



Leading in Complexity

Director Brian Hastings

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Agenda



- About AEMA
- Language of Life
- My Favorite Philosophers
- My Theory of Special Relativistic Transcendentalism
- What is Strategy
- The THD Strategic Plan
- Leadership is **$V = D/T$**
- Questions

About AEMA



Vision

Building resiliency for tomorrow, strength for today, applying lessons from yesterday for a better Alabama

Mission

To support our citizens, strengthen our communities, and build a culture of preparedness through a comprehensive Emergency Management Program

Language of Life



“Mathematics is the language
that deciphers the **Science**
that describes the miracle of **Life**.
If you think math is hard, try life.”

What John Wayne believes:

“Life is hard; It's even harder if you're stupid.”

Philosophers



Transcendentalists

- RWE – “To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment.”
- HDT – “What lies behind us and what lies ahead of us are tiny matters compared to what lives within us.”

A Physicist

- AE – “Strive not to be a success, but rather to be of value.”
- AE – “Only a life lived for others is worth living.”

Special Relativistic Transcendentalism —



- No absolute length and time
- $C = C$
- No Universal Cosmos Time
- There are only LOCAL TIMES...

...therefore the only place in time and space that matters is the space we occupy here and now.

**“Make decisions today, to create a future,
that you’ll proud of when its your past.”**

STRATEGY



Col (ret) John A. Warden III, CEO & Former ACSC Commandant:
STRATEGY is...

“...the most important of all [leadership] activities.”

“...oriented towards capturing & applying organizational ENERGY
with VELOCITY & PRECISION toward specific aims.”

“...a function of human nature and the physical world.”

“...not predicated on resource superiority, but upon effective target
selection and effective deployment of available resources.”

The THD Plan



2018-2022



Technological Hazards Division Strategic Plan

Protecting People. Preparing Communities.

THD Mission: Lead the National effort to maximize the emergency preparedness and response capabilities of communities surrounding commercial nuclear power plants and U.S. Army chemical weapons stockpile sites.

THD Vision: Partnering and assisting communities to address technological hazards through leading edge techniques, teamwork, and innovative solutions

Strategic Objectives	Focus Areas				
	Public Preparedness	Community Readiness	Organizational Resilience	Organizational Agility	Self-Reliance
Major Objectives	FA 1: Individual Citizen Focus	FA 2: Jurisdictional Capabilities Focus	FA 3: Employee and Division Focus	FA 4: Streamlined, Integrated, Adaptive	FA 5: Long-term Focus
	<ul style="list-style-type: none"> Public Information Outreach and Education Individual Call to Action Personal Engagement Understanding and Communicating Expectation Management 	<ul style="list-style-type: none"> Communications Systems Public Alert and Warning Response Capability Skills Development and Validation Current Plans 	<ul style="list-style-type: none"> Employee Engagement Physical, Mental, and Emotional Health Training and Education Cross-organizational Relationships 	<ul style="list-style-type: none"> Preparedness Toolkit Reliable, Responsive Resourcing Inter- and Intra-Agency Coordination and Integration Economy of Scale Build the Bench Postured for the Future Closeout and Decommissioning 	<ul style="list-style-type: none"> Closeout and Decommissioning Preparation Capability Sustainment Beyond Programs Adaptation to next generation threats and hazards Prepare Our People

FAC U Lessons



FAC U

School of Strategic Leadership



Forward Air Controller - University



$$V_{\text{iolence}} = \frac{\text{destruction}}{\text{time}}$$

We Control Violence



Math, Physics and Energy



$$P(t) = \frac{W}{t}$$

$$P(t) = \frac{W}{t} = \frac{\mathbf{F} \cdot \mathbf{d}}{t}$$

$$P(t) = \mathbf{F} \cdot \mathbf{v}$$

$$P(t) = m\mathbf{a} \cdot \mathbf{v}$$

$$P(t) = m\mathbf{v} \cdot \frac{d\mathbf{v}}{dt}$$

$$E_k = \frac{1}{2}mv^2$$

Power is an amount of energy consumed per unit time.



Forward Air Controller - University



$$\text{Power} = \frac{\text{Energy}}{\text{time}}$$

~~V~~iolence = destruction



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Influence = Leadership

~~Power~~ = $\frac{\text{Energy}}{\text{time}}$

Influence & Control



“In a complex world you have to relinquish control to gain control.” — Brian Hastings

In a complex system, “We control almost nothing and influence almost everything.”
— Scott Page

Influence & Leadership ---



BACK TO BASICS

- Develop yourself and those around you
- REMEMBER, you don't have to have all the right answers
- HOWEVER, you have to ask the RIGHT QUESTIONS

What are some of the questions
you should ask yourself?

Leadership Matters



RANDOM QUESTIONS ABOUT ANYTHING