



Leading and Managing People In Blue Skies and Grey Skies

**2025 Florida Governors Hurricane Conference
West Palm Beach, Florida**



Gary Scronce

*Sr. Director, Homeland Security
and Emergency Management
IEM*



Gary.Scronce@iem.com



225-281-9903



[linkedin.com/in/GaryWScronce](https://www.linkedin.com/in/GaryWScronce)



Kimberly Prosser

*Manager, Response and Recovery
IEM*



Kimberly.Prosser@iem.com



321-403-6946



[linkedin.com/in/Kimberly-Prosser-FPEM-CEM](https://www.linkedin.com/in/Kimberly-Prosser-FPEM-CEM)



GARY SCRONCE
IEM



Gary.Scronce@iem.com



225-281-9903



[linkedin.com/in/GaryWScronce](https://www.linkedin.com/in/GaryWScronce)

Slide 3

HJ0

Can delete if you don't want it

Houck, Jayme, 2025-01-17T13:43:45.216



Leading Versus Managing

Managers



Develop **policies**
and **procedures**



Direct
and **control**



Explain
“what we
have to do”



Give
directions



Are concerned
with **the here**
and **now**



Are **bottom-line**
oriented



Are concerned
with **projects**

*Management is
doing things right;
leadership is doing
the right things.*

— PETER DRUCKER,
WARREN BENNIS

Leaders



Develop **vision**
and **strategy**



Motivate
and **inspire**



Explain
“where are
we going”



Ask
questions



Are concerned
with **the**
long-view



Are **big-**
picture
oriented



Are
concerned
with **people**

<https://peelerassociates.com/leading-versus-managing-eight-key-differences>

GOVERNOR'S HURRICANE CONFERENCE®

Leading and Managing in Blue Skies



GOVERNOR'S HURRICANE CONFERENCE®



Lessons Learned

#1 Don't be One or Tolerate A**holes

“

...mean-spirited people do massive damage to victims, bystanders who suffer the ripple effects, organizational performance and themselves.”

(PAGE 27)

Recommend you read the book, although this is a good summary

HERE

<https://vialogue.wordpress.com/2010/10/27/the-no-asshole-rule-notes-review/>

Be sure to read
“The Dirty Dozen”
common everyday actions
such people use.

THE NO ASSHOLE RULE

*Building a Civilized Workplace
and Surviving One That Isn't*



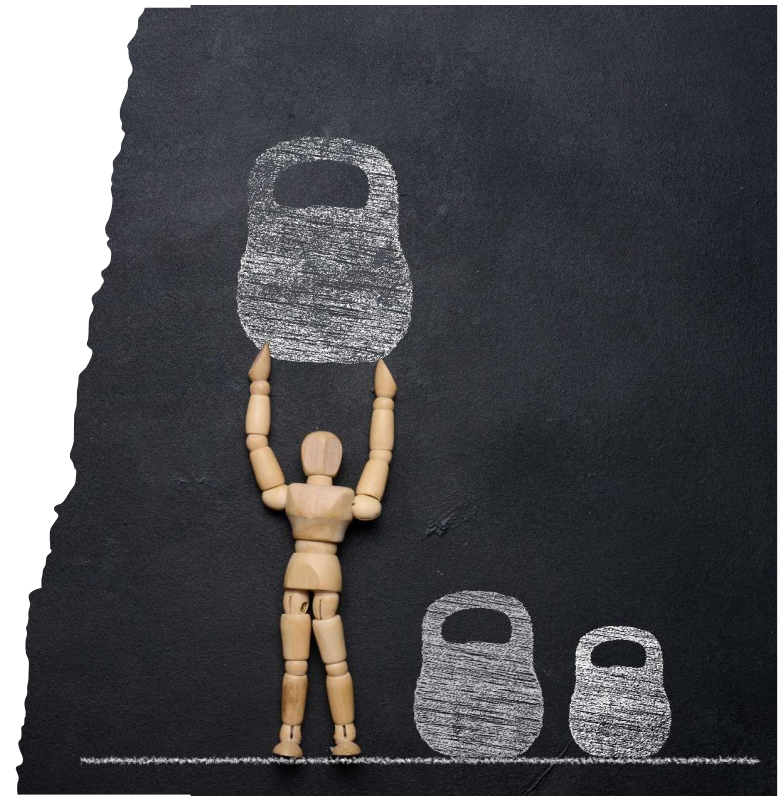
ROBERT I. SUTTON, PHD



Lessons Learned

#2 Know your Strengths and Weaknesses

- One or more evaluation tools can provide valuable insight to your personality tendencies
- Hogan Leadership Forecast Series
 - Potential – Strengths and Competencies
 - Challenge – Derailers and Personality-Based Risks
 - Values – Core Values and Motivators





Lessons Learned

#3 Pick up the Phone and Call

Better yet, if you can, have the conversation face to face

“ When you are angry, don’t do anything that would make you happy.”
- David Fogerson, Fmr NDEM Director





Lessons Learned

#4 Internalize Both Good and Bad Examples

When I first became a manager, I drew from:

- Having watched everyone in management or leadership I ever interacted with in my career
- How I wanted to be treated to be effective

Then I kept paying attention and self-evaluated my interactions.

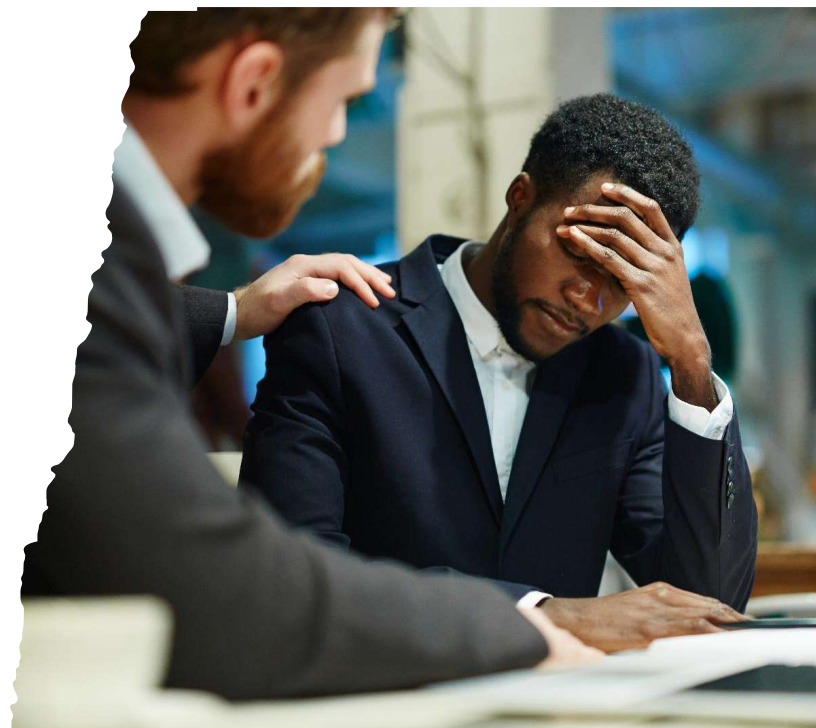




Lessons Learned

#5 Be Willing to Apologize

- I do not see admitting you have made a mistake as a sign of weakness
- An apology must be sincere
- An apology may only address your mistake or role in a misunderstanding





Lessons Learned

#6 People Hear What you Say and How it is Said

“ Every time you direct me,
I listen and take a message away.
It might not always be the
message you wanted me to take.”

- GARY SCRONCE TO A FORMER BOSS



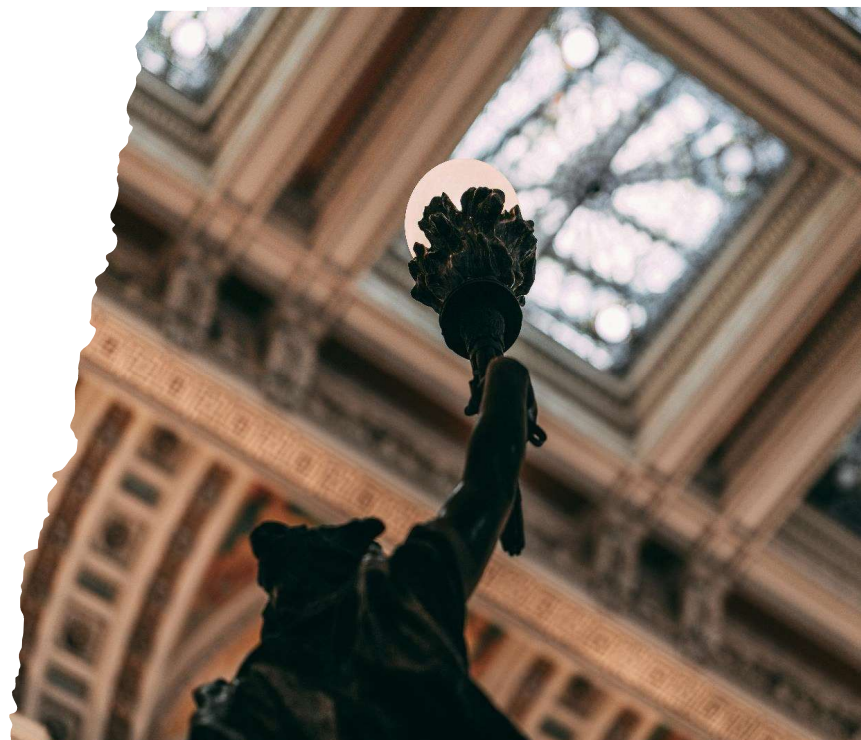
Lesson Learned

(Attributed to Caleb Cage, Former NDEM Director)



#7 Politics Matter

- Politics drive policy and budgets
- Your boss thinks they're important
- The political crisis could be worse than the public crisis





Lesson Learned

(Attributed to Caleb Cage, Former NDEM Director)

#8 Relationships and Coalitions are Critical

- No one can do it alone
- Everyone needs to get their hands dirty
- Be willing to own decisions.
- Collaboration requires humble leadership





Lessons Learned

#9 Hire People Smarter Than You

- Then be smart enough to listen, tap what they know

“None of us is as smart as all of us.”

Kenneth H. Blanchard, author, business consultant





Lessons Learned

#10 Get to know your people

- What all have they done?
- What is important to them?
- What are they best at?
- What do they want to learn?
- What do they want to achieve?
- What do they do for fun?

YOU are your people's advocate!



Leading and Managing in Grey Skies



GOVERNOR'S HURRICANE CONFERENCE®



KIMBERLY PROSSER

IEM

LESSONS LEARNED



Disaster Lesson Learned

#1 Provide Daily Communication and Inspiration

- Best way to keep people engaged – share needed information
- Say what you know and what you don't—Transparency builds Trust
- Provide something to look forward to each day





Disaster Lesson Learned

#2 Presence is the Mission

- Be there (for the team and yourself)
- The boss will likely want to go into the field...do so at the right time
- Team will appreciate your presence
- validation





Disaster Lesson Learned

#3 Be the “arrow catcher” and shield your team

- Take the hits from above so your team can focus on their work.
- Translate leadership’s pressure into clear direction, not fear-based chaos.
- Shield them from unproductive meetings or turf battles.





Disaster Lesson Learned

#4 Watch for Stress Fractures

- People respond to stress differently – fight, flight or freeze possibilities.
- Your responsibility is to keep the response on track and your team healthy.
- Staff dedicated to the mission may work past exhaustion/pain points.





Blue Sky Lesson Learned

#1 Foster a Culture of Readiness

- Non-emergency time can dull the blade
- Build readiness into the daily/weekly/monthly routines
- Involve others from outside the shop





Blue Sky Lesson Learned

#2 Feed the Team

- Create culture where team has opportunity to collaborate
- Provide opportunity to make contributions to the greater good
- Find ways to turn challenges into opportunities





Blue Sky Lesson Learned

#3 Build Relationships and Credibility

- Participate in non-EM leadership opportunities in your community
- Non-traditional NGO/business connections can result in partnerships
- Credibility you build is critical in blue and dark sky





Questions or Comments?



Gary Scronce

*Sr. Director, Homeland Security
and Emergency Management
IEM*



Gary.Scronce@iem.com



225-281-9903



[linkedin.com/in/GaryWScronce](https://www.linkedin.com/in/GaryWScronce)



Kimberly Prosser

*Manager, Response and Recovery
IEM*



Kimberly.Prosser@iem.com



321-403-6946



[linkedin.com/in/Kimberly-Prosser-FPEM-CEM](https://www.linkedin.com/in/Kimberly-Prosser-FPEM-CEM)