



12:30 - 1:30 pm

City Leadership

In Times of Crisis

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DEFINITION OF AUTHENTIC LEADERSHIP

Authentic leaders **align** people around a shared mission and values and **empower** them to lead, while **servicing** all stakeholders, and **collaborating** with others to sustain superior results.

LEADERSHIP

IN TIMES OF CRISIS

- **KNOW YOU CAN DO IT**
- **SURROUND YOURSELF WITH PEOPLE YOU CAN TRUST**
- **IDENTIFY CRITICAL NEEDS**
- **THINK CALMLY, LOGICALLY - NOT FRANTICALLY**

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KEY INSIGHTS

IN TIMES OF CRISIS

- **STUDY UP, PREPARE**
- **TRUST YOURSELF**
- **ACTIVELY LISTEN TO OTHERS**
- **DON'T KNOW, FIND OUT!! Do Your Homework**
- **PREPARE FOR THE "LONG HAUL"**

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THE ABSENCE OF SOCIAL VENEER DURING CRISIS

- **BE PREPARED TO SEE THOSE AROUND YOU AT THEIR LOWEST, MOST VULNERABLE**
- **MAINTAIN *YOUR* SOCIAL VENEER**
- **TAKE THE TIME YOU NEED TO PROCESS**

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INGREDIENTS FOR DECISION QUALITY

- **1. Understand and Define the Problem**
- **2. Note the Boundary Conditions**
 - a. **Timing**
 - b. **Authority/Expertise**
 - c. **Laws and Regulations**
 - d. **Ethics/Values**
 - e. **Priorities**
- **3. Establish Roles and Methods**

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INGREDIENTS FOR DECISION QUALITY

- 4. Generate Options
- 5. Analyze and Weigh Options
- 6. Check for Biases, Seek Objectivity
- 7. Commit to Action

Stay out of the “BASEMENT”!

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10 THINGS NO ONE TELLS YOU ABOUT BEING A LEADER

(The stuff that's not in any handbook.)

1. YOU'LL HAVE TO DELIVER HARD NEWS WHILE PROTECTING TRUST.

→ Layoffs. Reorgs. Missed goals. The delivery is the culture.

3. YOU'LL SIT WITH AN EMPLOYEE GRIEVING THE DEATH OF THEIR LOVED ONE

→ It won't be about fixing. It'll be about presence.

5. YOU'LL ABSORB EMOTION THAT WAS NEVER YOURS.

→ Fear, burnout, resentment—leadership catches all of it.

7. YOU'LL FEEL IMPOSTER SYNDROME...

→ Not because you're faking it, but because the job keeps evolving faster than you can.

9. YOU'LL HAVE TO BE THE CALM DURING CHAOS.

→ Even when you're falling apart yourself.

2. YOU'LL LOSE PEOPLE YOU FOUGHT TO DEVELOP.

→ They'll get poached. Leave. Outgrow the role. It still stings.

4. YOU'LL BE SOMEONE'S REASON TO STAY—OR GO.

→ Your words matter more than you know.

6. YOU'LL HAVE TO PRIORITIZE PEOPLE OVER PROCESS.

→ There will be moments when KPIs don't matter.

8. YOU'LL REALIZE TRUST ISN'T GIVEN ONCE.

→ It has to be earned every single week.

10. YOU'LL BE REMEMBERED FOR HOW YOU MADE PEOPLE FEEL

→ Not for the roadmap you shipped.



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RECOMMEND ATTENDANCE



Questions? Comments?