

CERT Tools for Leadership Success



Community Emergency
Response Team

Participant Introductions

- Introduce yourself to the class by providing your:
 - Name
 - Reason you want to learn more about leadership

Administrative Announcements

- Breaks
- Emergency exits
- Restrooms
- Smoking policy
- Silence cell phones
- Module completion

What Do You Think?

- Why do CERT members need to learn leadership skills?

CERT Members and Leadership

- In emergencies, every CERT member will encounter situations where they need to lead
- Sometimes you may be a leader of your team
- Being a leader during an emergency requires special training
- Are you comfortable being team leader?
- Do you know how to support your team leader by being an effective team member?

Module Purpose

- To train CERT members to be successful team leaders and team members
- To choose suitable team leaders during CERT activations
- To apply appropriate leadership styles to various situations

Leader Defined

- Inspires act of following
- Unites people as a team to work toward the accomplishment of a common mission



Team Member Defined



- Works together with others in a team to accomplish specific goals
 - Goals are identified by person appointed to lead the team

What Do You Think?

- What is your common mission as members of a Community Emergency Response Team?

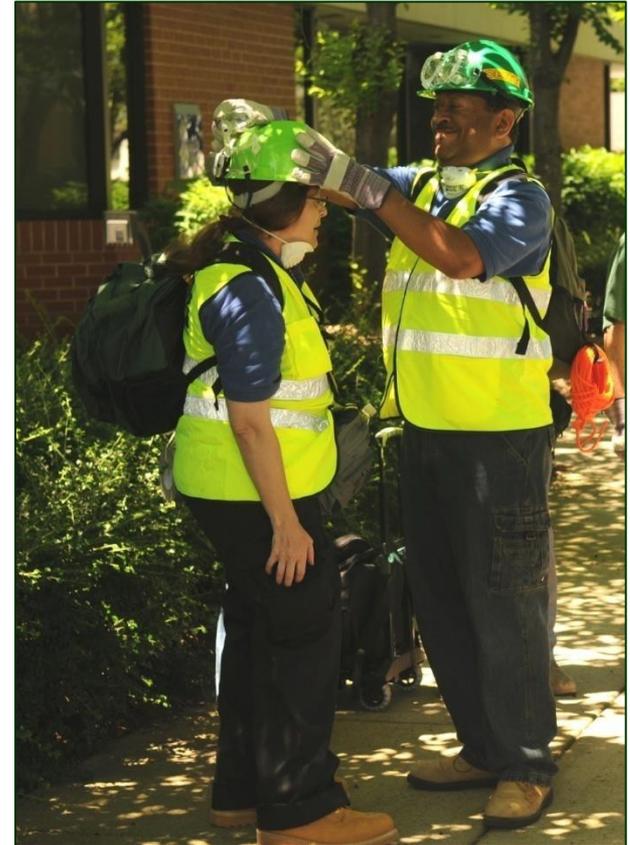
Your Mission as CERT Members



- Reduce hazards in your community
- Respond to immediate needs of your family and community after disaster
- Respond as a team to do the greatest good for the greatest number of people

What You Will Learn

- Review of *CERT Basic Training* Concepts That Apply to Leadership
- Leaders and Team Members
- Leadership Styles
- Leaders in Action



Module Objectives

At the end of this module, you will be able to:

- Define leadership and team membership
- Describe *CERT Basic Training* concepts that apply to leadership
- Describe characteristics, skills, and responsibilities of an effective team leader and effective team members
- Describe each style within a range of leadership styles that may be useful during CERT response
- Identify the appropriate leadership response for a given situation

Module Objectives (cont'd)

At the end of this module, you will be able to:

- Recognize your personal leadership style
- List the steps a leader should take to direct team operations during an activation
- Describe tips for making decisions under stressful conditions
- Describe tips for addressing various leadership concerns
- As a team, choose a leader and develop an action plan for a given scenario

Review of *CERT Basic Training*

- Incident Command System or ICS
- CERT sizeup
- Disaster psychology
- Local protocol for choosing a team leader

Incident Command System

- Generally CERT is part of established ICS for an incident
 - CERT members follow orders from professional responders
- If no professional responders are on scene, CERT sets up ICS
 - CERT members defer to professional responders when they arrive

CERT IC/TL Responsibilities

- Provides overall leadership for incident response
- Ensures incident safety
- Establishes incident objectives
- Is responsible for all functions until can be delegated
- Delegates authority to others
- Provides information to internal and external parties
- Establishes and maintains liaison with other agencies
- Manages media inquiries when necessary
- Takes direction from agency official

Team Organization

- CERT operates in one of two ways
 - One team performing all tasks
 - Smaller teams performing specific tasks
- Role of identified leader
 - Supervise tasks
 - Account for team members
 - Report information to his or her leader

What Do You Think?

- What are the steps of the CERT sizeup?

Disaster Psychology

- An effective team leader needs to be aware of:
 - The mental state of team members
 - His or her own mental state



Leader: Reduce Stress in Team Members

- Brief team members before effort begins
- Emphasize team support
- Encourage resting and re-grouping
- Have team take breaks away from incident
- Encourage proper food and fluid intake
- Rotate teams for breaks or new duties
- Phase out workers gradually

Empathetic Listening

- Try to see team members' perspectives
- Listen for meaning and pay attention to nonverbal communication
- Paraphrase to make sure you understand



Choosing a Team Leader

- Insert local protocol for choosing a team leader

Leaders and Team Members

- Characteristics of effective team leader
- Skills for effective leadership
- Responsibilities of effective team leader
- The Leadership Competence Model
- Characteristics of effective team member
- Responsibilities of effective team member

Team Composition

- Team is unit of two or more individuals coordinating and cooperating to accomplish specific goals
- Leaders and team members are all part of same team
- The team leader and members work together and look out for each other

Team Leaders



- “Great leaders are made, not born”
- Effectiveness of a leader depends on applying specific principles
- Everyone can learn to be an effective leader through study and practice

What Do You Think?

- What are the characteristics of an effective CERT leader?

Team Leader Characteristics

- Motivated
- Inspiring
- Goal-oriented
- Good at prioritizing
- Decisive
- Trustworthy
- Ethical
- Good at communicating
- Level-headed
- Flexible



Team Leader Characteristics (cont'd)

- Not necessarily a “star”
- Open about what he or she does not know
- Open about errors
- Prepared to accept responsibility
- Prepared to give credit to others
- Reflection of the team to Incident Command

Skills for Effective Leadership



- Motivate
- Take responsibility
- Act decisively
- Communicate effectively
- Behave ethically
- Build trust

Motivate

- Show passion for team's mission
- Get team members involved in decision-making
- Give team members meaningful responsibilities
- Praise team members
- Build sense of team cohesion
- Create positive working environment

Take Responsibility



- Act as final decision-maker for team
- Accept consequences
- Admit mistakes or errors
- Ask for guidance when needed
- Re-evaluate plans
- Improve situations that go wrong

Act Decisively

- Make decisions based on facts
- Listen to feedback, but make final decisions
- Trust personal instincts
- Make decisions that are timely
- Do not second guess decisions
- Resolve conflicts quickly



Communicate Effectively

- Use questions to guide exchanges and keep focus
- Ask for opinions and observations of team members
- Read verbal and non-verbal cues
- Give clear directions
- Ensure balanced exchanges within team

Behave Ethically



- Be honest
- Treat others with respect
- Take your duties seriously
- Treat everyone fairly
- Stay within your capabilities
- Set good example by modeling behavior you expect

Build Trust



- Make your actions and words consistent
- Behave by values and morals expected of team
- Be honest about personal strengths and weaknesses
- Be open and honest about situation
- Admit to mistakes or failures
- Listen to input from team members
- Trust team members' judgment
- Expect team members to be successful

What Do You Think?

- What are the responsibilities required of an effective CERT leader?

Leader Responsibilities

- Establish team chain of command
- Delegate responsibility to team members
- Develop goals and tasks
- Maintain view of entire situation
- Anticipate changes
- Resolve problems within team
- Ensure safety of team members
- Take care of personal well-being
- Be available and visible to team

Leadership vs. Management

Leadership

- Setting direction
- Encouraging vision
- Getting people to work together
- Motivating
- Inspiring
- Creating change

Management

- Planning
- Organizing
- Staffing
- Controlling

Conscious Incompetence

- This person:
 - Knows nothing about leadership
 - Is aware of lack of knowledge
 - Steps aside to let others lead

Conscious Competence

- This person:
 - Knows a little about leadership
 - Has desire to improve – and works at it
- 75% of people fit into this category
- Most can be good team leaders

Unconscious Competence

- This person:
 - Knows how to lead without thinking about it
 - Assumes role of leader and others willingly follow
- This person is a natural leader

Unconscious Incompetence

- This person:
 - Has no natural leadership abilities
 - Doesn't realize that he or she lacks leadership abilities
- This is the least desirable leader, especially in an emergency setting

Exercise



What Is Your Leadership Competence?

Team Members

- Team members define success of leader
- A team accomplishes more than an individual can accomplish alone
- Behavior of individual team members will determine the team's success



What Do You Think?

- What are the characteristics of an effective CERT member?

Team Member Characteristics



- Motivated
- Energetic
- Hard-working
- Adaptable
- Helpful
- Loyal
- Responsible

Exercise



Characteristics of an Effective Team Member

What Do You Think?

- What are the responsibilities of an effective CERT member?

Team Member Responsibilities



- Comply willingly
- Follow directions per chain of command
- Complete assigned tasks
- Give your best effort
- Keep team leader informed

Team Member Responsibilities (cont'd)

- Seek clarification if you don't understand
- Support team leader's actions
- Support teammates
- Maintain scene safety



Successful Team Interactions

- Put team mission first
- Be supportive of each other
- Recognize each other's strengths
- Make use of your skills and be honest about weaknesses

Successful Team Interactions (cont'd)

- Trust each other
- Communicate honestly
- Work out conflicts quickly and respectfully
- Providing the service requested of them without issues or attitudes

Successful Team Operations



- Choose team leader to quickly resolve feelings of uncertainty
- Follow leader's directions
- Tell leader if plan is not working
- Adapt if things don't go as planned

Successful Team Operations (cont'd)

- Ask yourself:
 - Am I doing my part?
 - Am I doing everything I can to support my team and team leader?
 - Am I giving my leader enough information to make a decision?



Leadership Styles

- Situations that require leadership
- Categories of CERT situations
- Leadership styles for CERT situations



What Do You Think?

- What are some situations you've dealt with in your personal life that required leadership skills?

What Do You Think?

- What situations have you been involved in with CERT that required leadership skills?

Situational Leadership

- The way you respond to one situation will not always work for another situation
- When faced with problems, use your judgment to decide best way to respond
- The same person can lead differently based on the situation

Situational Leadership (cont'd)

- Situational leadership is knowing when, where, and with whom to use each particular leadership style
- The best way to respond in a CERT activation is by urgency of situation

CERT Situations

- Three levels based on urgency:



Urgent



Controlled



Planned

Urgent Situations: Decisive Leadership

- Situation requires immediate action
- Leadership style: Directive, task driven, and risk driven
- Leadership process:
 - Receive input from team but make decisions alone
 - Provide clear expectations to team members

Controlled Situations: Participative Leadership

- Situation is managed
 - Lives and property are not in immediate danger
- Leadership style: Requests more feedback and advice from team members
- Leadership process:
 - Encourage and motivate team members

Planned Situations: Delegative Leadership

- Situation is organized in advance
 - Established plan of action
 - No immediate safety risks
- Leadership style: More inclusive
- Leadership process:
 - Team members are allowed to make decisions and implement tasks themselves

Delegative Leadership

- Caution: Team may be less productive
- Suggestions:
 - Have team members clearly define their roles
 - Have team members define all tasks that need to be accomplished
 - Maintain awareness of all team operations
 - Provide direction to team whenever needed
 - Remain available to team members who have questions
 - Maintain role of team leader

Exercise



Choosing the Right Leadership Style



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Exercise



What Is Your Preferred Leadership Style?

Leaders in Action

- What leaders do and how they do it
- Situational awareness
- Tasks for leading team operations
- Leading in stressful situations
- Your concerns about CERT leadership
- Practice activity



What Do Leaders Do?

- Guide the way
- Direct and control the plan
- Motivate and influence team members
- Ensure progress toward team goals



How Do Leaders Do It?



- They are not afraid to make mistakes
- They get their plan moving and make things happen
- They know that there is never a perfect solution

Situational Awareness

- CERT leaders oversee people, operating procedures, and equipment
- CERT leaders maintain situational awareness at all times:
 - Physical conditions of incident
 - Where team members are and what they are doing
 - Psychosocial conditions of team
 - Current status of all aspects of incident

If Lose Situational Awareness May ...

- Show confusion, fixation, impaired thinking
- Provide too much or conflicting information
- Demonstrate narrow focus or inability to think ahead
- Give incomplete directions
- Overlook unmet goals
- Lose control of situation
- Neglect team standards

Loss of Situational Awareness

- May lead to:
 - No plan
 - No personal accountability
 - Random, undisciplined communication
 - No regular situation assessment
 - Unfocused span of control



Loss of Situational Awareness (cont'd)

- May lead to failure of team operations and inability to accomplish team tasks:
 - Team members working alone instead of as a team
 - Tasks not accomplished as assigned
 - IC unaware of what the team is doing

Maintain Situational Awareness

- Anticipate scope and adjust span of control
- Filter out, control, or redirect irrelevant information
- Expect the unexpected and prepare for it
- Keep big picture in mind
- Develop a system of standard procedures
- Monitor and evaluate constantly

Leaders in Stressful Conditions



- May experience:
 - Confusion or disorientation
 - Indecisiveness
 - Shortened attention span
 - Difficulty concentrating
 - Memory loss
 - Self-blame

When a Leader Needs a Break

- Team leaders are responsible for taking breaks or delegating leadership responsibility
 - Sometimes leader might not step down
- Team member action:
 - Ask leader if he or she needs a break or more help
- If the team believes it necessary, one or two members should approach the leader and discuss a change of command

Making Decisions Under Stress

1. Define all problems
2. Evaluate information carefully
3. Identify problems that team can handle
4. Prioritize problems
5. Choose course of action for each problem
6. Select alternative approach if initial course of action is ineffective



Leading in Stressful Situations



- Limit discussion and make unilateral decisions
- Provide clear direction
- Have team members paraphrase instructions
- Use simple language and short sentences

Exercise



Leading in Stressful Situations

What Do You Think?

- Does anyone have any remaining concerns about leading during a CERT activation?

Exercise



Your Leadership Concerns

Exercise



Team Roleplay

Module Summary

- *CERT Basic Training* Concepts That Apply to Leadership
- Leaders and Team Members
- Leadership Styles
- Leaders in Action