CERT Tools for Leadership Success

Community Emergency Response Team

FEMA

citizen corps

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

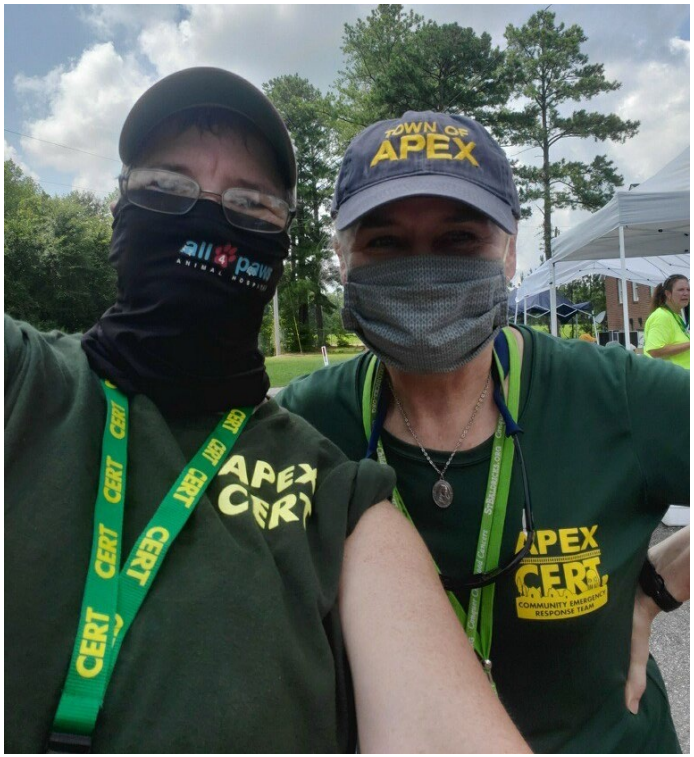
Leader Defined

- 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

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

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

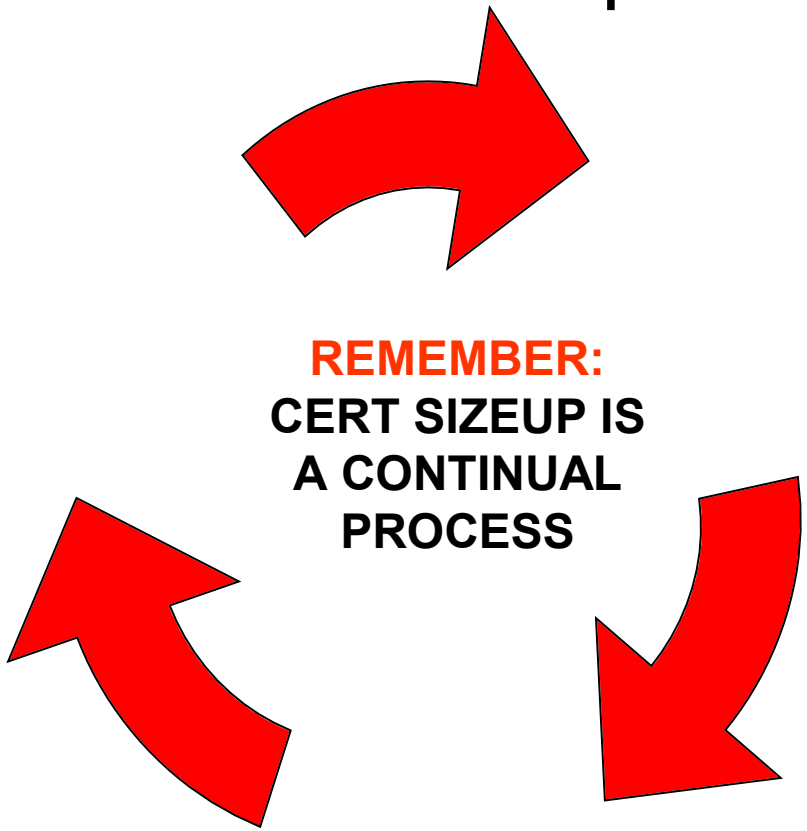
Team Organization

- 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?

1. Gather Facts
2. Assess Damage
3. Consider Probabilities
4. Assess Your Situation
5. Establish Priorities
6. Make Decisions
7. Develop Plan of Action
8. Take Action
9. Evaluate Progress

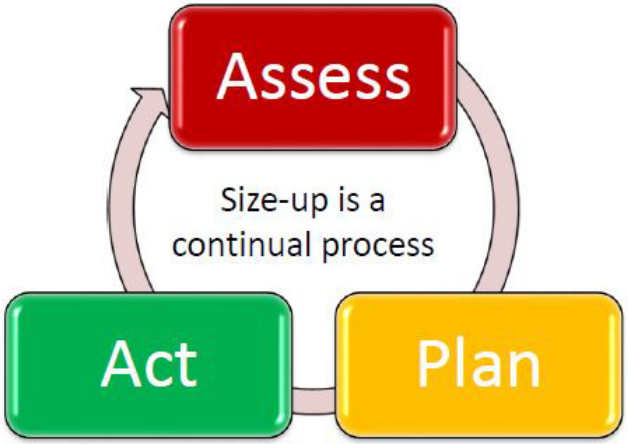


REMEMBER:
CERT SIZEUP IS A CONTINUAL PROCESS

CERT Size-up, Simplified

1. Assess: Assess the Situation
   - Gather Facts
   - Assess Damage
   - Consider Probabilities
   - Assess Your Situation
2. Plan: Make a Plan
   - Establish Priorities
   - Make Decisions
   - Develop Plan of Action
3. Act: Take Action

SIZE-UP PROCESS



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

- Incident Commander is first person on the scene.
- That first IC can defer to someone with more experience when they show up.
- IC appoints Team Leaders.
- IC defers to professional responders when they arrive – they may or may not take Command.

Team Leaders

- Effectiveness of a leader depends on applying specific principles
- Everyone can learn to be an effective leader through study and practice

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

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

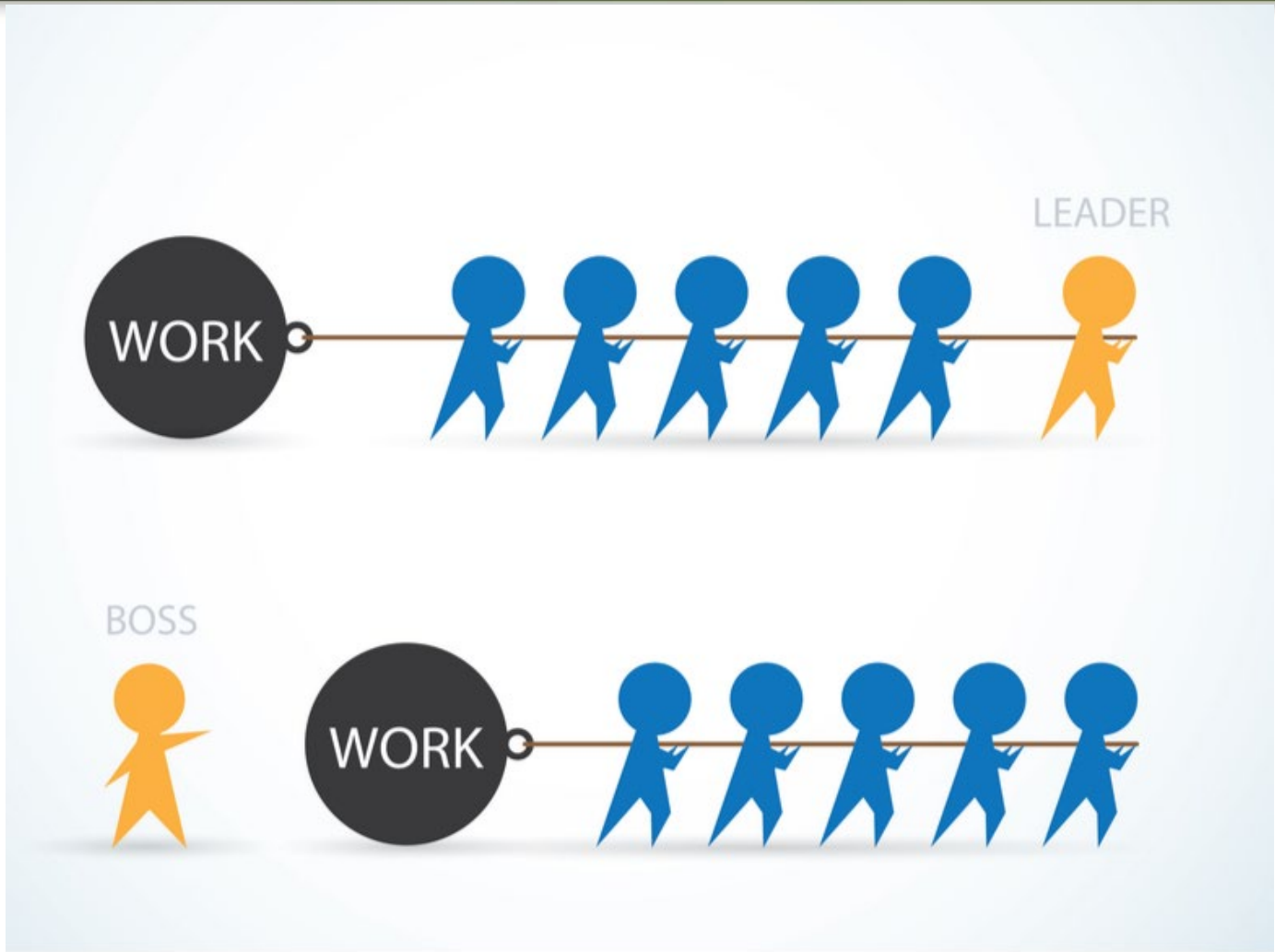
Leadership

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

Management

- Planning
- Organizing
- Staffing
- Controlling

Leader vs Boss



Leadership Styles

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

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

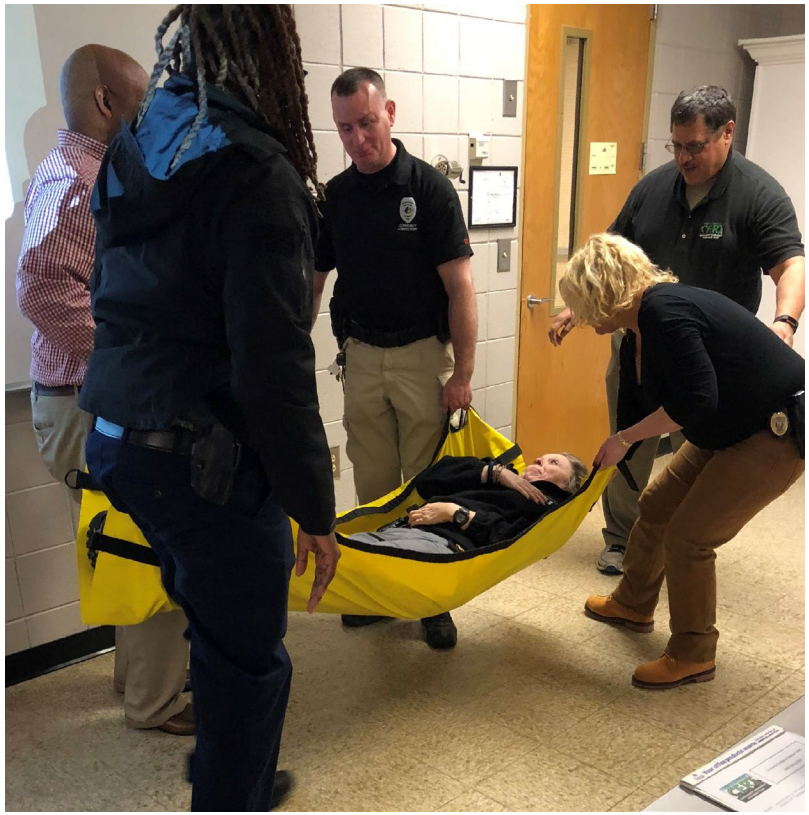
Team Members

- 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

Team Member Characteristics

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

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
- Provide the service requested of them without issues or attitudes

Successful Team Operations (cont'd)

- 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?

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

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

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

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

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

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

Module Summary

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

TRUE LEADERS
DON'T CREATE
FOLLOWERS.
THEY CREATE
MORE LEADERS.