

**Leading a Crisis from the
Eye of the Storm**

**Diamond Princess Covid
Outbreak Response 2020**

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

Tony Kaufman



**LEADING A CRISIS FROM THE EYE OF THE STORM
LEGAL CONSIDERATIONS**

CALIFORNIA MCLE ACCREDITED – 1 HOUR GENERAL CREDIT

WHY THE PRESENTATION AND DISCUSSION OF *LEADING A CRISIS FROM THE EYE OF THE STORM* IS A MUST FOR OUTSIDE COUNSEL, IN-HOUSE COUNSEL AND ANYONE INVOLVED IN MITIGATING RISK:

- For principal players responsible for managing risk, the presentation provides a rare opportunity to understand how a real-life crisis unfolds and is managed
- The content addresses important leadership concepts of culture, shared purpose and core values of an enterprise that establish the critical foundations of how a company behaves, which are often ignored in compliance and legal and risk management assessments and practice
- Actions companies should be taking to prepare for and manage crises are highlighted
- Discusses legal topics that were raised in the course of the response
- The topics provide stimulus for new and innovative advice to your clients
- Provides practical lessons learned for future risk mitigation
- Almost all companies are subject to potential crises occurring in their business
- It's the most informative and entertaining way to earn MCLE credit!

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

In early February 2020, Princess Cruises' Diamond Princess cruise ship made headlines 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 were on the leading edge of a once-in-a-lifetime deadly pandemic. Anthony (Tony) Kaufman, a Princess Cruises senior executive

who had managed numerous life-threatening incidents during his career, was appointed Away-Team Incident Commander and sent to Tokyo, Japan, to lead the crisis response.

Using this extraordinary real-world example, through stories, pictures and videos, in *Leading a Crisis from the Eye of the Storm*, Tony takes the audience on a journey from the initial stages of the crisis to its final resolution. He discusses in detail key principles of leadership and emergency response, including numerous legal considerations encountered, giving the audience insight into how crisis management and legal theory presents itself in practice.

Tony recounts in detail:

- How the crisis and response unfolded
- The pressures impacting the response team and his own personal stress factors and reactions to managing a team in a life and death situation
- Creating a safe place for the team to do difficult work
- Certain legal considerations such as international law, lack of negotiating leverage, privacy and other matters that were raised
- How the culture and core values of the company were instrumental in guiding the decisions of the team
- The countless obstacles faced throughout the response and how these and other critical path issues were resolved
- How emotional intelligence played a crucial role in the resolution
- Fascinating and instructive behind-the-scenes stories that occurred along the way

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, it's still 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.