



**The Puerto Rico Chamber of Commerce  
Birling Capital, BDO Puerto Rico, LLC and El Nuevo Día present:**



**Leading Change in Times of Crisis and Beyond**

**Dr. Scott Cowen**



# HURRICANE KATRINA

## IMPACT ON NEW ORLEANS

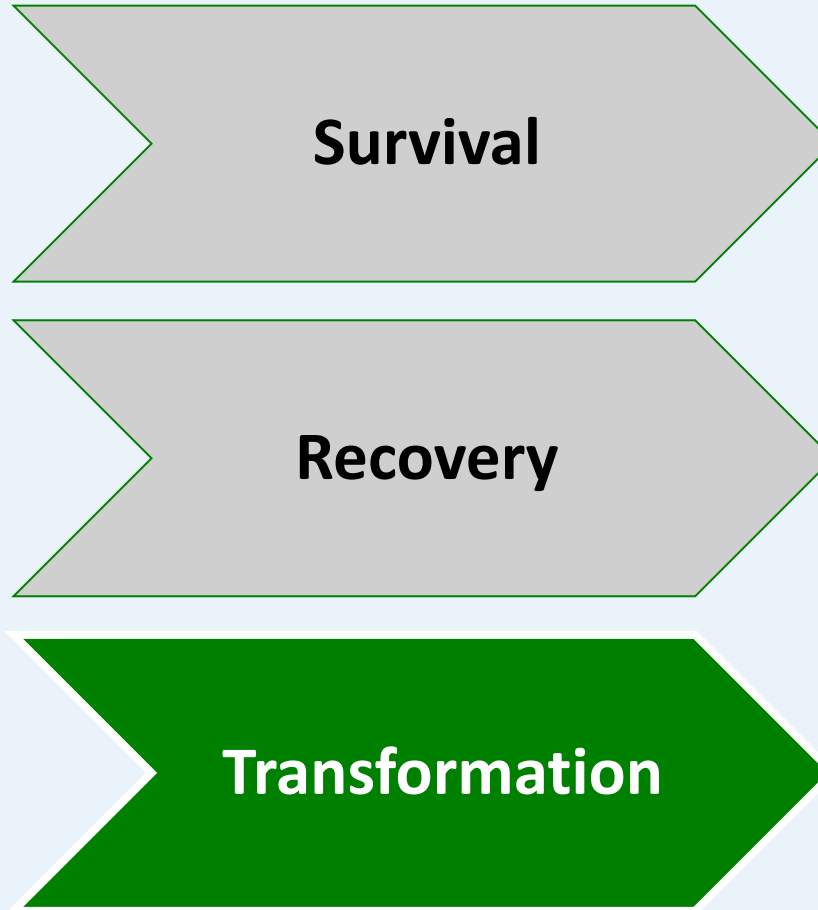
- 1,836 deaths
- 400,000 jobs lost
- 275,000 homes destroyed
  - Ten times as many as any other U.S. natural disaster
- Total cost: \$160 billion in damages
- 3<sup>rd</sup> deadliest and most expensive hurricane in U.S. history

# HURRICANE KATRINA

## IMPACT ON TULANE UNIVERSITY

- Flooded 70% of the main campus and the entire health sciences center campus
- Resulted in 13,000 students and 8,000 employees dispersed for five months
- Became the first major U.S. university in the last century to close its doors for a whole semester
- Led to losses in excess of \$650M

## THREE STAGES OF REBUILDING AND REIMAGINING



## LESSONS LEARNED: KEY TAKEAWAYS FROM KATRINA

- ❖ Crisis comes with obligation to come out stronger and better
- ❖ Hope is not a plan
- ❖ Look in the mirror for the solution
- ❖ Leaders emerge in challenging times (at all levels)

## LESSONS LEARNED: LEADERSHIP STRATEGIES FOR CHANGE

- Understand reality and identify the challenge
- Get on the balcony
- Clarify the change you seek and how to measure outcomes
- Build resilience
- Cultivate empowered teams
- Be disciplined in execution
- Communicate continuously and emotionally intelligently



# THANK YOU!

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