



**Florida Conference of Seventh-day Adventists**  
**Florida Conference Brigade, Medical Cadet Corps**  
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# Leadership Tools for Success, Part 1

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There are always times when every member will need to lead out in an event, at least until more help arrives. Being a leader during an emergency situation requires additional skills. It helps to be comfortable in taking the role of leader to enable others to be supportive. Like most things, practice helps competency.

## Leader definition:

A leader is **someone that inspires** the act of following. Also, they **unite a group** of people as a team to **work** toward the accomplishment of a common mission. A team must want to follow its leader. A good leader is trained, and requires ongoing learning and practicing to refine skills and characteristics.

## Team Member definition:

This is a person that **works together with others** in a team to accomplish specific goals. The goals are identified by the person appointed to lead the team. Teams differ from other groups in that they are focused on a common mission and depend on each other to reach it.

## Goals for MCC Members

The goal is to respond as a team to do the greatest good for the greatest number of people. Most importantly, there is the primary intent of being available to our community to witness for Jesus as He leads each member to interact with people in stressful times. The group hopes to respond to the immediate needs of families and communities brought about by disasters or events.

## Team Organization

The MCC team can act as a single team that performs all tasks together or may be divided into smaller teams to achieve specific goals established by the team leader or ICS. The leader has to both delegate the tasks and then supervise the tasks being accomplished. They also need to account for team members. And likely, they are to report information up the chain of command as the ICS (Incident Command System) forms and takes command.

## Team Composition

A team is **a unit of two or more individuals coordinating and cooperating to accomplish specific goals**. Leaders and team members are all part of the same team. The team leader and members work together and take care of each other. In the MCC, the team consists of two groups of cadet teams led by a sergeant, which combine into a squad, led by a staff sergeant or higher rank. The squads combine together by skill groupings and form a platoon. Depending on the mobilization size of the event, entire companies can take part in an event. Additional members of the MCC Brigade will join as their skills and experience are needed.

## **Incident Command System (ICS)**

Most of the time in a disaster, the MCC members will be joining an active response to a disaster. There will be an established ICS for the incident. The MCC signs in ready to help and follows the orders from professional responders through a chain of command.

There are times that the MCC group will be first on the scene and then they must set up an ICS and action plan of its own. It is important then to defer to professional responders as soon as they arrive on the scene.

## **Responsibilities of IC/Team Leader**

The following is a list of responsibilities that a team leader takes to guide the response effort.

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

## **Where to Start?**

The leader is to do an assessment of the incident, using a step by step process.

1. Gather facts
2. Assess and communicate the damage
3. Consider probabilities
4. Assess your own situation
5. Establish priorities
6. Remember, life safety is the first priority
7. Make decisions
8. Develop a plan of action
9. Take action
10. Evaluate progress.

Going through the steps becomes easier with experience. The steps help leaders make important decisions, but effective leadership is required to implement those decisions.

### Exercise:

Break into groups of three. Appoint a leader. Have the leaders separate into two or three groups, and appoint a leader for each group. Then, separate the leaders from these groups and appoint a leader of the two. Now, a question for the group is to list their chain of command. Where does ICS fit into this chain?

### Disaster Team Psychology

Keep in mind that an effective team leader needs to be aware of the mental state of team members. Notice when a team member needs to take a break, and continue to rotate members on tasks to balance the ongoing work load. Be alert to your own state of mind, as this helps watching out for your team members, and to maintain control of situations.

### Steps to Reduce Team Member Stress

Here are some suggestions to decrease stress among team members.

- Brief the team members on what the team may encounter before the effort begins.
- Re-emphasize that the team works best when they support each other
- Encourage rest and regroup times.
- Know when to take breaks away from the incident area.
- Encourage proper food and fluid intake
- Rotate teams for breaks or new duties
- Phase out workers gradually to maintain comfort level of working on tasks among the group.

It is the leader's job to know when a team member's effectiveness has been affected by the stress of the situation and take steps to intervene. This can be done by changing their job, sending on a break or stop and pray with them. Listening to what the member is saying, both verbally and nonverbally, to catch the true meaning of their communication is a way to defuse stressors. Paraphrase the member periodically to make sure you understand what they mean, and that they understand what you are saying.

### Team Leader Characteristics

The following list may look imposing, but remember these are all things leaders are learning, many as a matter of on the job training. The members need to pray for their leader throughout the work event that God will provide additional aid and guidance.

#### An effective leader is:

- Motivated
- Inspiring
- Goal-oriented
- Good at prioritizing
- Decisive
- Trustworthy
- Ethical

- Good at communicating
- Level-headed
- Flexible
- Open about what they don't know
- Prepared to accept responsibility
- Prepared to give credit to others
- Reflects the team positively to higher command
- Reflects the love of Christ in miniscule tasks
- Knowledgeable about where their true help comes from

Many of these leadership characteristics can be built through the practice and study of Christ's leadership as seen in the Gospels. Next is a closer look at some of the effective leadership skills to develop.

### Motivate

How can a leader motivate the team members?

- Show passion for the team's mission.
- Get team members involved in the decision-making process.
- Give team members meaningful responsibilities according to their strengths.
- Do not assign a task to someone whose limitations may keep them from accomplishing it.
- Praise team members; be specific about what they did right.
- Build team cohesion by directing actions that look out for each other.
- Create a positive working environment, stay calm.

### Taking Responsibility

- Accept consequences of decisions and actions.
- Admit errors or mistakes.
- Ask for guidance when needed.
- Act as the final decision-maker of the team
- Re-evaluate plans that are not working to improve them.

### Acting Decisively

Stay calm and focused to make clear, goal-oriented decisions. Use prayer always.

- Make decisions based on facts, not emotions
- Listen to feedback, but make the final decision alone with God's Help.
- Trust personal instincts.
- Make the decisions at the appropriate time.
- Do not try to second guess decisions unless it is clear that a wrong choice was made.
- Be flexible enough to change your decision.
- Resolve conflicts quickly.

## Communicate Effectively

It can be important to get along with others and know how to communicate the facts they need.

- Use questions to guide exchanges and keep the conversation focused.
- Listen to the answers before asking the next question.
- Ask for observations of team members, value their input.
- Read verbal and non-verbal cues.
- Give clear directions. Choose your words carefully, and speak clearly. May need team members to paraphrase what was said to confirm.
- Ensure balanced exchanges within the team. Everyone needs to be heard.

## Behave Ethically

The leader sets the standard of behavior for team members to follow. And they need to follow the model that Christ gave us.

- Be honest
- Treat others with respect.
- Take your duties seriously.
- Treat everyone fairly.
- Stay within your capabilities.
- Remember the Golden Rule: “to do unto others as you would have them do unto you.”

## Build Trust

It is not what the leader says but what they do that leads to the team trusting in the leader.

- Be consistent between words and actions.
- Be open and honest about your strengths and weaknesses.
- Listen to input from members. Trust their judgment, too.
- Expect team members to be successful.

Remember that leadership is not about the leader. It is about selflessness and mission. The team succeeds when the leader focuses on the team and the mission.

## Exercises

Depending on the size of the group, the next discussion group projects can be done as one group or as several smaller groups. Spend 10-15 minutes on each topic.

1. Find examples of Christ's leadership in the Gospels.
2. Is Christ's method of healing part of a leadership skill?
3. Think of your own experience with a "good" leader and a "poor" leader. What is the most striking difference between them?
4. How did Christ resolve the conflict between the disciples, especially about who was the greatest.
5. How can memorized scripture be used as a leadership skill?

Some additional references are below.

**Christian Service**, EGW, chapter on The Church A Training Center, pages 58-63.

**Gospel Workers**, EGW, pages 351-352.

**Lessons from the Life of Nehemiah**, EGW.

Quote from Medical Ministry, page 164.

"The man at the head of any work in God's cause is to be a man of intelligence, a man capable of managing large interests successfully, a man of even temper, Christ-like forbearance, and perfect self-control. He only whose heart is transformed by the grace of Christ can be a proper leader."

Note: the masculine gender use from the era of this written material, applies to both genders.

## Management and Leadership

This next part examines the relationship between leadership and management. Also, comparison of different models of leadership will be viewed.

First, management is about **doing things right**. It requires:

- planning
- organizing
- staffing
- controlling

Next, Leadership is about **doing the right things** by:

- setting a direction
- encouraging a vision
- motivating
- inspiring
- creating change

Good leadership is more than management. It includes getting people to work together. Management works well for resources. Leadership works better for people inclusion.

## Leadership Competence Model

One model of leadership is called the **Leadership Competence Model**. This presents a model of how people view themselves and their leadership. There are 4 basic categories of leadership.

1. **Conscious Incompetence**: This is where a person knows nothing about leadership and is aware of this lack. They will step aside to let someone else take the lead.
2. **Conscious Competence**: This person knows a little about leadership and tries to improve their skills and knowledge. About 75% of people fit into this category.
3. **Unconscious Competence**. This is a person who has leadership talents already, and many are increasing their effectiveness by consciously practicing their skills.
4. **Unconscious Incompetence**. This person has no natural talents in leadership abilities and doesn't realize the deficit. Other people will find work around solutions to this problem, but in a disaster, this is not the time to work around. The other team members may need to ask the person to step aside and let someone else take the leadership role.

## Exercise: What is your Leadership Competence?

The purpose of this exercise is to allow participants to assess their own level of leadership competence.

Read Sections A, B, C, and D below and identify which group of statements best describes how they feel about leadership and their leadership abilities.

### A

- Being in charge comes naturally to me.
- I enjoy taking the leadership role.
- When I am the leader, team members sometimes challenge me.
- Team members don't always want me to be the leader.

### B

- Leadership does not come naturally to me.
- I don't really know how to be a good leader, so I usually let others lead
- I would like to learn how to be a good leader.
- I need a lot of training to become a good leader.

### C

- It takes effort for me to be a leader, but I can do it if the team appoints me.
- It takes all my focus to be the leader even though I know a lot about leadership.
- I am not a natural leader, but I am a good leader.
- I already know a lot about leadership, but I would like to be able to lead without thinking about it.

### D

- Being a leader is instinctual for me.
- I've been taking the leadership role for a long time.
- Others often ask me to volunteer for the leadership position.
- When I take the leadership role, people seem happy to follow.

Can you see which block of statements fits which style model? Review the group's answers.

Answers: B=Conscious Incompetence. C= Conscious Competence. A=Unconscious Incompetence. D=Unconscious Competence.

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For course certification, the form must be filled out.

Member Name (Print) \_\_\_\_\_ Instructor Name (Print) \_\_\_\_\_

Member Position Number \_\_\_\_\_ Instructor Position Number \_\_\_\_\_


Member FEMA SID \_\_\_\_\_ Instructor FEMA SID \_\_\_\_\_

Date of Instruction \_\_\_\_\_

 Define a Leader, Team, and Team Member

 Recognize leadership skills to nurture.

\_\_\_\_\_ View Leadership from a Biblical perspective.

 Recognize Your Leadership Competence Style

With a complete sheet of initials, the instructor's signature signifies certification of completion for the Leadership Tools for Success, Part 1 course.

Instructor Signature \_\_\_\_\_