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The Meta-Leadership Summit for Preparedness Initiative: An Innovative Model to Advance Public Health Preparedness and Response

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Abstract

This article reports on the design, evaluation framework, and results from the Meta-Leadership Summit for Preparedness Initiative. The Meta-Leadership Summit for Preparedness was a 5-year initiative based on the premise that national preparedness and emergency response is not solely the responsibility of government. From 2006 to 2011, 36 Meta-Leadership Summits were delivered in communities across the country. Summits were customized, 10-hour leadership development, networking, and community action planning events. They included participation from targeted federal, state, local, nonprofit/philanthropic, and private sector leaders who are directly involved in decision making during a major community or state-wide emergency. A total of 4,971 government, nonprofit, and business leaders attended Meta-Leadership Summits; distribution of attendees by sector was balanced. Ninety-three percent of respondents reported the summit was a valuable use of time, 91% reported the overall quality as “good” or “outstanding,” and 91% would recommend

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the summit to their colleagues. In addition, approximately 6 months after attending a summit, 80% of respondents reported that they had used meta-leadership concepts or principles. Of these, 93% reported that using meta-leadership concepts or principles had made a positive difference for them and their organizations. The Meta-Leadership Summit for Preparedness Initiative was a value-added opportunity for communities, providing the venue for learning the concepts and practice of meta-leadership, multisector collaboration, and resource sharing with the intent of substantively improving preparedness, response, and recovery efforts.

The September 11, 2001, attacks in the United States compelled the country to assemble an infrastructure that could effectively prepare for and respond to massive, unprecedented catastrophes.[1–3] When that system was called on during the 2005 Hurricane Katrina response and did not meet expectations,[3–6] it became apparent that the government could not respond sufficiently in isolation. Among the lessons that emerged from the September 11 attacks and Hurricane Katrina response was the importance of leadership and, in particular, leadership that could effectively coalesce the wide scope of community resources, knowledge, and capability needed in times of crisis.[3,6,7]

Leaders in government, business, and nonprofit sectors should plan for and respond to emergencies using their own expertise and resources and collaborate with others for out-of-sector solutions. Therefore, there is a need to create a national cadre of government, business, and nonprofit leaders with a shared vocabulary, approach, and commitment to work across sectors.[3,8–10]

The Meta-Leadership Summit for Preparedness was a 5-year initiative (2006 to 2011) that emerged from the premise that government alone cannot accomplish the national preparedness and emergency mandate. The 4 program partners—the Centers for Disease Control and Prevention (CDC), the CDC Foundation, the Robert Wood Johnson Foundation (RWJF), and the Harvard School of Public Health (HSPH)—recognized that the unprecedented threats and crises facing the country are beyond the experience of national, state, and community leaders. Preparing to respond to these crises and building national resilience require more than promulgating planning manuals and policy documents or stockpiling necessary equipment and supplies.[3] Effective response and resilience depend on the development of a diverse network of leaders across the country who share a commitment to cross-sector connectivity of action. These “meta-leaders” understand and incorporate the resources and expertise of all sectors to protect and preserve the safety and well-being of their communities.[3,7,11]

The primary goal of the initiative was to facilitate the development of state and local multisector organizational connections and individual partnerships through the practice of “meta-leadership.” Meta-leadership focuses on preparing leaders with a distinct frame of mind and set of skills that are designed to encourage cross-agency strategic thinking and collaboration.[3,11,12] Meta-leadership is defined as “guidance, direction, and momentum across organizational lines that develops into a shared course of action and a commonality of purpose among people and agencies that [do] … very different work.”[3](p130) There are 5 dimensions in the meta-leadership framework: (1) the person or individual as a leader and his or her emotional intelligence and awareness; (2) the situation, change, or crisis that

compels response; (3) leading down to one's entity and/or operating in one's designated purview of authority; (4) leading up to bosses or those to whom one is accountable; and (5) leading across in order to encourage system connectivity.[3,11,12]

The summits were a unique preparedness and crisis leadership development intervention that provided the opportunity and venue for organizational leaders to learn and practice meta-leadership within their own communities. However, project partners and the project's funder questioned whether a day of didactic training could achieve a substantive difference in a community's external response capability. In response to these concerns, the partners engaged in a collaborative process that combined didactic learning with a community-specific action learning exercise. This article reports on the program's design, evaluation framework, and preliminary findings.

Method

Program Design

Distinguishing design characteristics of this innovative program include:

- site-specific front-end needs analysis;[13,14]
- site-specific content customization;
- action learning[15] and planning;
- multisector networking;
- post-Summit follow-up combined with explicit outcomes management; and
- multisector stakeholder engagement throughout all phases of the program.

The initiative consisted of 3 programmatic elements for each site that hosted a summit: Pre-Summit Stakeholder Engagement, the Summit, and Post-Summit Activity. The program design elements reflect current theories and research on learning, motivation,[16,17] and change management.[18]

Pre-Summit Stakeholder Engagement—Meta-Leadership Summits were distinctive, 10-hour leadership development, networking, and community action planning events. The summits were targeted to federal, state, and local government leaders, nonprofit and philanthropic leaders, and private sector leaders who would be directly involved in decision making during a major community or state-wide emergency. In an effort to ensure consistency across the initiative and increase participation by sector, summit managers targeted similar types of agencies, organizations, and associations for each site. For example, elected officials and emergency management, public health, and public safety personnel were routinely recruited as part of the government sector; people from utilities, pharmaceutical companies, and financial organizations were recruited as part of the private sector; and American Red Cross and Salvation Army personnel were recruited as part of the nonprofit sector. In addition, many associations helped in identifying additional specific sector participants, including the Building Owners and Managers Association (BOMA), the

Association of Contingency Planners (ACP), and Voluntary Organizations Active in Disaster (VOAD).

Many months before a summit was delivered, the instructors and summit managers met with a local host committee that included representatives from the 3 sectors. The purpose of these meetings was to become familiar with state and local preparedness and emergency response issues and topics of concern. Local host committees often identified intrasector communications and lack of familiarity with available resources as foci of interest. In turn, these conversations informed each summit's agenda. The host committee was also responsible for assisting with the recruitment of participants for the summit, served as a logistical supporter for the summit, and often provided financial sponsorship.

Summits—Although summits were tailored to topics of interest for the region, state, or city in which they occurred, the program had a uniform framework and agenda. Most summits began with an orientation and networking reception held the evening prior to the summit. The day of the summit included a morning didactic session, a networking lunch, and a working group activity during the afternoon session (see Figure 1 for sample agenda). During the didactic session, participants were given the opportunity to learn the 5 dimensions of meta-leadership[3,11,12] and apply techniques to address potential threats to their communities through case studies and brief exercises.

Throughout the summit, facilitators used fictional scenarios such as an influenza pandemic or a mass-casualty event caused by multiple bombs to provide the context in which participants could begin practicing meta-leadership techniques. Techniques included participants' examination of their own strengths and weaknesses as leaders and how these factors influence actions during times of crisis, examination of the behaviors and tools needed to effectively lead an organization in collaboration with other silos,[3,11,12] and identification of potential partnerships that could be leveraged before, during, and after a disaster.

The fictional scenario continued through the afternoon session to set the context for the working group activity. The purpose of the working group activity was for participants to begin identifying resources and expertise within and across sectors and explore how collaboration can strengthen preparedness, response, and recovery; the "Gaps, Gives and Gets" framework was used for this discussion. Within sector-specific groups, participants were instructed to discuss the possible gaps or deficiencies in their communities' emergency preparedness, what their organization can offer before or during a response, and what their organization needs from others to be of assistance. After the conclusion of this session, participants shared their sector-specific findings with all summit attendees. The working session created the environment for practice of meta-leadership, as well as continued networking in which personal and organizational connections could occur.

Initially, Meta-Leadership Summits were facilitated by 2 instructors from HSPH. Once beyond the first 5 summits, or pilot phase, the summits used a train-the-trainer approach that paired an academic with an experienced public health or disaster response practitioner. For each summit, the instructors prepared a customized fictional scenario designed to challenge

the community and provide a platform from which to learn and begin to practice meta-leadership. These scenarios included terrorist events, pandemic influenza, and natural events such as hurricanes and were selected for each site by using geographic and risk assessment data and information gleaned from conversations with local host committees.

Post-Summit Activity—A formal follow-up activity after the conclusion of the summit was also conducted as part of the initiative. The purpose of this post-summit activity was to reconvene leaders 3 to 12 months after a summit to continue building cross-sector connections, applying meta-leadership concepts to preparedness planning. Each summit site had a post-summit activity coordinator who was actively involved in all pre-summit planning in order to meet local leaders and learn about the community's specific preparedness and response-related issues and concerns. After the summit ended, the coordinator worked closely with the local leaders to identify the focus and design the agenda for the formal post-summit activity, secure meeting space and sponsorship, and develop the participant list. The program and agenda incorporated information gleaned from the working group activity at the summit, summit evaluation results, and discussions with local leaders.

Following each post-summit activity, community leaders were encouraged to continue advancing the practice of meta-leadership through local activities that endured beyond the summits. In one community, this translated into continuing use of the meta-leadership vocabulary and methods at subsequent exercises and drills.

Program Evaluation

The purposes of the evaluation were to provide ongoing results that could be used to improve the design and implementation of the summits, document outcomes and results attributed to the program, and inform and direct post-summit activity. The evaluation combined elements of formative and summative assessment. Evaluation questions were developed using the steps and standards outlined in CDC's Framework for Program Evaluation,[19] informed by Kirkpatrick's 4 levels of training evaluation,[20] and framed within a basic logic model structure used in planning and evaluating public health programs.[21]

Between June 2006 and June 2011, quantitative data were collected through web-based questionnaires administered to participating sites at 3 points in time: immediately after a summit, 5 to 6 months after a summit, and immediately after the post-summit activity.

Summit Survey—The summit survey measured participants' overall satisfaction with the quality and logistics of the summit and their intention to apply learned information. Evaluation questions addressed through this survey align with Kirkpatrick Level 1 (participant reaction to the summit)[20] and included: Were the right number and type of people attending? Did participants like the summit? Did participants intend to apply learning acquired during the summit to their preparedness and response-related work? Were there differences in satisfaction among the government, nonprofit, and business attendees? The survey was administered at the conclusion of each of the 36 summits.

The survey varied over time because of the evolving nature of the program; for purposes of the present study, only measures used consistently across all 36 summit sites are presented.

Four items, scored on a 5-point Likert scale, were used to assess participant reaction and satisfaction. Participants were asked to rate the extent to which they agreed or disagreed that attendance at the summit was a valuable use of time, if they would recommend the summit to a coworker, and if they intended to apply information learned at the summit to their work (ranging from 1 “strongly disagree” to 5 “strongly agree”). One item asked participants to assess the overall quality of the summit (ranging from 1 “poor” to 5 “outstanding”). In addition, respondents were asked to identify their sector as “government,” “nonprofit,” or “business.”

Of the 4,765 attendees who were given the opportunity to participate in the post-summit survey (206 attendees did not provide a valid email address; as a result, they were not eligible to participate in the study), 2,355 participated (response rate = 49%). Participation by sector was similar to attendance distribution, although nonprofits were slightly overrepresented and businesses were slightly underrepresented. Forty-one percent of participants (n = 915) identified themselves as government sector, 32% identified themselves as nonprofit (n = 713), and 27% identified themselves as business sector (n = 614).

Intermediate Outcomes Survey—The Intermediate Outcomes Survey measured participants’ use of meta-leadership in preparing for and responding to a crisis since the summit. Evaluation questions addressed by this survey align with Kirkpatrick Levels 3 and 4[20]: To what degree are graduates using and applying specific meta-leadership–related knowledge and skills to their preparedness and response-related work? What organizational and/or system-level results are attributed to summit participation? The survey was administered to participants from 5 summit sites (Illinois, Boston, Dallas, National Capital Region, and Maryland) 5 to 6 months following the conclusion of each of the aforementioned summits.

The survey consisted of 15 items used to assess participants’ outcomes as a result of attending a summit. Participants were asked if they had used meta-leadership concepts or principles since the summit and, if so, whether it made a positive difference (ranging from 0 “no” to 1 “yes”). Participants who reported a positive difference could select whether they attributed the difference to their improved individual skills, improvement in their organization, and/or improvements at the state or systems level. Participants also were given the opportunity to identify specific preparedness and response leadership actions they or their organization had taken (ranging from 0 “no” to 1 “yes”), as well as to identify and describe any specific, concrete examples or stories as a result of their participation in the summit. In addition, respondents were asked to identify their sector as “government,” “nonprofit,” or “business.”

Of the 617 attendees who were given the opportunity to participate in the intermediate outcomes survey, 188 participated (response rate = 30%). Thirty-four percent of participants (n = 60) identified themselves as being in the government sector, 37% identified themselves as nonprofit (n = 66), and 29% identified themselves as business sector (n = 51). Nonprofits were overrepresented, and government was slightly underrepresented.

Post-Summit Activity Survey—The post-summit activity survey measured participants' reactions to the post-summit activity immediately after its conclusion. Although the survey was distributed immediately after the post-summit activity, it was also approximately 5 to 6 months after the summit. Therefore, this modality provided an ideal opportunity to include items identical to the intermediate outcome survey that could be used to show progress after the summit.

The survey consisted of 14 total items, 8 of which focused solely on satisfaction with the post-summit activity and are not included in the present study. One item asked if the post-summit activity participant attended the Meta-Leadership Summit (ranging from 0 "no" to 1 "yes"). If "yes," participants were asked whether they had used meta-leadership concepts or principles since the summit and, if so, whether it made a positive difference (ranging from 0 "no" to 1 "yes"). Participants who reported a positive difference could select whether they attributed the difference to their improved individual skills, improvement in their organization, and/or improvements at the state or systems level. Participants also were given the opportunity to identify and describe any specific, concrete examples or stories of action they had taken as a result of their participation in the summit. In addition, respondents were asked to identify their sector as "government," "nonprofit," or "business."

Thirty-one of the 33 post-summit activities were evaluated (post-summit activities were not held for the Kansas, Phoenix, or Columbus, Georgia, summits). Of these, 24 post-summit activities included intermediate evaluation items. Of the 1,756 participants who attended 1 of these 24 post-summit activities, 1,051 responded to the survey (response rate = 60%). Of these, 469 respondents reported they attended the Meta-Leadership Summit, so they were therefore considered eligible for the current study. Forty percent of participants (n = 182) identified themselves as government sector, 33% identified themselves as business sector (n = 150), and 27% identified themselves as non-profit (n = 124).

Data Analysis

Quantitative electronic data from all 3 questionnaires were transferred into Windows-based statistical software, Statistical Package for the Social Sciences (SPSS). Data from the summit survey (n = 2,355) and select, distinct items from the intermediate outcomes survey (n = 188) were analyzed independently; identical items from the intermediate outcomes survey and the post-summit activity survey were analyzed together (n = 664). All data were coded, and descriptive and inferential statistical analyses were conducted. An alpha level of .05 was used for all statistical tests. For the one open-ended item from the intermediate outcomes survey and post-summit activity survey, respondents' comments were coded by common theme and aggregated.

Results

Participants

A total of 4,971 government, nonprofit, and business leaders attended a Meta-Leadership Summit. Attendance across the 36 summits (see Figure 2 for map of summit sites) ranged from 83 attendees (North Carolina state-level summit) to 193 attendees (Resilient Tampa

Bay Area Summit; see Table 1 for attendance by summit site). Forty-one percent of the attendees identified themselves as “government” (n = 2,017), 30% identified themselves as “nonprofit” (n = 1,512), and 29% identified themselves as “business” (n = 1,429).

Participant Satisfaction

Data presented below reflect participant satisfaction, as reported in the summit survey administered at the conclusion of each summit.

Value—Ninety-three percent of respondents “agreed” or “strongly agreed” that attendance at the summit was a valuable use of time (n = 2,083). An analysis of variance suggested that there were no significant differences in value by sector ($F(2,2153) = 1.5$, $p > .05$; see Table 2 for mean scores by sector).

Intention to Apply Learning—Eighty-six percent of respondents “agreed” or “strongly agreed” that they intend to apply what they learned at the summit to their work (n =1,999). An analysis of variance suggested there were no significant differences in intention to apply learning by sector ($F(2,2239) = .26$, $p > .05$; see Table 2 for mean scores by sector).

Overall Quality—Results indicated that 91% of participants rated the overall quality of the summit as “good” or “outstanding” (n = 2,067). An analysis of variance suggested that there were significant differences in overall quality by sector ($F(2,2228) = 3.35$, $p = .04$). Post hoc comparisons using the Bonferroni test indicated that the mean overall quality score for the government sector was significantly lower than the mean score for the business sector. The mean score for the nonprofit sector did not significantly differ from the government and business scores (see Table 2 for mean scores by sector).

Recommendation to Others—Ninety-one percent of respondents “agreed” or “strongly agreed” that they would recommend the summit to their colleagues (n = 2,022). An analysis of variance suggested that there were significant differences in recommendation to colleagues by sector ($F(2,2151) = 3.32$, $p = .04$). Post hoc comparisons using the Bonferroni test indicated that the mean recommendation score for the government sector was significantly lower than the mean score for the business sector. The mean score for the nonprofit sector did not significantly differ from the government and business scores (see Table 2 for mean scores by sector).

Intermediate Outcomes

Data presented below represent program outcomes reported within 6 months of summit participation through the intermediate outcomes survey or the post-summit activity survey. There were no significant differences by sector for any of the findings presented below.

Community Connectedness—Eighty-one percent of respondents (n = 142) are confident that they can better call upon other organizations in times of crisis. Seventy-eight percent (n = 136) have made new connections with other individuals and organizations. In addition, 66% (n = 114) of respondents have participated in 1 or more meetings to discuss their organization’s role in preparedness efforts as a result of the summit. Fifty-nine percent

of respondents (n = 103) reported that as a result of the summit, they regularly communicate with individuals who reside outside their silo or sector about preparedness and response issues, and 55% (n = 95) reported that they have been involved in creating new response plans or modifying existing response plans to build connections with other organizations. Finally, 33% (n = 57) of respondents have participated in an emergency response exercise involving individuals from different organizations as a result of the summit.

Access to Technical Assistance and Assets—Seventy-eight percent (n = 138) of participants have provided assistance and information to others regarding preparedness and response, while 64% (n = 112) have acquired assistance and information from others regarding preparedness and response. Seventy-four percent (n = 130) have identified new assets, resources, or people to assist in preparedness efforts as a result of the summit.

Meta-Leadership Practice—Eighty percent of participants reported that they have used meta-leadership concepts or principles in the 6 months since attending a summit (n =522). Of these, 93% (n =481) attribute use of meta-leadership concepts or principles to a positive difference for them and/or their organization. The attribution of meta-leadership practice to a positive difference (or change) was further identified as improvements to individual leadership skills (76%, n =365); in participant organizations (50%, n =242); and/or in participants' state or system (eg, public health system; 23%, n =113). Figure 3 presents the levels of positive change attributed to meta-leadership practice by sector.

Examples and Stories of Actions—Participants applied lessons learned at the summit to their jobs. Qualitative results suggested that as a result of attending the summit, participants have reached out to new cross-sector partners (n = 76), inviting them to meetings and including them in their planning activities. Participants have increased their own and their organizations' awareness, interest, and participation in preparedness (n = 37). Participants have also applied meta-leadership concepts or principles to their jobs (n = 36); they frequently used meta-leadership terminology such as "leading up" and "going to the basement," and they have leveraged the "gaps, gives, and gets" framework for their own community-level purposes. In addition, participants have informed their staff and partners of lessons learned at the summit through formal and informal training sessions and presentations (n = 24); they have developed or reevaluated their own preparedness plans, including continuity of operations plans (COOP) and crisis management plans (n = 23); they have increased their focus on developing and maintaining public-private partnerships (n = 18); and they have volunteered their organization's assets for planning and recovery purposes (n = 9).

The following are verbatim stories of action as a result of attending the summit:

- "I was so impressed by the concepts of 'meta-leadership'— both its application in an emergency but also day-to-day in the workplace and for personal development. I brought the series back to my nonprofit and held 2 half-day leadership training sessions for my 12 officers and directors." (nonprofit participant)

- "As the staff person in charge of refining the COOP plan, general security issues, and planning, I look at this as an opportunity to identify others with whom we might be able to collaborate or assist. We have begun refining our plan, a part of which now includes private sector partners. This has been an excellent learning experience." (government participant)
- "I became a member of the Community Emergency Response Team (CERT) in my community, increased my organization's awareness of the gives, gaps, and gets that were discussed at the summit, which resulted in improvement opportunities to our planning and preparedness." (business participant)
- "Initiated dialog with the American Red Cross to establish pretrained volunteers from my company to respond to shelter operations and other functions." (business participant)
- "I was able to link with several organizations, such as Target Stores, and organizations that I had not previously been associated with, during our response to H1N1 influenza." (government participant)
- "Two other meta-leadership attendees and I have been working collaboratively on a Disaster Case Management Plan for the state of Florida. We've engaged a broad audience for participation and experience and used the gaps, gets, gives concept to bring participation to a new level." (government participant)
- "I have contacted the emergency management directors that reside within our service footprint to let them know that my organization would like to have a seat at the planning for disaster recovery and what my organization can provide for resources." (business participant)

Discussion

The Meta-Leadership Summit for Preparedness Initiative provided the venue for learning the concepts and practice of meta-leadership, multisector collaboration, and resource sharing with the intent of improving preparedness, response, and recovery efforts. Results suggested that participants perceived the summit as a valuable use of time and that they intended to apply what they learned to their work. In addition, results indicated that participants continue to use meta-leadership concepts and principles after the summit, suggesting that the 1-day didactic training made a positive difference and had an impact at the individual level, organizational level, and even at the state or system level. Many participants indicated that as a result of attending the summit, they made new connections and were able to provide preparedness and emergency response assistance and information to others; this is true practice of meta-leadership.

The Meta-Leadership Summits were conceived and designed with a unique agenda. The audiences included the most experienced and accomplished emergency professionals in a community who sat alongside novices who would need to contribute their interests and talents in times of crisis. The challenge was to have both of these groups simultaneously find value in the same curriculum. The staff and board members of the 2 participating

foundations challenged faculty and program designers to do more than merely create a framework for teaching and learning during the summits. The bar was set to yield tangible progress in creating cross-sector connections and community capability as an outcome of the experience. Each summit itself was short in duration, so a large volume of substantive content, networking, and hands-on practice had to be compressed into the 10 hours in each locale. With the exception of the few instances when faculty presented in their home communities, local participants had to overcome the impression that outsiders with limited knowledge of the community were addressing the very locally based peculiarities of each summit site. The findings of the program evaluation must be taken in light of these constraints.

Because many summit attendees did not work in the emergency arena, it is understandable that differences were found between the business and government sectors on the assessment of overall quality and recommendation to colleagues. A large proportion of the government sector attendees worked in public safety, emergency management, and public health. For business participants, instruction on how to respond to crisis scenarios was new, while it was obviously less so for law enforcement, fire, and emergency medical services professionals. Pinpointing that fine line in order to present material that was new and interesting for each of the sectors was a consistent challenge for the faculty.

Through the tenure of the program, the summits continued to evolve. CDC staff produced rapid evaluation reports of each summit, which were used to develop improvements in the curriculum, including the afternoon scenario-based active learning session, summit management, recruitment strategy, marketing materials, and the post-summit activity.

Study Limitations

The questionnaires in this study were based on self-report. In addition, specific demographic questions, including education, years of leadership experience, and years of experience in preparedness and emergency response, were not asked consistently across the 30 summits. These questions were eliminated after the pilot summits to decrease the length of the questionnaire in an attempt to reduce participant burden. As a result, important factors that may contribute to or explain satisfaction with the summit were unable to be explored. In addition, although select items in different surveys were identical and able to be analyzed together, participants in all 36 summits did not have the same opportunity to respond to intermediate outcome evaluation questions.

Conclusions

The Meta-Leadership Summit program emerged as a response to the premise that national preparedness and emergency response is not solely the responsibility of government. This idea has truly become a movement across the nation; the US Health and Human Services (HHS) office of the Assistant Secretary for Preparedness and Response (ASPR) has built its National Health Security Strategy[22] and the Federal Emergency Management Agency (FEMA) has built its current strategic plan[23] on the assumption that government does not act alone, but rather on the principle of a “whole community” approach to preparedness and response.[24] The strategies described in these documents highlight the need to include

traditional and nontraditional partners in the government, nonprofit, and business sectors as key players in community preparedness planning and emergency response.[22–25]

It is intended that lessons learned from the design, delivery, and evaluation of the Meta-Leadership Summits for Preparedness over the past 5 years will continue to inform leaders and leadership development across the nation to improve preparedness planning, emergency response, and community resilience. Although the initiative formally concluded in 2011, the practice of meta-leadership in the 36 communities continues today.

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7:30–8:30 a.m.	**Registration and Continental Breakfast**
8:30–8:50 a.m.	**Welcoming Remarks**
8:50–10:00 a.m.	**Core Concepts of Meta-Leadership** Unprecedented events demand unique leadership. Learn the challenges leaders face when working through a crisis: Going to and getting out of the emotional "basement" – the fight, flight, freeze state. Moving beyond "silo mentality" to build connectivity across organizations and sectors. Using whole image negotiation to collaboratively solve problems.
10:00–10:15 a.m.	**~ BREAK ~**
10:15–11:50 a.m.	**The Five Dimensions of Meta-Leadership** In this session, you will learn the five dimensions of meta-leadership and how to put them into practice. You will explore how to confront your fears and lead yourself and others out of the emotional "basement." You will learn how to effectively assess a situation – creating a broad frame of reference to determine what is happening and chart a course of action. And you will examine the behaviors and tools needed to effectively lead your organizational unit as well as to lead up (manage your boss) and across traditional silos.
11:50 a.m.–1:00 p.m.	**~ NETWORKING LUNCH ~**
1:00–1:20 p.m.	**Charge to Sector Specific Groups**
1:20–2:30 p.m.	**Building the Meta-Leadership Network** You will move to sector specific groups to discuss the possible gaps in your communities' emergency preparedness, what your sector needs to improve its preparedness and what you can contribute to promote an effective, comprehensive response and recovery for your community.
2:30–2:50 p.m.	**~ BREAK ~**
2:50–3:50 p.m.	**Sector Specific Reports** Groups will share their most pressing needs and most significant potential contributions with the other Summit participants.
3:50–4:20 p.m.	**Closing the Gaps** Based on the reports, participants will begin to articulate collaborative interactions that can meet needs and make use of available resources. Participants will develop, share and discuss suggestions to continue the day's momentum after the Summit. As leaders, you will be encouraged to step forward to contribute to the implementation of these ideas.
4:20–4:30 p.m.	**Action Items, Final Remarks, and Recognition**

Figure 1.
Sample Meta-Leadership Summit Agenda

Figure 2.
Map of Summit Sites

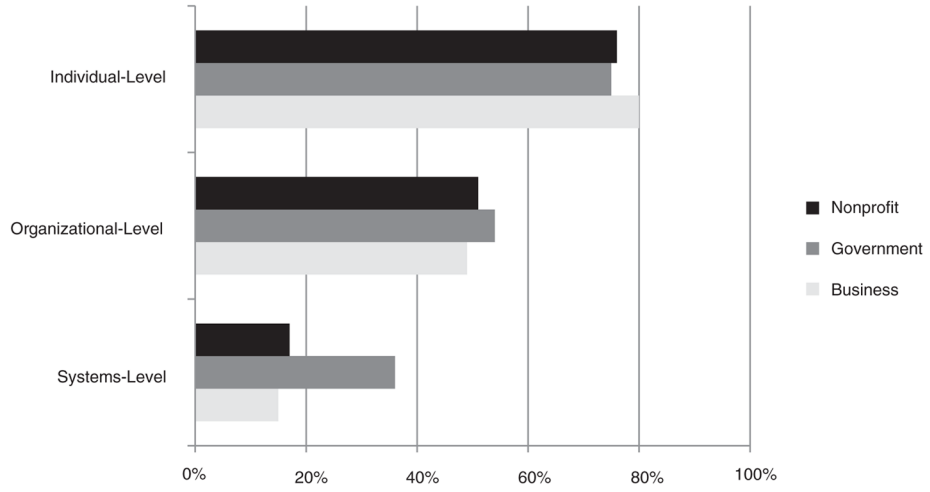

Figure 3.

Attribution of positive Difference of self and organization[a] by Sector

[a]Respondents could attribute differences to more than one level.

Table 1

Attendance by Summit Site

	Summit Site	Location	Summit Type	Total Attendance
1	Columbus	Columbus, Georgia	City	137
2	Kansas	Wichita, Kansas	State	158
3	Denver	Denver, Colorado	City	129
4	Louisville	Louisville, Kentucky	City	125
5	New Jersey	Princeton, New Jersey	State	99
6	Illinois	Chicago, Illinois	State	137
7	Boston	Boston, Massachusetts	City	155
8	Dallas	Dallas, Texas	City	138
9	National Capital Region	Washington, DC	Regional	127
10	Maryland	Baltimore, Maryland	State	109
11	Lexington	Lexington, Kentucky	City	98
12	North Carolina	Raleigh, North Carolina	State	83
13	Minneapolis	Minneapolis, Minnesota	City	151
14	Coastal Georgia	St. Simons, Georgia	Regional	130
15	Atlanta	Atlanta, Georgia	City	161
16	Phoenix	Phoenix, Arizona	City	72
17	St. Louis	St. Louis, Missouri	City	120
18	New Mexico	Santa Fe, New Mexico	State	138
19	Columbus, Ohio	Columbus, Ohio	City	147
20	Southeastern Louisiana	New Orleans, Louisiana	Regional	113
21	California	Sacramento, California	State	155
22	Southeast Wisconsin	Milwaukee, Wisconsin	Regional	121
23	Delaware Valley	King of Prussia, Pennsylvania	Regional	124
24	Cincinnati/N. Kentucky	Cincinnati, Ohio	Regional	153
25	Southwestern Pennsylvania	Pittsburgh, Pennsylvania	Regional	144
26	Greater Houston	Houston, Texas	City	161
27	Greater Los Angeles Area	Los Angeles, California	City	162
28	San Diego County	San Diego, California	Regional	167
29	Greater Bay Area	San Francisco, California	Regional	190
30	Northeast Ohio	Cleveland, Ohio	Regional	173
31	Nebraska	Omaha, Nebraska	State	147
32	Central Indiana	Indianapolis, Indiana	Regional	140
33	Southwest Virginia	Blacksburg, Virginia	Regional	111
34	Tampa Bay Area	Tampa, Florida	Regional	193
35	Florida Capital	Tallahassee, Florida	Regional	121
36	Long Island	Garden City, New York	Regional	182

Table 2

Mean Scores and Standard Deviations for Satisfaction Items[a] by Sector

Variable	Aggregate	Government	Business	Nonprofit
Value	*M* = 4.40 *SD* = .68	*M* = 4.37 *SD* = .70	*M* = 4.43 *SD* = .68	*M* = 4.39 *SD* = .67
Intention to apply learning	*M* = 4.06 *SD* = 1.01	*M* = 4.07 *SD* = 1.03	*M* = 4.04 *SD* = 1.11	*M* = 4.08 *SD* = 1.05
Overall quality[a]	*M* = 4.42 *SD* = .73	*M* = 4.39 *SD* = .74	*M* = 4.48 *SD* = .69	*M* = 4.40 *SD* = .74
Recommendation to others	*M* = 4.37 *SD* = .73	*M* = 4.35 *SD* = .74	*M* = 4.44 *SD* = .74	*M* = 4.35 *SD* = .74

[a]Scores ranged from 1 “strongly disagree to 5 “outstanding,” except for overall quality, which ranged from 1 “poor” to 5 “outstanding.”