

Chapter 11

Leadership and Management

Objectives

- By the end of this chapter, you should be able to:
 - Explain the role of leadership and management and the effects of change; describe their relationship to emergency services, specifically technical rescue
 - Explain leadership and management skills as they relate to internal and external resources of a trench rescue team

Objectives (cont'd.)

- By the end of this chapter, you should be able to (cont'd.):
 - Classify the leader's role in the four phases of a trench emergency action plan
 - Compare and explain the similarities that exist between strong military and fire service leaders as well as the similarities in failed operations

Introduction

- Degree of safety, success, and satisfaction accomplishment is a result of leadership and management employed
 - Leadership is a privilege and a responsibility
 - Management is a skill set that can vary widely

Leadership and Management

- Differences between leadership and management:
 - Personality
 - Attitude
 - Perception of work
 - Interpersonal skills
 - Personal history
 - Development

Leadership (cont'd.)



Figure 11-1 Good leaders and managers solicit input from team members to ensure that they, as leaders, are seeing the big picture

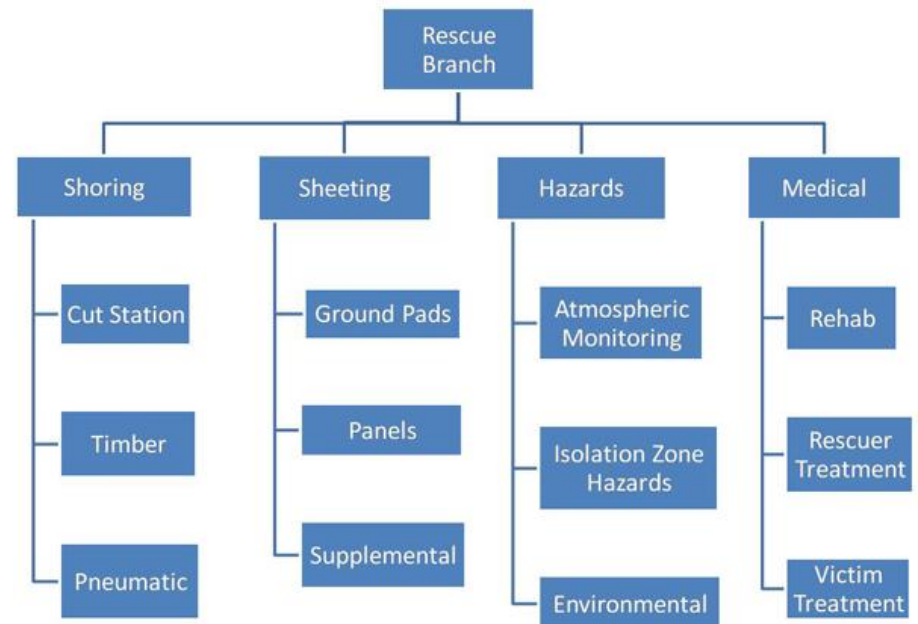


Figure 11-2 A well thought out leadership structure ensures a manageable span of control

Leadership (cont'd.)



Figure 11-3 Interpersonal communications are dynamic in nature. Leaders must be able to communicate effectively in a learning environment



Figure 11-4 Leaders must be able to communicate effectively in a tactical situation



Figure 11-5 You gain leadership traits from experiences and leaders you work with throughout the course of your life

Leading, Managing, and Change

- Pitfall: we do not embrace change well
 - The more change, the more resistance
 - Example: Halligan tool



Figure 11-6 The Halligan tool was designed by and named after Hugh Halligan, a first deputy fire chief in the New York City Fire Department, in 1948

Emergency Services Leadership

- Most important task for any officer is to ensure every member under their charge goes home safely
- Leaders:
 - Ensure team members have everything needed to do their job effectively
 - Instill leadership, initiative, and teamwork
 - Have knowledge, motivation, and an open mind

Emergency Services (cont'd.)

- General leadership statements to stimulate thought:
 - Know yourself first
 - Knowing your team members will enable you to help them realize their potential
 - Work side by side with the team, not above
 - The more you work as a team, the more you will be a team
 - All work, no play does not make a strong team
 - Keep an open mind

Emergency Services (cont'd.)



Figure 11-7 Work with your members during training so that you and they know what to expect during incident operations



Figure 11-8 Simply spending time on in-service classes will help you understand your team members

Technical Rescue Team Leadership

- Lead by example
 - Team leadership starts with a positive attitude
 - Surround yourself with subordinate leaders who will challenge you
 - Give incentives
 - Take time to meet informally

Team Leadership (cont'd.)

- Leadership venue: variety of leadership situations and settings emergency services leaders face
- Internal team leadership venues include:
 - Administrative leadership venue
 - Operational leadership venue

Team Leadership (cont'd.)

- External team leadership
 - Mutual aid
 - Automatic aid
 - Public resources
 - Private resources



Figure 11-10 Private resources such as rental companies can provide valuable equipment most teams would not keep on hand

External Information Resources

- Many external resources were used for research when writing this book
 - Tracking statistics
 - Setting safety standards
 - Providing training
- Many agencies and organizations are an integral part of trench and excavation safety
 - For the laborer and rescuer

OSHA

- Occupational Safety and Health Administration
 - Ensure safety and health of America's workers
 - Sets and enforces standards
 - Provides outreach training and education programs
 - Establishes partnerships

NFPA

- National Fire Protection Agency
 - International nonprofit agency
 - Seeks to reduce burden of fire and other hazards
 - Improves quality of life by providing and advocating consensus codes and standards
 - National Fire Academy programs provide research, training, and education

NIOSH

- National Institute for Occupational Safety and Health
 - Part of U.S. Department of Health and through Centers for Disease Control and Prevention
 - Responsible for conducting research and making recommendations for the prevention of work related injury and illness
 - FACE program concentrates on investigations of fatal occupational injuries

ELCOSH

- Electronic Library of Construction Occupational Safety and Health
 - Developed and is maintained by the Center to Protect Workers' Rights
 - Support from grants from NIOSH
 - Multi-lingual, user-friendly Internet site that provides information about safety and health for construction workers

Facts and Figures of Trench Emergencies

- Installation and repair of sewer systems was the most frequent construction operation resulting in fatalities: 37%
- Water supply installation and repair: 17%
- Electrical installation: 15%

Facts and Figures (cont'd.)

- BLS classifies injury causes by code
 - Code 41: excavation or trench cave-in
 - 32% of injuries were caused by excavation or trenching cave-in
 - 23% were caused by the victim being caught or compressed by equipment
- Purdue University
 - 9 (53%) of fatalities were in trenches between 5 and 10 feet deep
 - Greater than 10 feet deep, 8 fatalities (47%) were reported

Military and Fire Service Leaders

- Leadership of the military and emergency services has many similarities:
 - Emotional maturity and stability
 - Ability to make clear, decisive decisions
 - Strong communication skills
 - Chain of command
 - Strong communication skills

Military and Fire Service (cont'd.)

- Performance appraisals
 - Mark of a strong leader is the ability to make decisions quickly and communicate them effectively
- Feedback is critical
 - Team rapport
 - Personal growth
 - Criticism must be interpreted and accepted well

Military and Fire Service (cont'd.)

- Motivation
 - Leaders must be able to envision the future and convince others their vision is worth following
 - Good leaders are in touch with their team members and understand how to motivate them
- Most failures can be attributed to a gap in leadership at some point
 - Other factors: inadequate staffing, experience, or training; inadequate equipment or resources; improper risk/benefit analysis; or a combination

Conclusion

- Leadership will make or break a team
- Leaders should:
 - Possess strong skills in their disciplines
 - Possess humility to constantly learn from the individuals and experiences around them
 - Respect their teams
 - Empathize with team members