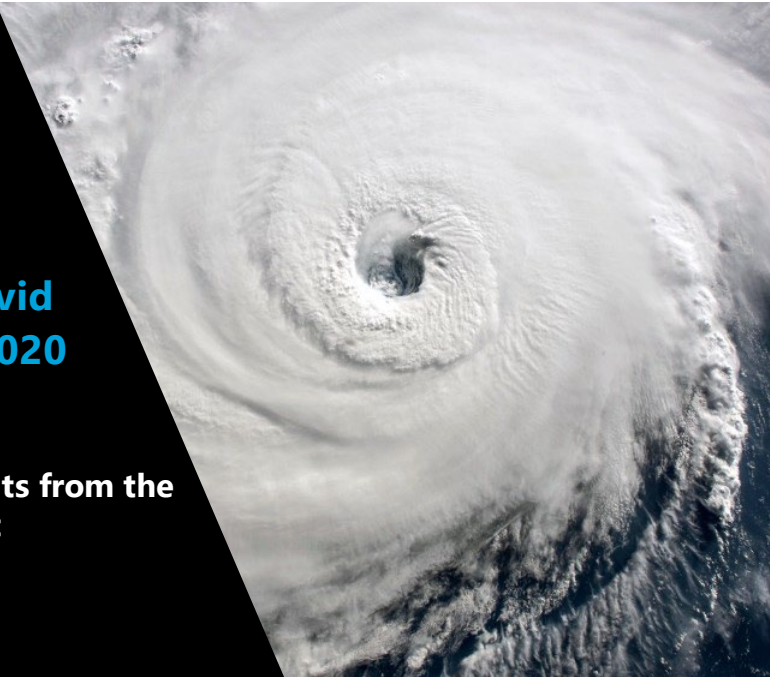


Leading a Crisis from the Eye of the Storm

Diamond Princess Covid Outbreak Response 2020

Stories, Lessons and Insights from the
Japan Away-Team Incident
Commander:

TONY KAUFMAN



DIAMOND PRINCESS CRUISE SHIP BECOMES THE LARGEST COVID-19 OUTBREAK OUTSIDE OF CHINA

In early February 2020, Princess Cruises' Diamond Princess cruise ship became headline news across the globe as the ship, its 2,666 passengers and 1,045 crew members became the epicenter of the largest outbreak of the novel coronavirus (COVID-19) outside of China and was on the leading edge of a once in a lifetime deadly pandemic. Tony Kaufman, a Princess Cruises senior executive, who had managed numerous life-threatening incidents during his career, was appointed Away-Team Incident Commander and assigned to Tokyo, Japan, to lead the crisis response.

Using this extraordinary real-world example, through stories, pictures and videos, Tony takes the audience on a journey into the crisis and what it was like to lead from the eye of the storm. Key principles of leadership and emergency response are discussed in detail, giving the audience deep insight into how crisis management theory presented itself in practice. This is a unique opportunity to hear what it is like to experience managing a serious, unprecedented crisis from the front line.

Tony recounts in detail:

- How the crisis and response unfolded
- Factors used to choose crisis leaders and the importance of leading from the eye of the storm
- The pressures impacting the response team, his own personal stress factors and the actions taken to manage a team thrust into a life and death situation
- Creating a safe space for the team to do difficult work
- How the core values of the company were instrumental in guiding the decisions of the team
- Innovative strategies used to overcome unprecedented challenges, including fascinating and instructive stories that occurred along the way
- The relationships and interactions with the Japanese government, foreign embassies and numerous other stakeholders
- The important role emotional intelligence played in achieving results
- How the countless obstacles were overcome and critical path issues were resolved

While no two crises are the same, the insights provided and real-life lessons learned will be invaluable to anyone who leads teams, finds themselves on the front line of a crisis or has the responsibility to prepare for one.

And for those not in crisis management, the principles discussed are relevant to anyone who leads teams and it's an incredibly interesting story.

ABOUT THE AUTHOR AND PRESENTER:



Anthony (Tony) Kaufman is a trusted senior business leader with a distinguished career in leading business and legal strategies within the global hospitality industry. Tony is best known for his integrity, building trusted relationships, strong work ethic, leading high-performing teams and establishing ethical, inclusive cultures of care, openness and trust. He is recognized for envisioning and executing complex business plans, managing new and difficult business challenges and implementing innovative solutions that drive continuous improvement. He possesses cultural awareness and a unique worldwide network built on extensive international experience.

Most recently, Tony was Executive Vice President, Professional Services and General Counsel for the Holland America Group (Princess Cruises, Holland America Line, Seabourn Cruise Line and P&O Cruises Australia), a subsidiary of Carnival Corporation & plc. He was a member of the Senior Executive Leadership Team responsible for a \$5.5 billion revenue business. He led strategies and teams in finance, human resources, information technology and legal, ethics and compliance.

Tony also served as Executive Vice President, International Operations, Princess Cruises, where he led the international commercial and business operations of Princess Cruises with oversight of teams in the United States, Australia, the United Kingdom and throughout Asia. He established sales, marketing and the onboard guest experience operations for the Asia markets and developed the company's relationships with government authorities, industry associations, and business partners.

As Senior Vice President, Commercial and Legal Affairs, Princess Cruises, Tony oversaw supply chain and worldwide port and shore operations as well as large-value commercial transactions, including shipbuilding contracts, new ship deliveries and ship sales.

Tony also served as Senior Vice President and General Counsel of P&O Princess Cruises plc during which time he managed all legal affairs for the publicly traded company while living in England. Tony began his career at Gibson, Dunn & Crutcher as an attorney, managing corporate, intellectual property, contract, real estate matters and transactions.

Tony earned a Juris Doctor degree cum laude from Loyola Law School of Los Angeles where he was Editor, Loyola Law Review, and a member of Order of the Coif and St. Thomas Moore Honor Society. He also earned a Bachelor of Arts, Communications Studies degree from the University of California at Los Angeles and Executive Leadership certifications from the UCLA Anderson School of Management. He is a two-term Board Member of the Girl Scouts of Greater Los Angeles.