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Leadership Tools for Success, Part 2

This course examines the relationship between the team, its members and leaders.

Team Members

No matter how great a leader may be, a leader can do nothing without an effective team. It is the team members that define the success of a leader and ultimately the success of the team. Remember, a team's purpose is to accomplish more than what one person can accomplish alone. The individual member's behavior will determine the team's success. And, an important note here is that all things are accomplished with God's power and mercy as we follow doing the will of the Father for our lives and to reach out and interact with others.

This quote is from Medical Ministry by EGW, page 28. "As Christ's followers, we are to work with all rational methods to preach the gospel of present truth. Not only by words but by deeds we are to give evidence that Christ is willing to unite with His devoted ministers today in healing the sick and suffering. The Lord would revive in the minds of His workers a living faith in His power. When we increase in the faith of the gospel of Christ, and encourage that faith as it is presented in the word of God, there will be in our sanitariums not only a practical knowledge of how to treat the sick upon right principles but the manifestation of a living faith in God that will lead the workers to call upon the Great Physician for divine assistance. And the Lord will come to the help of such in response to their faith in His power."

This applies to our work in the MCC to help our family, church and community through times of disaster and troubles.

Team Member Characteristics

The following is a list of characteristics of a good team member. Note that many items are similar to a good leader skill list.

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

Exercise: Characteristics of Team Members

Break into small groups. Each group is assigned one or two scenarios to identify the following:

- What team member characteristic is demonstrated in the scenario? (1 or more)
- What behaviors demonstrate the characteristic (s)?

Scenarios

1. James arrives on the scene 10 minutes after he is notified that his MCC team is activating for an emergency. He eats a healthy snack in his car as he drives to the team's meeting place. When he arrives, he spots the other MCC members and joins them immediately. He introduces himself to everyone and asks the team leader what he can do to help.
2. Aisha is leading triage at the medical treatment area. She is deep in concentration prioritizing the needs of 16 survivors. The medical ops leader appears and says, "Aisha, we need you to go to the incident immediately and assess a survivor that cannot move. I'm going to take over for you." Aisha quickly explains her triage documentation and then leaves to assess the survivor.
3. Charlotte is the team's newest MCC member, and she is nervous about performing many team operations. She keeps herself busy as the team messenger, relaying communication between all units so that her team members can concentrate on their tasks. She brings water and snacks to her team members and watches out for members who look tired.
4. Fahad is taking a break between search and rescue operations. A team member who has been somewhat uncooperative begins to talk to him about their team leader. "I don't think Sarah knows what she is doing. Everything is going wrong and she looks like she can't handle the stress." Fahad answers, "I think she's doing a fine job. The buildings have been searched, the survivors have been triaged, and the Incident Commander said we're doing a great job."
5. Elina has been on scene for 2 days helping with recovery after a disaster. She slept for 4 hours last night at the shelter and has been handing out supplies to families all morning. Her teammate tells her to go home and rest, but Elina says, "I feel fine. I know my family is safe and I have the energy to do more. We've got a lot to get done today." She takes over the intake job for a team member who needs to rest.

Characteristics of Scenarios Answers:

1. Motivated, energetic, responsible
2. Adaptable, hard-working, responsible
3. Helpful, hard-working, loyal
4. Loyal, responsible
5. Hard-working, motivated, energetic, loyal.

Team Member Responsibilities

Team members also have responsibilities in their roles as MCC members.

- Comply willingly
- Follow directions per chain of command
- Complete assigned tasks
- Give your best effort
- Keep team leader informed
- Seek clarification if they don't understand
- Support team leader's actions.
- Maintain scene safety.

Successful Team Interactions

MCC members often can face challenging situations that require a high level of teamwork. Successful team interactions can be created by:

- Putting the mission of the team before personal ego
- Being supportive of each other and helping each other out
- Recognizing each other's strengths and not wasting time struggling over "turf"
- Making use of their skills and being honest about their weaknesses
- Trusting each other and depending on one another
- Communicating openly and honestly with each other
- Working out conflicts quickly and respectfully
- Providing the service requested of them without issues or attitudes.
- Placing reliance on God's help and guidance.

How the team treats its own members will reflect on the job that can be done. Professional responders will respect a team that values working as a unit. Being successful as a team increases the opportunities for each member to witness for Christ.

Leadership Styles

There is not one size fits all situations leadership styles. Rather, there are specific characteristics and skill for effective leadership that are utilized for each situation. We all use leadership skills in our day-to-day life tasks. The judgment used to make one choice over another is a pivot point. The Christian needs to understand how to keep their mind healthy so that their judgment can hear the Holy Spirit's promptings. This is why each morning starts with a devotional time, because studying God's word invites His presence into the entire day.

Disaster Situations Urgency Levels

There are three levels of urgency to disaster situations, and there is a more effective leadership style for each level.

- Urgent
- Controlled
- Planned

Urgent Situations: **Decisive** Leadership

The urgent situation requires immediate attention. Lives or property are at stake and some intervention is required immediately.

A **Decisive** leadership style is

- Directive
- Task driven
- Risk driven

In an emergency a leader listens to input and makes decisions quickly and alone. He provides clear expectations to team members on what they should do and how to do it. In a non-emergency situation this style can be seen as bossy and controlling. A calm demeanor can increase the leader's authority. This tone can be practiced during drills to simulate emergency situations. It is not just telling someone what to do, but also is communicating the most efficient way to accomplish the task without injury.

Demonstration

Point to a team member. Say the member's name and repeat the following script:

"Please pick up this stack of papers and distribute one to each person in the class.
Start on the left side of the classroom and move from the front of the room to the back.
You have 3 minutes to complete this task.
Please let me know as soon as you are finished."

Controlled Situations: Participative Leadership

As a disaster moves from initial events to a more managed level, it can be categorized as controlled. It may be helpful to change the leadership style being utilized.

A **Participative** style involves team members in the decision-making process by seeking their advice and feedback, though the leader retains the final decision making authority. This style tends to encourage and motivate team members.

Demonstration

Say to the class:

“We need to distribute this stack of papers to everyone in the class, and we only have 5 minutes to do it. Does anyone have an idea of how to begin?” Point at one person and say, “You have experience with this, what do you think?” Then point at a member and say, “I think you should take charge of this. Let me know when you are done.”

What in this demo is missing from what the leader says? What is added?

Planned Situations: Delegative Leadership

Many times the activities or activations have been organized in advance and are categorized as planned situations. Hopefully, there are no immediate safety risks in these events. Here the leader can allow team members to make decisions and implement tasks themselves, based on their various skills and abilities.

This style can lead to a less productive team as it can lead to lack of cohesion or direction. The leader needs to know the skills of those being delegated to tasks. The team members need clearly defined roles, and be able to define all the tasks they are being asked to accomplish. Care needs to be taken to remain as the leader by maintaining contact with each member and apprising the progress being made toward the goal.

Demonstration:

Say to the class:

“We need to distribute this stack of papers to everyone in the class, and we have 5 minutes to do it. Talk to each other about who is best at this and decide who is to do the tasks. I’ll be here if there are any questions.” Set a timer and see how long it takes to start the distribution of papers.

EXERCISE: Choosing the Right Leadership Style

Instructions: Decide which style of leadership response would be most appropriate for each situation.

1. A school bus ran off the side of the road and 20 children are on board. None of them was injured, but traffic is piling up quickly around the incident. Your MCC team was asked to help direct traffic around the incident.
2. An office building was damaged during an earthquake. Two hundred people were in the building. Your MCC team is asked to assist with search and rescue.
3. Your MCC team will be assisting with crowd management during the presidential inauguration. You are in charge of six platoons from two companies, and the ICS commander has briefed you on the plan of action.
4. Heavy rains created a mud slide that damaged 15 homes in your neighborhood. Many of the homes belonged to elderly citizens. Your team is on the scene, and professional responders have not yet arrived.
5. A severe winter storm caused a 62 car pileup on a city freeway. Your MCC team has been asked to help pass out food, water, and blankets to people who are caught in the incident.
6. A construction crew hit a gas main when digging into the ground, creating a leak. Emergency responders are on scene. Your MCC team has been asked to pass out gas masks and water to everyone on scene.
7. Your team is running intake at a shelter after a local disaster. You have checked in all 75 people that were waiting in line. Now your team needs to get additional documentation from every person staying at the shelter.
8. An airplane crashed into a river and emergency personnel are on scene. Responders are rescuing people faster than medical personnel can care for them. Your team is assisting with triage.
9. An evangelism meeting is being hosted by your conference. They have requested your help with forming prayer teams, Bible study groups and refreshments.

The most appropriate style for each question is listed below:

Decisive: 1, 2,4,6,8

Participative: 3, 5,7

Delegative: 7, 9

Preferred Leadership Style Exercise

We all tend to use one style of leadership more than others. This next exercise can reveal which leadership style is preferred. However, during a disaster, the situation needs to guide the style used intentionally that is most efficient for the event.

Instructions:

1. Read each statement and decide which of the following answers applies to how you feel about leadership.

A = Always

S = Sometimes

N = Never

2. Circle the number in the column of the answer you have chosen.
3. When you have finished, add the number of 1's, 2's, and 3's and record at the bottom.

	A	S	N
1. I have the final say over decisions made within my team.	1	2	3
2. I tell team members what to do and how to do it.	1	2	3
3. I consider suggestions made by others in the team.	3	2	1
4. I carefully watch team members to be sure they perform tasks properly.	1	2	3
5. If team members make mistakes, I reprimand them.	1	2	3
6. I allow other team members to share my leadership power.	3	2	1
7. I entrust important tasks to other team members.	3	2	1
8. I allow team members to carry out their tasks with little of my input.	3	2	1
9. I let team members decide what needs to be done and how to do it.	3	2	1

	A	S	N
11. I prefer when decisions are made through team consensus.	3	2	1
12. I want to help team members fulfill their potential.	3	2	1
13. When there are problems in the team, I work with members to arrive at a reasonable resolution.	2	3	1
14. I want team members to feel involved and relevant in the decision-making process.	3	2	1
15. I ask for advice from team members when things go wrong.	3	2	1
16. I accept input from team members.	3	2	1
17. Team members need to be praised or reprimanded in order to complete tasks and meet goals.	1	2	3

Totals

1 _____

2 _____

3 _____

Those that have more 1's prefer a decisive style of leadership. Those who have more 2's prefer a participative style. Those who have more 3's prefer a delegative style.

Leaders in Action

So, just what do Leaders **DO**?

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

HOW do they do this?

- 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.

How do leaders 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

How does a Stressful condition impact leaders?

May experience:

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

Make Decisions under Stress how to:

- Start each day with personal devotional time
- Define all problems and pray over each listed item
- Evaluate information carefully
- Identify problems that team can handle
- Prioritize problems
- Choose course of action for each problem
- Select alternative approach if initial course of action is ineffective
- More prayer, obstacles are opportunities for God to work

“Those who make Christ their daily companion and familiar friend will feel that the powers of an unseen world are all around them; and by looking unto Jesus they will become assimilated to His image. By beholding they become changed to the divine pattern; their character is softened, refined, and ennobled for the heavenly kingdom.” 4 T page 616.2.

Leading in Stressful Situations

During emergencies or stressful times there are some tips to provide decisive leadership that is not caustic to team members.

- Limit discussion and make unilateral decisions, but access prayer as work
- Provide clear direction
- Have team members paraphrase instructions
- Use simple language and short sentences.
- Remember to repeat instructions as needed

Exercise: Leading in Stressful Situations

Individually review each scenario. Write out the steps you would take to handle each situation if you were the leader. Prioritize the steps in the order they would happen.

1. You are leading a search team to find a child that was reported missing in Camp Kulaqua. Your team members have been searching throughout the night, and many of them look fatigued. You have asked them if they need to take a break, but no one wants to stop searching. You notice that one team member looks upset, and when you ask her what is wrong she starts crying. She tells you that her own daughter went missing 15 years ago and was never found. Suddenly you also realize that you have not heard from two of your members in over an hour.
2. Heavy rains are expected to cause river levels to rise rapidly in your community. Over the next 24-48 hours, many roads are expected to be washed out. Your community is told to evacuate within 24 hours. Your MCC team has been asked to assist with traffic evacuation. You need to report to the scene in 3 hours, but your spouse and three children are still at home and have not yet evacuated.
3. A fire caused damage to a nursing home in your area. Firefighters have contained the fire, and your team is assisting medical personnel care for injured survivors. The nursing home has 60 residents, and several of them have severe burns and other injuries. Two of your team members are standing over a survivor, arguing about whether he has the symptoms of shock. The survivor's breathing is very slow and labored, and his eyes are glazed. The Incident Commander is watching your team members argue.
4. Your team has been excited about being asked to help with the local parade traffic control security. During the assembling onsite, one team member asks to start with prayer for the group. Another team member shakes his head no, and starts to walk away. A group of local police officers are standing near, listening to your group, and are laughing.

Exercise: Team Role-play

Divide into groups of 5 or less.

Read the following scenarios. In the small group, choose a leader and each team member's role. Develop a plan of action and its priority list. Record these items to be discussed by the entire group at the end.

Groups may be using the same scenarios based on the size of the class.

1. Your team has been dispatched to a damaged building. Several survivors are trapped in the building and the building appears ready to collapse. Family members of trapped survivors are imploring your team to save their loved ones.
2. Your community was flooded after a severe storm. Floodwaters have receded and your team has been asked to do a damage assessment of an outlying neighborhood.
3. Your team was asked to help with security for a local evangelism effort. At one of the parking lots a fight has broken out between visitors and a crowd is gathering.
4. During the line exiting a large church event, a visitor drops to the ground and starts to have a seizure. Several of your team members are in the crowd. Another person next to the victim drops to all fours and starts barking like a dog. Another visitor starts to swear and jump up and down screaming at anyone who wants to help.

Conclusions:

This is just a sampling of the situations and roles that we may be asked to fill in our future. As the time of probation draws to a close, more events are going to be unusual and surreal. Now is the time to exercise our faith and know with Whom we have available help. Learn to take each event to prayer. But, most importantly, learn what the Bible says about each problem so that you have a sure foundation to stand on why you make the decisions you do. Another tip for leadership success in stressful times is to have memorized Bible verses to use for your own encouragement or use in situations to encourage others. Jesus is coming soon; this is our hope and our life.

Leadership Tools for Success, Part 2


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 team and the members characteristics.

 Understand the three leadership styles and the situations for the most appropriate use.

 Recognize your own preferred leadership style.

 List some ways to be effective in active leadership

With a complete sheet of initials, the instructor's signature signifies certification of completion for the Leadership Tools for Success, Part 2 course.

Instructor Signature _____