

Crisis Management 101

**PSU Real Life
Workshop**

Why

**What we can Learn
Ethics and Leadership
Examples**

**Leadership Role -
Proactive**

**Model for Ethical
Decision s**

**Crisis Management
101**

**Real Coaches – Real
Life**

Ethics workshop

- **Continuous learning**
- **Crisis Prep** – process / reflect / learn / prepare
- **3 pts to ponder-learn from PSU Scandal**
 - 1-** What impact does Penn State 2011 Athletics Program-Scandal have on your definition of ethics?
 - 2-** What impact does it have on your leadership philosophy now?
 - 3-** What can we learn from it?

PSU Sandusky Scandal – 2011

- **Early November 2011** - The scandal broke when Sandusky was indicted on 52 counts of child molestation
- **Fall of 2011 - PSU Board of Trustees– Fired ALL 4 Leaders** (*Graham Spanier (PSU Pres) + Tim Curley (AD) + Gary Schultz (VP) + Joe Pa (HFC)*)
- **June 22, 2012 - Sandusky convicted of 45 counts of sex abuse**
- **Graham Spanier – Tim Curley – Gary Schultz** were all charged with perjury, obstruction of justice, failure to report suspected child abuse, and related charges
- **Joe Paterno (HFC)** was not charged, but was found responsible (along with Pres-AD-VP) by Louis Freeh (**Freeh Report**)
- **July 23, 2012** - the NCAA imposed a \$60 million fine, four-year postseason ban, scholarship reductions, and vacated all victories from 1998 to 2011
- **In 2014** - the NCAA reversed course. It rescinded the postseason ban, restored scholarships, and re-credited Penn State and Paterno with their victories from 1998 to 2011.

PSU Leadership Verdict - 2017

- **March 25, 2017**
- **Graham Spanier** *(former PSU President)* found guilty of 1 count of child endangerment
- **Tim Curley** *(former AD)* and **Gary Schultz** *(former Vice Pres)* pleaded guilty to misdemeanor child endangerment
- **Joe Paterno** *(former HFC)* passed away in spring of 2012 and therefore never charged

Verdict Statements - 2017

- Joe Paterno (*before passing*), Tim Curley and Gary Schultz (*during testimony*) ALL stated, *“We should have done more.”*
- FBI Director Louis Freeh (after verdict 2017): *“Spanier, Schultz, Curley were the most powerful men who ran the Penn State University. Today, they are convicted criminals, and Joe Paterno’s once iconic legacy is forever marred by his own decision to do nothing when he had the chance to make a real difference.”*
- Penn State statement after convictions announced 2017:
 - *“The verdict, their words and pleas indicate a profound failure of leadership, and we cannot undo the past, we have re-dedicated ourselves and our university to act always with the highest integrity, in affirming the shared values of our community.”*

Judge Sentencing and Statement

ESPN.com news services – June 2, 2017

- Former Penn State president **Graham Spanier** and former vice president **Gary Schultz** **will have to spend two months in jail**. Former athletic director **Tim Curley** **will spend three months in jail**. The rest of their sentences will be served in house arrest.
- "Why Mr. Sandusky was allowed to continue to the Penn State facilities is beyond me," **Judge John Boccabella said**. *"All three (Spanier, Schultz, Curley) ignored the opportunity to put an end to [Sandusky's] crimes when they had a chance to do so."*
- **Boccabella also criticized the actions of former football coach Joe Paterno**, who like the other administrators failed to alert child welfare authorities or police to the 2001 complaint.
- **Paterno** *"could have made that phone call without so much as getting his hands dirty. Why he didn't is beyond me,"* **Boccabella said**.

Personal Statement Workshop

- What is your statement (your position)?
- Your position as PSU Grad (you speak for the University) as a future Leader
 1. *On the Scandal*
 2. *On the 3 Past Leaders Guilty Verdicts*
 3. *On Joe Paterno's Leadership & your verdict*
 4. *On the University*
- Write down now – your statement!
- *Add to your Portfolio*

**my example – I cannot support or honor my brother's decisions, but I can still love him*

Why

Why deal with? Examples - not preaching – Real Stories

- **Sept 11th story** (*which side of history do you want to be on?*) *Jim Scott – smart HC
- **Head coach resigns–interim HC** (*not hired with new HC*)
- **Me HC – AD asks to fire staff** (*where do you really stand test – choice = people first or position – no place to run*)
- **Crisis stories** (*suicide / plane crash / cancer / young player-parent-teammate dead with Heart Attack = help*)

You will be judged by how you lead in a crisis!

Prepare for the crazy (***anything-everything***)

Learn from past experiences – Real Research

Learn from case studies – Real Research - Peers

What we can learn

1. How you define Ethic's is important

**Keep Sound – communicate to staff-athlete's*

2. Definition of Leadership – How you Lead

**Keep Simple – Consistent – Real*

3. Plan for How to apply – your role - manager

**Prepare 2 extremes and fill in the middle*

4. Contingency Plans for the Good-Bad-Ugly

Ethics – Class definitions

- Integrity / honesty / moral conduct
- Actions one demonstrates based on morals
- Clean ethical decisions / not easy / honor
- Zero tolerance / no-nonsense / hide nothing
- Ethics identifies a human being
- Conforming to accepted pro standards of conduct (Sabock, 2)
- Protect student from conditions of harm-NEA
- Difference between legally & morally right
- Do the right thing when no one is looking
- Do what is right no matter the consequences
- Character over reputation (John Wooden)

Leadership – Class definitions

- Standards / beliefs / responsibility / trust
- Lead by example / Lead constantly
- You represent / confront and resolve conflict
- **With great power comes great responsibility** ****(quote from spider man – might be the best)*
- Prepare for things outside of your control
- Do what is right / guide / instill ethics
- Power / followers / responsibility above all
- Leadership style consistent with one's values
- Inspiring others to make decisions
- Never assume others will do the right thing

Leaders Role – BE PROACTIVE

- **Resolving conflict – what is your role?**
 - *study others / prepare for the worst
- **Coaching yourself – contingent plans**
 - *be yourself / police or educator or Both?
- **Other scandals – examples to research**
 - *ohio state / smu death penalty / baylor bball
- **Establishing Expectations and Standards**
- **Accountability – process for conflict**
 - *not laws / format for process / document

Model for ethical decisions

- First question to ask – “**what is ideal end?**”
**what objectives do you want to achieve?*
- **List your options** – obligations and potential effects to your decision
- **Consider ethical guidelines** under which you are operating (code of ethics)
- **Employ ethical principles** and theories you have defined and researched (validity-phil)
- **Make objective ethical decisions** – *understand your own bias*
(eliminate emotion)

Crisis management steps

- **Step 1** – identify the ideal end or objective
- **Step 2** – list options
- **Step 3** – identify the ethical guidelines under which you are operating
- **Step 4** – employ ethical principles theories
- **Step 5** – identify your own bias and how it may affect the decision
- **NEW Crisis Process** = *“full Disclosure”*

**Safety + Legal + Philosophy*

Again (review) - *What is your statement on scandal?*

**(Outdoor Leadership, Marten, 2006)*

Why Important – Let's Take a Look!

- *Published on May 22, 2013*
- **Coaches Top 10 MELTDOWNS and Criticizing Their Own Teams!**
- *Prepared for the Worst – Hope for the Best*

<https://www.youtube.com/watch?v=uY8oixpRUF4> (3:20min)