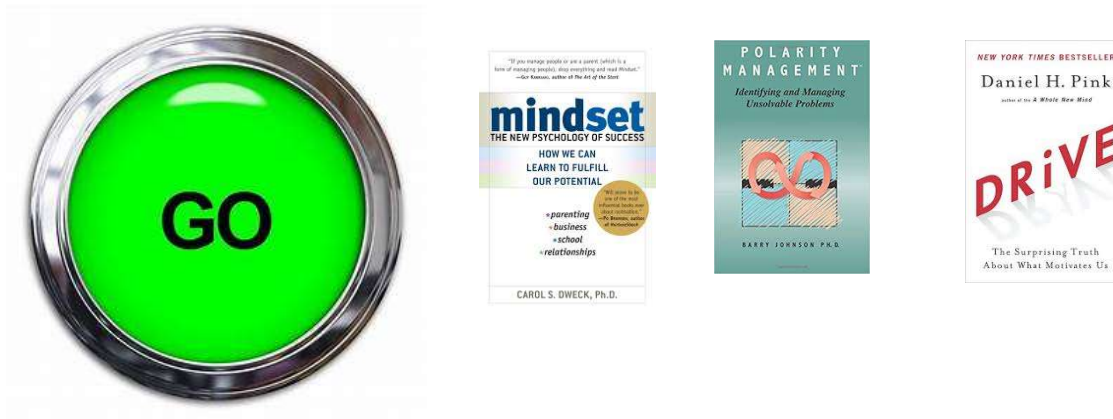


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Organizing Principle #2: Growth Conditions



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Organizing Principle #3: Model Interactions

- Model = Embody, Example, Role Model
- Model = Design patterns that work when you're NOT AROUND



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Organizing Principle #4: Create Multipliers

- Collective Intelligence Design
- Ground-up approaches via network design and leverage
- Early action-orientation
- Short and accelerating feedback loops, not long waits for data



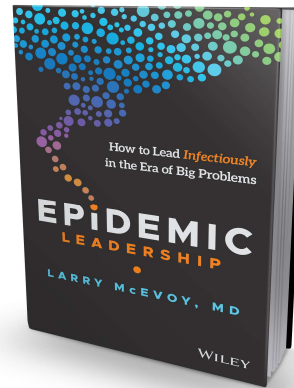
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*“We live on a
microbial planet...”*

Andrew Knoll,
2022 Crafoord Prize Winner,
Harvard University Professor of Natural History

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Swarm on...



Larry@epidemicleadership.com
719-534-3258