Achievement of national preparedness - given current natural and man-made threats - requires a heightened capacity for effective cross-government coordination of effort. This objective is hindered by the tendency of leaders to advocate the specific interests and purposes of their narrow SILO of activity.

META-LEADERS think and perform differently. They recognize that achieving genuine national preparedness demands a spirit of cooperation combined with tangible inter-agency mechanisms that activate JOINTNESS.

By intentionally linking and leveraging the efforts of many agencies – along with corporate, non-profit, and community sectors – meta-leaders galvanize a valuable CONNECTIVITY of effort.

META-LEADERSHIP reframes the process and practice of leaders. It has three functions: 1) A comprehensive organizing REFERENCE to understand and integrate the many facets of leadership; 2) A STRATEGY to engage collaborative activity; 3) A cause and PURPOSE to improve government functioning and performance. There are five dimensions to the learning and practice of meta-leadership:

1. THE PERSON OF THE META-LEADER: Emotional intelligence: self awareness, discipline and balance. The capacity to confront fear, which takes you to your emotional “basement.” In crisis, meta-leaders take themselves and others up from the “basement” to higher levels of functioning.

2. THE SITUATION: With often incomplete information, the meta-leader creates a broad “frame of reference,” used to determine what is happening, the presenting choice points, and then to chart and meta-lead a course of action, effectively recruiting wide engagement and support.

3. LEADING YOUR SILO: The meta-leader triggers and models confidence, inspiring subordinates to excellence. The meta-leader drives the learning curve to elevate quality and performance, consistently loyal to subordinates and receiving, galvanizing, and multiplying the same in return.

4. LEADING UP: Validating the power-command equation, the meta-leader effectively “manages the boss.” Truth to power, effective communication, and being a great subordinate are critical, especially when subject matter experts report to and guide political leaders.

5. LEADING CROSS-AGENCY CONNECTIVITY: Meta-leaders strategically and intentionally devise cross-silo linkages that leverage expertise, resources, and information across the spectrum of public agencies and private constituencies, integrating and thereby optimizing capacity and response.

Leading Up & Leading Down together are Vertical Connectivity. Leading Across Silos is Horizontal Connectivity.