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**Crisis Lawyering:  
Effective Legal Advocacy in  
Emergency Situations**

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# Crisis Lawyering: Effective Legal Advocacy in Emergency Situations

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## SPEAKER BIOGRAPHIES

**Prof. Ray Brescia** is the Honorable Harold R. Tyler Chair in Law and Technology and Professor of Law at Albany Law School. He is the author of *The Future of Change: How Technology Shapes Social Revolutions* and co-editor of *How Cities Will Save the World: Urban Innovation in the Face of Population Flows, Climate Change and Economic Inequality*. He is also the co-editor of a new book that came out in February: "Crisis Lawyering: Effective Legal Advocacy in Emergency Situations" (NYU Press). Professor Brescia combines his experience as a public interest attorney in New York City with his scholarly interests to address economic and social inequality, the legal and policy implications of financial crises, how innovative legal and regulatory approaches can improve economic and community development efforts, and the need to expand access to justice for people of low and moderate income.

### **Eric K. Stern, Ph.D.**

Dr. Stern is a professor at the College of Emergency Preparedness, Homeland Security, and Cyber-Security at the University at Albany. Dr. Stern holds a Ph D from Stockholm University and a B.A. from Dartmouth College. He has published extensively in the fields of crisis and emergency management, crisis communication, resilience, security studies, executive leadership, foreign policy analysis and political psychology. He is the Editor-in-Chief of the Oxford Research Encyclopedia of Crisis Analysis, and co-author of "The Politics of Crisis Management: Public Leadership Under Pressure" and is also a co-editor "Crisis Lawyering: Effective Legal Advocacy in Emergency Situations" (NYU Press).

**Lee Wang** Ms. Wang leads the development of Immigrant Defense Project's strategic vision, working across program areas to ensure that the organization advances its goals and mission. Previously, she was the founding Director of the New York Immigrant Freedom Fund, a program at the Brooklyn Community Bail Fund that fights to free immigrants from detention. She started her legal career at IDP as a Skadden Fellow and has played a key role in building the organization's ICE Out of Courts campaign. Lee is a graduate of Georgetown University Law Center, the UC Berkeley Graduate School of Journalism, and Yale College. In a previous life, she was a muckraking journalist and documentary filmmaker.

**David McCraw '92** Mr. McCraw is Vice President and Deputy General Counsel for the New York Times Company. Prior to this position, he served as assistant general counsel for the New York Times, and was deputy general counsel at the New York Daily News from 2000 to 2002. Before that he worked at Clifford Chance LLP, and Roger & Wells for six years. He handles Freedom of Information Law litigation and provides legal counsel to the newsrooms at the Times, The Boston Globe, The International Tribune and numerous other publications and websites. Mr. McCraw is the author of "Truth in

Our Times: Inside the Fight for Press Freedom in the Age of Alternative Facts” (Macmillan 2019). He is a Trustee at Albany Law School.

**Prof. Sarah F. Rogerson** is the director of the Justice Center at Albany Law School and its Immigration Law Clinic. The clinic offers students an experiential course through which students represent immigrant victims of crime including child abuse and neglect, domestic violence and sexual assault. Her students also regularly participate in related legislative advocacy and community outreach initiatives. She previously worked as a public interest attorney in Newark, New Jersey and has represented immigrant adults and children in cases involving torture, domestic violence, and human trafficking at a human rights non-profit in Dallas, Texas. Her scholarship is focused on the intersections between domestic violence, family law, race, gender, international law and immigration law and policy.

## Introduction

### *Lawyers as Problem-Solvers in Crisis*

RAY BRESCIA AND ERIC K. STERN

In the earliest days of Donald Trump's presidency, his administration issued an executive order banning travel to the United States from several predominantly Muslim countries. Almost instantaneously, a small army of lawyers and law students, from some of the nation's most distinguished law firms and most prestigious law schools, fanned out to airports across the United States to fight for individuals they had never met before who were being held nearly incommunicado behind literal, bureaucratic, and legal walls. But those were not the only lawyers active that night. There were also government lawyers in the US Department of Justice, the Department of Homeland Security, and other agencies, lawyers for the airlines, and the lawyer-judges who would rule on the legal challenges. They all had a role to play in crafting legal solutions to the many issues associated with the implementation of the policy, even when at least some, if not all, of them were blindsided by the events as they unfolded. The crisis surrounding the issuance of the travel ban, and the response to it, reveal something at the heart of most contemporary crises: the law and lawyers are often at their center, serving as leaders and advisers within crisis-response teams, addressing and helping to resolve conflict, interpreting the law, and advocating within it. The pervasiveness of law to all aspects of human conduct, reaching all corners of the globe, means that lawyers generally have significant roles to play in the day-to-day affairs of individuals, families, and communities throughout the world. When crises occur, whether it involves a threat to the rule of law, a dramatic and widespread deprivation of human and civil rights, or a global health pandemic, the need for lawyers to step in to assist in the resolution of those crises, and in the crafting of solutions to the problems those crises create, is particularly acute. In this book we explore this phenomenon and attempt to identify and define what it means to engage in the practice of law during crisis situations. It hopes not only to provide guidance to lawyers in such situations but also to help those who deal with crises understand those crises better, so that they

may respond more effectively, efficiently, ethically, and creatively. This work strives to make crisis and emergency response better by shining a light on the role of the law and lawyers in helping to resolve crises. It offers insights into an emerging field of legal practice—what we call “crisis lawyering.”

Journalist Tom Friedman calls the current period in history the “Age of Accelerations.”<sup>1</sup> Crises today come in many shapes and sizes, but the frequency of crises and their intensity are only accelerating. Natural disasters, like hurricanes and tsunamis, seem to be occurring more frequently and their devastating power is increasing. Globalization and the internet have brought the world together, creating opportunities but also generating friction, fostering violence, and inviting cybersecurity breaches. The growing chasm between the wealthy and the poor, exacerbated by a global economy often perceived as increasingly skewed to benefit the rich, means tensions flare between the “haves” and the “have-nots,” leading to political protests, a growing populist nativism across the world, and a willingness to retreat into social enclaves that minimize opportunities for communities to come together to solve shared problems, which only makes them worse. Finally, whereas only a few years ago a business leader, elected official, or candidate for office might speak privately to associates or even journalists with few ramifications, today, with the twenty-four-hour news cycle; a social-media environment that thrives on instantaneous, total access; and a mode of communication that enables those leaders and journalists to speak to millions with a tap on a cell phone, crises—some deliberately manufactured—can arise instantaneously and spread like wildfire.

While the frequency and intensity of crises have increased, the sophistication of crisis response has not necessarily grown apace, despite the emergence in recent decades of an interdisciplinary field of crisis management and communication (CMC) striving to enable governments, businesses, and communities to respond more effectively and legitimately to crises. At the same time, and to a certain extent, a vast patchwork of laws has emerged to provide those who engage in crisis response some degree of guidance for dealing with a crisis. Whether it is a multinational organization investigating a claim of sexual harassment against one of its leaders, or a rural town responding to a flash flood, a legal ecosystem for responding to crises has developed. Yet those who must respond to crises, and act within the legal constraints that bind them in such situations, need effective, useful, timely, and creative guidance in how to operate within (and sometimes test the bounds of) this legal ecosystem. Just as there is a growing field of crisis response generally, so too is there a need for guidance for how to operate within the legal ecosystem of crisis response, for both leaders and lawyers alike.

What follows in this volume of essays is an attempt to do just that: to create an understanding of the emerging field of crisis lawyering. It undertakes this task primarily through first-person accounts of lawyers dealing with crisis situations, from the effort to address the travel ban described earlier, to the role that lawyers play in dealing with crises in private practice settings, serving as lawyers within the government, reacting to acute emergency situations like natural disasters, addressing long-term crises like climate change, and working in public interest settings such as nonprofit legal services organizations. Each chapter in this collected volume provides a somewhat unique peek into what it means to serve as a lawyer in crisis situations, which requires significant technical legal capacities and professional judgment. But it also means that lawyers must have leadership skills, communicate effectively, coordinate legal and nonlegal professionals, negotiate with diverse parties with typically diverging interests, address acute humanitarian emergencies, and manage oneself and others through dangerous and sometimes life-threatening situations. This description of an emerging field in the law is what we mean by crisis lawyering, and it is our goal that this volume helps to map the contours and boundaries of this exciting and evolving field.

The nascent legal discipline of crisis lawyering has not received much sustained and focused attention to date but can learn from the multidisciplinary academic and applied fields of crisis management and communication mentioned earlier.<sup>2</sup> While the diversity of the CMC field precludes a simple telling of its history, it can be said that the modern sociological study of natural disasters dates back at least to Samuel Henry Prince's seminal work on the 1917 Halifax explosion *Catastrophe and Social Change*<sup>3</sup> and includes post-World War II political science/political psychological work on cold war foreign policy (e.g. Korea, Berlin, Cuba, and the Middle East in 1973) and other Great Power crises (e.g. July 1914);<sup>4</sup> post-1970s oil crisis work on domestic and international "all hazards crisis management";<sup>5</sup> post Three Mile Island work on risk and crisis communication;<sup>6</sup> post-September 11 work on "homeland security" and "consequence management";<sup>7</sup> behavioral and political economic work on economic crisis and financial turbulence following the financial crises of the 1990s and 2008;<sup>8</sup> management science work on corporate crisis management;<sup>9</sup> public health work on epidemics such as SARS, H1N1, Ebola, and COVID-19;<sup>10</sup> as well as the growing body of work on cybersecurity and crisis leadership generally.<sup>11</sup>

Note that much of this work has—in one way or another—been stimulated and driven by major historical events that tested the mettle of leaders (and their various formal and informal advisers—including, of course, their lawyers), as well as the effectiveness and legitimacy of public-, private-, and

nonprofit-sector organizations, and posed substantial symbolic and material threats to citizens and elites alike. While crises (and closely related terminology such as “disaster,” “emergency,” “catastrophe,” “major accident,” “critical incident,” etc.) are defined in different ways by different researchers and disciplines, scholars interested in crisis decision-making and crisis leadership have defined “crisis” as a situation in which decision makers (and often other actors and stakeholders) perceive threats to (as well as potential opportunities to advance) core values, time pressure, and uncertainty.<sup>12</sup> Such coincidences of these dimensions mean that crisis decision makers must make some of the most critical decisions under the most difficult conditions. This places extraordinary pressure and psychological stress on leaders and their advisers (including lawyers). Again, a robust general finding of the CMC literature is that processes and modes of professional activity that may be of high quality and good practice in normal “steady state” conditions may be highly vulnerable under crisis stress.

Let us look more closely at the literature on crisis leadership, as much of this work is relevant to the parallel and interrelated challenge of crisis lawyering.<sup>13</sup> Several decades of intensive empirical research on crisis management shows that leaders face recurring challenges when confronted with (the prospect of) community (or organizational/national/international) crises. These are: *preparing*, *sense-making*, *decision-making*, *meaning-making*, *terminating and accounting*, and *learning*. These tasks are as germane to military leaders as they are to their civilian counterparts and are central not only to effective crisis leadership in a particular incident but also to creating better preconditions for future incidents and resilient adaptation to extreme conditions over the longer term. Hannah et al. suggest that different forms of leadership may be needed in different phases of a disaster or crisis.<sup>14</sup> This conceptualization identifies crisis leadership tasks likely to arise across a variety of extreme events and contexts.

*Preparing* refers to the task of creating preconditions and dispositions that facilitate collaborative effort as well as effective and legitimate intervention when crises occur. Elements of preparing include activities such as organizing, planning, training, and exercising. This generally entails attempting to identify key players and roles likely to be required for effective response and making sure that each role player is capable of enacting that role skillfully and in a fashion conducive to not only particularistic but also collective success.

*Sense-making* in crisis refers to the challenging task of developing an adequate interpretation of what are often complex, dynamic, and ambiguous situations.<sup>15</sup> This entails developing not only a picture of what is happening but also an understanding of the implications of the situation from one’s own

vantage point and that of other important stakeholders. As Alberts and Hayes put it: “Sense-making is much more than sharing information and identifying patterns. It goes beyond what is happening and what may happen to what can be done about it.”<sup>16</sup>

*Decision-making* refers to the fact that crises tend to be experienced by leaders (and those who follow them) as a series of “what do we do now” problems triggered by the flow of events. These “decision occasions” emerge simultaneously or in succession over the course of the crisis.<sup>17</sup> Protecting communities tends to require an interdependent series of crucial decisions, to be taken in a timely fashion, under very difficult conditions.

*Meaning-making* refers to the fact that leaders—civilian and military alike—must attend not only to the operational challenges associated with a contingency but also to the ways in which various stakeholders and constituencies perceive and understand it. Because of the emotional charge associated with disruptive events, followers look to leaders to help them to understand the meaning of what has happened and place it within a broader perspective.

*Terminating and accounting* refers to the nontrivial task of finding the appropriate timing and means to end the crisis, manage accountability processes, and return to normalcy. Furthermore, attempting to end a crisis prematurely can endanger or alienate constituencies who may still be in harm’s way, traumatized, or otherwise emotionally invested in the crisis. Crises may be particularly difficult to terminate if the operational challenges lead to a “crisis after the crisis” in which serious recriminations—resulting in losses of trust and legitimacy—are launched against those who failed to prevent, respond to, or recover effectively from a negative event.

*Learning* requires an active, critical process that re-creates, analyzes, and evaluates key processes, tactics, techniques, and procedures in order to enhance performance, safety, capability, and the like. The learning process has just begun when a so-called lessons-learned document has been produced. In order to bring the learning process to fruition, change in management/implementation must take place in a fashion that leaves the organization with improved prospects for future success.<sup>18</sup>

CMC (including both crisis leadership and crisis lawyering) should be seen as an “extreme” activity requiring high levels of psychological, organizational, and professional preparedness. Though, as we will see, many legal subdisciplines involve aspects of crisis lawyering, this challenge has thus far not received much attention from legal scholars and practitioners.

Is there something unique about crisis lawyering that calls for particular skills and expertise? Is there a particular approach to a crisis situation that a lawyer should embrace? Is crisis lawyering different from traditional lawyer-

ing, and does it require a lawyer to approach his or her work differently, with different considerations in mind? Are all crises different, so there is no single way to approach this type of lawyering? This work attempts to address these and other questions as the contributors—experts in the field who are themselves handling crisis situations—help to define not only the qualities of crisis lawyering but also the strategies and tactics a lawyer can and should utilize when helping a client to navigate through a crisis situation. As we hope the contributions to this volume show, crisis lawyering is in fact different from traditional lawyering and often requires the lawyer to approach his or her work in ways that take into account a level of risk and complexity that often sets it apart from traditional lawyering. Such complexity and risk require not only a different approach but also a creative one that focuses on communication, informational awareness, interdisciplinary strategies, and effective decision-making.

The collection of chapters is organized into four parts that highlight similar themes and address similar questions. In Part I (“Beyond the Familiar and the Imperative of Creativity”), we see lawyers who were thrust into new territory and needed to bring creativity to their work in order to address the crisis at hand. Caroline Bettinger-López (chapter 1) explores what it is like when traditional legal avenues seem foreclosed and a legal advocate must work with her client to pursue new and creative channels for addressing a crisis. Baher Azmy (chapter 2) addresses the role that lawyers played in bringing law to an otherwise lawless place: the detention facility at Guantánamo Bay, Cuba. Christy E. Lopez (chapter 3) examines the role that the US Department of Justice played in addressing the policing crisis in Ferguson, Missouri. David McCraw (chapter 4) writes about his experience in the counsel’s office at the *New York Times*, where hostage negotiations and other crises that would not seem to be the bailiwick of a lawyer nevertheless became his responsibilities. Similarly, Lee Wang (chapter 5) explores the role that lawyers played in making changes at the courthouse, where lawyers had to take frontline roles in addressing the crisis facing their clients, even engaging in creative acts of civil disobedience in furtherance of their clients’ interests. In a similar vein, Sarah Rogerson (chapter 6) discusses the role that creativity plays in crisis lawyering; in defending her clients from deportation, they had few rights and seemingly few resources. In each of these situations, the contributors describe being put in situations where traditional lawyering practices and approaches did not seem sufficient to address the particular crisis at hand.

In Part II (“Crisis and Systemic Contexts”), we attempt to capture the fact that lawyers must deal with a range of somewhat similar crises, all of which required strategies to deal with systemic and broad issues that created the crisis situation. At the same time, the differing nature of each crisis situation led

to different approaches and to lessons learned. John Travis Marshall (chapter 7) explores lawyering tactics used to address the fallout from natural disasters and the role lawyers play in long-term recovery efforts. Also dealing with environmental crises, Eleanor Stein (chapter 8) describes the state of New York's efforts to address one aspect of climate change, which she describes as the "long emergency." Another such emergency was the crisis of homelessness in New York City during the 1980s, and Richard Pinner (chapter 9) describes the legal strategies deployed to address that crisis. Around the theme of economic inequality, Carmen Huertas-Noble, Missy Risser-Lovings, and Christopher Adams (chapter 10) discuss their efforts in addressing economic and political inequality by helping their clients form a low-income, worker-owned cooperative. Unlike natural disasters, or slowly unfolding disasters like climate change or rising economic inequality, David Turetsky (chapter 11) describes his work as an election lawyer, when the lawyer knows precisely the day on which the "crisis" will occur.

Part III ("Beyond Borders and Silos") brings an international focus to this volume. Brian Wilson and Nora Johnson (chapter 12) explore the role of lawyers cooperating in international crises and set forth best practices and competencies for doing so. In a similar vein, volume coeditor Eric K. Stern, Brad Kieserman, Torkel Schlegel, Per-Åke Mårtensson, and Ella Carlberg (chapter 13) describe the lessons they learned training Swedish crisis-response lawyers and how their approach to crisis lawyering generally was similar to, and in some respects different from, the approach that has been developed in the context of domestic crisis response in disasters involving the Federal Emergency Management Agency in the United States.

Following on the theme of educating lawyers for crisis response, in Part IV ("Educating and Skill-Building") Muneer Ahmad and Michael J. Wishnie (chapter 14) describe their work training students at Yale Law School during several crises, including the emergency response to the Trump administration's travel ban. Similarly, Scott Westfahl (chapter 15) describes his work training lawyers to become leaders in crisis situations. Jay Sullivan (chapter 16), a lawyer and expert in crisis situations, also shares key lessons on how to communicate effectively in crisis situations.

In the conclusion we attempt to capture some of the key questions and cross-cutting themes of the essays. In the chapters throughout this volume, readers will see that several critical questions emerge in the field of crisis lawyering, including the following:

- How do lawyers define a crisis situation in their work, and does this vary depending on the context?

- Who is the client in crisis lawyering?
- What are the potential conflicts of interest that emerge during crisis lawyering that may not arise in traditional advocacy settings?
- Are the ethical rules governing lawyer conduct and standards of care (diligence) relaxed in crisis situations?
- How do lawyers ensure effective lines of communication in crisis situations?
- What expertise must a crisis lawyer possess in a given crisis situation?
- How do crisis lawyers interact with leaders and other constituencies in crisis situations?
- How do crisis lawyers interact with other professionals and disciplines in crisis situations?
- Are there common guiding principles for crisis lawyering that emerge from these contributions?
- Can anyone plan, prepare, and train for crisis lawyering?

While on its own each chapter addresses many, if not all, of these questions, the conclusion attempts to highlight and surface the ways that, taken together, the chapters help us to understand the contours of the emerging field of crisis lawyering, using these questions as the prompts that help us define this area of practice.

In the end, this book is aimed at two kinds of lawyers (and lawyers to be): those having or seeking highly specialized and crisis-prone practices who will see crises and near crises on a relatively frequent basis; and those who may see them rarely—if at all—during their careers. In either case, cultivating an understanding of the art and science of crisis lawyering will be helpful. In the former case, this volume will help provide a conceptual framework, vocabulary, good practices, and professional benchmarks for thinking about how to be a better crisis lawyer. In the latter case, reflection on the rigors and ethical challenges of crisis lawyering is a kind of insurance policy to be salted away in the memory palace for a future rainy day and offers a chance to explore contexts in which professional challenges and dilemmas arise in more traditional forms of lawyering in particularly dramatic and vivid form.

As was recognized long ago in ancient Chinese thought and reflected in Chinese characters, crises bring both dangers and opportunities. Minimizing the dangers (and damages) and capitalizing on the opportunities inherent in crisis situations require not only the effective enactment of professional roles and application of general knowledge and skills by lawyers and others but also a broader understanding of the nature of crises and the legal, ethical, and practical challenges associated with crisis management. They require both a

professional and personal capacity to cope with the highly demanding, and often emotionally loaded, tasks and contexts associated with crisis lawyering. This volume and the stories of our contributors provide a rare, and perhaps at times even frightening, window into this world. As the proverb says: “Forewarned is forearmed.”

## NOTES

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- 2 Some recent research has begun to address some aspects of lawyering in disaster and crisis situations. See, e.g., Peter Margulies, *Legal Dilemmas Facing White House Counsel in the Trump Administration: The Costs of Public Disclosure of FISA Requests*, 87 *FORDHAM L. REV.* 1913 (2019) (describing what author calls “lifeboat lawyering,” which involves serving as a limited check on potentially illegal activity within an institution); see also a recent symposium on national security lawyering in crisis situations in volume 31 of the *Georgetown Journal of Legal Ethics* in 2018.
- 3 SAMUEL HENRY PRINCE, *CATASTROPHE AND SOCIAL CHANGE, BASED ON A SOCIOLOGICAL STUDY OF THE HALIFAX DISASTER* 212 (1920).
- 4 Charles F. Herman, *Some Consequences of Crisis Which Limit the Viability of Organizations*, 8 *ADMIN. SCI. Q.* 61, 61–82 (1963); Alexander L. George, *Avoiding War: Problems of Crisis Management* (Alexander L. George & Yaacov Bar-Siman-Tov eds., 1st ed. 1991).
- 5 *COPING WITH CRISIS: THE MANAGEMENT OF DISASTERS, RIOTS AND TERRORISM* (Uriel Rosenthal et al. eds., 1989); *MANAGING CRISES: THREATS, DILEMMAS, OPPORTUNITIES* 5–27 (Uriel Rosenthal et al. eds., 2001); *MEGA-CRISES: UNDERSTANDING THE PROSPECTS, NATURE, CHARACTERISTICS, AND THE EFFECTS OF CATAclysmic EVENTS* (Ira Helsloot et al. eds., 2012).
- 6 MICHAEL REGESTER & JUDY LARKIN, *RISK ISSUES AND CRISIS MANAGEMENT IN PUBLIC RELATIONS: A CASEBOOK OF BEST PRACTICE* (4th ed. 2008); ROBERT R. ULMER ET AL., *EFFECTIVE CRISIS COMMUNICATION: MOVING FROM CRISES TO OPPORTUNITY* (4th ed. 2017); Eva-Karin Olsson, *Crisis Communication in Public Organisations: Dimensions of Crisis Communication Revisited*, 22 *J. OF CONTINGENCIES AND CRISIS MGMT.* 113, 113–25 (2014).
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- 8 See, e.g., ANDREW ROSS SORKIN, *TOO BIG TO FAIL: THE INSIDE STORY OF HOW WALL STREET AND WASHINGTON FOUGHT TO SAVE THE FINANCIAL SYSTEM—AND THEMSELVES* (2009).
- 9 IAN I. MITROFF & CHRISTINE M. PEARSON, *CRISIS MANAGEMENT: A DIAGNOSTIC GUIDE FOR IMPROVING YOUR ORGANIZATION'S CRISIS-PREPAREDNESS* (Jossey Bass Bus. and Mgmt. Ser. 1993).
- 10 See, e.g., Eric K. Noji, *The Global Resurgence of Infectious Disease*, 9 J. OF CONTINGENCIES AND CRISIS MGMT. 223 no. 4 (2001); SARS FROM EAST TO WEST (Eva-Karin Olsson & Lan Xue eds., 2011); DONATO GRECO ET AL., STOCKHOLM: ECDC, REVIEW OF ECDC'S RESPONSE TO THE INFLUENZA PANDEMIC 2009–2010 (2011).
- 11 ARJEN BOIN ET AL., *THE POLITICS OF CRISIS MANAGEMENT: PUBLIC LEADERSHIP UNDER PRESSURE* (2nd ed. 2016); see also Leonard J. Marcus et al., *Meta-leadership and National Emergency Preparedness: A Model to Build Government Connectivity*, 4 BIOSECURITY AND BIOTERRORISM: BIODEFENSE, STRATEGY, PRACTICE, AND SCIENCE 128 (2006); Sean T. Hannah et al., *A Framework for Examining Leadership in Extreme Contexts*, 20 LEADERSHIP QUARTERLY 897 (2009).
- 12 *COPING WITH CRISIS* (Uriel Rosenthal et al. eds., 1989); BOIN ET AL., *THE POLITICS OF CRISIS MANAGEMENT*.
- 13 Eric Stern, *Preparing: The Sixth Task of Crisis Leadership*, 7 J. OF LEADERSHIP STUD. 51 (2013); Eric Stern, *Crisis, Leadership, and Extreme Contexts*, in *LEADERSHIP IN EXTREME SITUATIONS* 41 (M. Holenweger et al. eds., 2017).
- 14 Hannah et al., *A Framework*, 902; see also Marcus et al., *Meta-leadership* 128.
- 15 K. E. Weick, *Enacted Sensemaking in Crisis Situations*, 25 J. OF MGMT. STUD. 305 (1988); Eric Stern, *From Warning to Sense-Making: Understanding, Identifying and Responding to Strategic Crises*, in *THE CHANGING FACE OF STRATEGIC CRISIS MANAGEMENT* (Org. for Econ. Co-operation Dev. 2015).
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## Additional Information

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Ray Brescia, Ethics in Pandemics: The Lawyer for the (Crisis) Situation

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