

National Academies: Data and Situational Awareness

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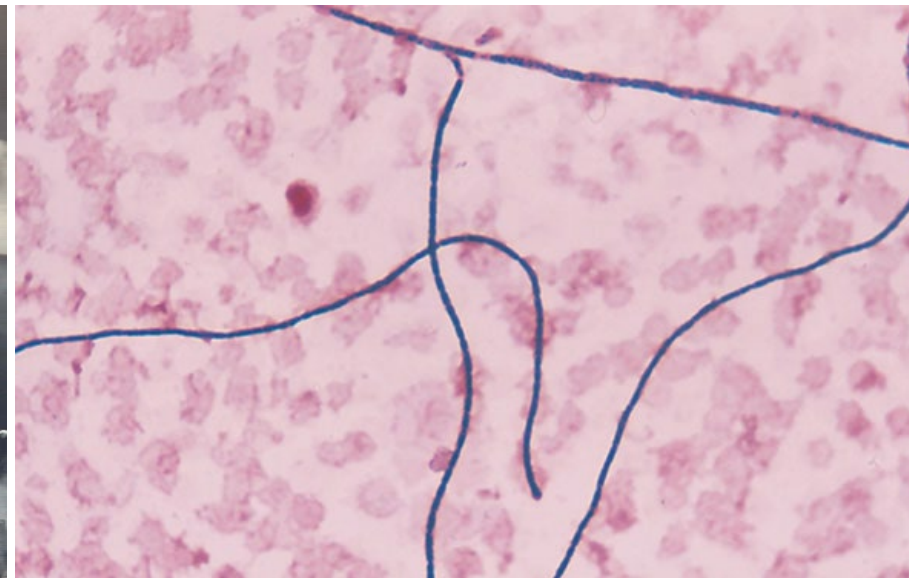
DISCLOSURES

The Most Important Slide?

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Leading in Times of Crisis



Common Themes from Leading Crisis

- There is no manual, no rulebook, no pathway...
- If you think there is...you're wrong!
- Do NOT trust the "Argument from Authority"–ever!
- That said, dive into what history there is from all sources
- Build a Powerful Guiding Coalition of Trusted Colleagues
- Make sure they have, to the best extent possible, "Been there, done that, got the T-Shirt!"
- "Do any of you have questions for my answers?"
- Rule # 1, Rule # 2, and Rule # 3...



Background to a Crisis

- This is a labor-management relationship-CBA governed
- I represent all H & S interests of
 - ›2,000 players, their wives, their families
- Mean length of an NFL career...3.4 years!
- Who does my counterpart represent?
- That's not (remotely) the same thing
- When you speak truth to power...
- It pisses power off!
- There is no force majeure clause in the CBA

Where You Start vs. Finish

1. No NFL games can possibly be played in a pandemic
2. Can we ethically and practically divert resources?

(With due honor to Russ Ackoff...)

6 Jointly Co-Chaired Subcommittees

- Broad range of topics, from testing, consequences, “bubbles,” air flow, transmission
- Our co-chairs and members
- ID, DARPA, Medical Ethics, Major airline ID docs, players, former players, premier sports cardiologist, etc.
- Theirs? Largely team docs and trainers
- WSJ–What’s the common condition of your colleagues?

THE WALL STREET JOURNAL.

Thom Mayer MD ▾
SPECIAL OFFER

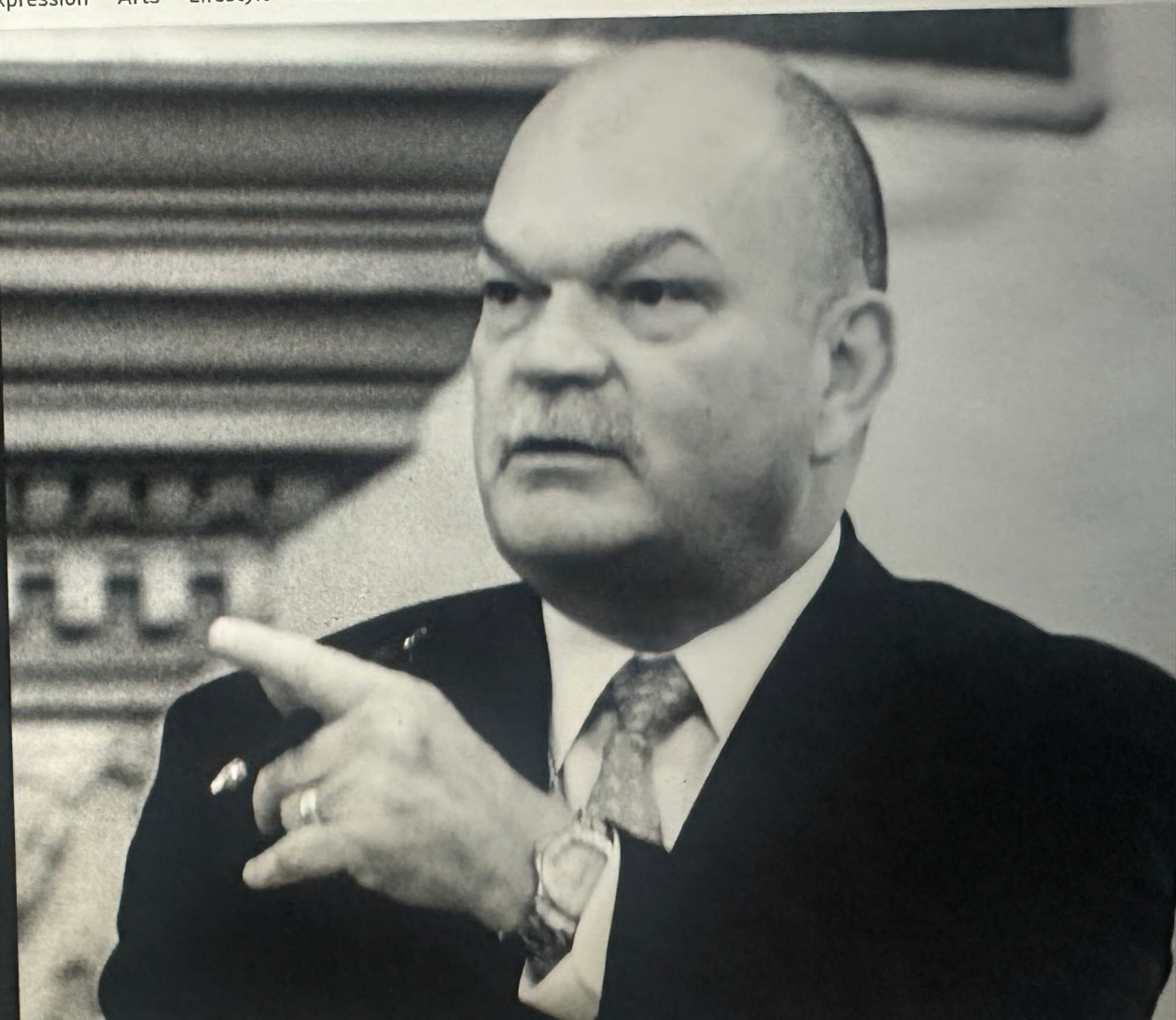
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NFL

The Doctor and the 'Badasses' Keeping NFL Players Safe From the Coronavirus

Dr. Thom Mayer dealt with the Sept. 11 attacks at the Pentagon and anthrax bioterrorism. Now he's the chief doctor guiding NFL players through the pandemic.



The Results? 2020 Season

- **Jointly Agreed NFLPA–NFL Mandatory Protocols with the full force and effect of the CBA**
- **Daily testing of all personnel entering the building**
- **ALL NFL games were played (with some postponements)**
- **Highly successful NFL Season**
- **~ 179 players tested positive for Covid-19**

The Results? 2021 Season

- Jointly Agreed NFLPA–NFL Mandatory Protocols with the full force and effect of the CBA
- Weekly testing of all personnel entering the building
- “If your son played in the NFL, how frequently would you want him tested?”
- ALL NFL games were played
- Highly successful NFL Season
- ~ 460 players tested positive for Covid-19
- Long Covid Question

Topline Learnings

- It is extremely arduous, time-consuming, and bridge-building work...
- But is worth it!
- The deeper, more complex the crisis, the more important relationships trump resumes
- Communication to constituents is complex, complicated, and absolutely essential
- The integrity with which you navigate the crisis will determine how the people in the crisis will trust you

Thank You!

And the answer is “Yes...”