

Panel Discussion

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ADVANCING OPERATIONAL CULTURE

EVOLVING OPERATIONS BEYOND THE TECHNICAL

The Future?

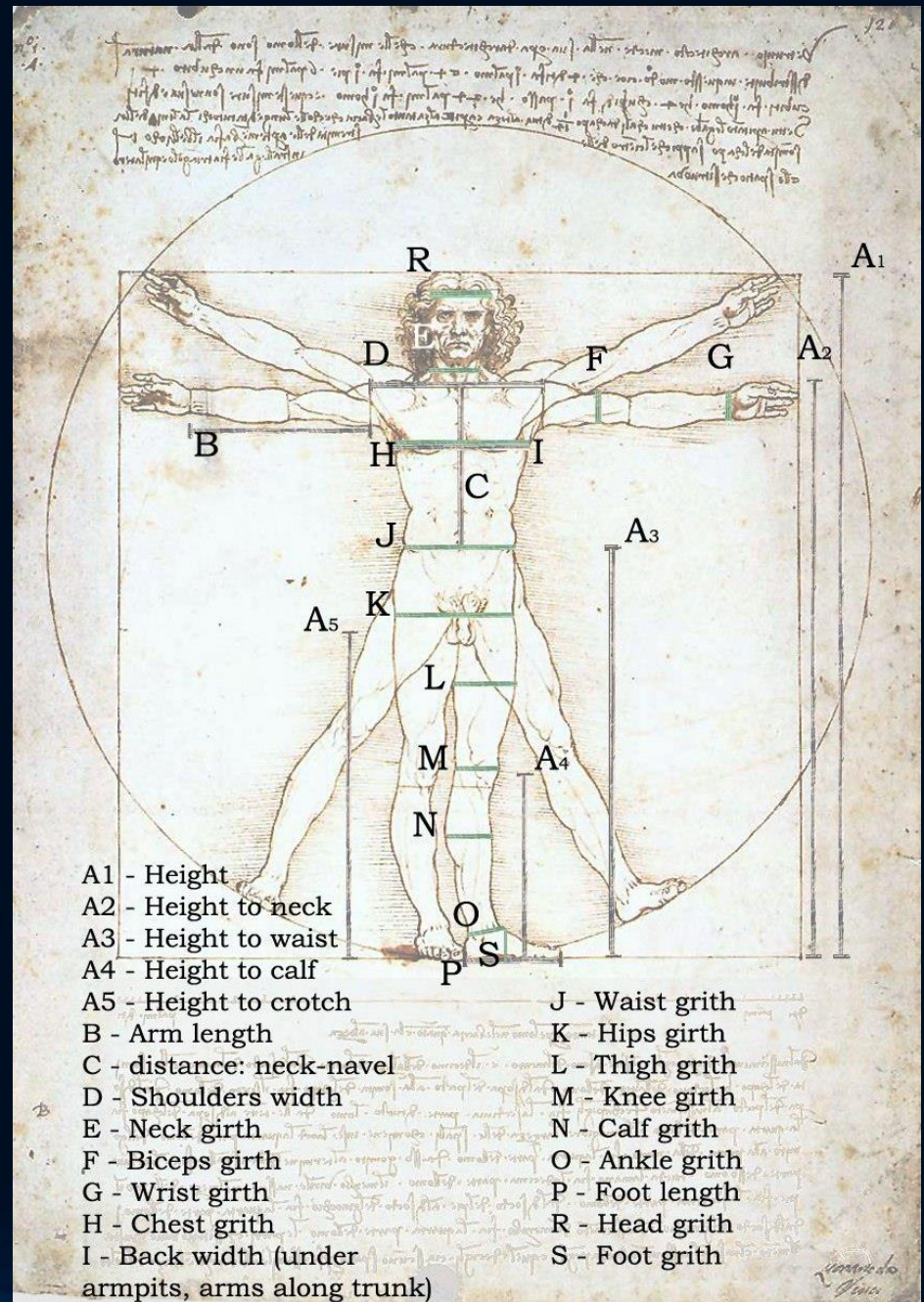


Environmental Characteristics



- Speed
- High consequence
- Limited control
- Dynamic
- Unknown components
- Chaos or high disorder
- Friction

The Human Machine



The IMT is a decisional processing system



The Next Mountain:

Mastering the Human Components of the Operation



3 Advancement Components

- **Establishing a cultural expectation** or model
- **Leader behavior** that reinforces and models the values of the culture
- **Development of the “Operational Arts”**

Establishing a cultural frame or base

- Culture is a set of shared values or beliefs (behaviors, rituals)
- Many value sets can co-exist, but tend to be contextual
- When there are conflicts in the value sets, problems develop
- A value set serves all levels of the organization, but manifest in different behaviors depending upon the job

Collectively...

- Culture provides a foundation for, but also limits decision-making and behavior, effecting:
 - Initiative
 - Flexibility
 - Authority relationships (power distance)
 - Willingness to communicate
 - Error detection and correction ability
 - Foundational fear and trust relationships

Producing (or inhibiting)

- Speed
- Effectiveness
- Performance
- Resiliency
- Cohesion
- Adaptiveness



Strengthening Culture – three lenses

- **Crew Resource Management (CRM)**
– aviation 1970s-80s
- **High Reliability Organizing (HRO)**
80s-90s
- **Mission-Driven Values (M-DV)** 2011



Mission-Driven Values

- **First articulated in 2011 by MCS development team during an IMT analysis effort**
- **Six mission-related core operating values that were common to the most effective teams**
- **Are applicable to all levels of the organization, but behaviors determinant on position**

Mission-Driven Values



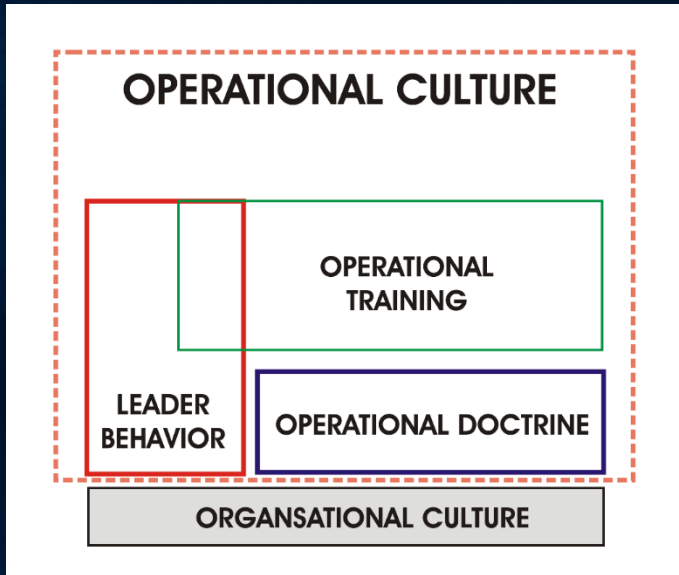
Dedication to:

- Service for the common good
- High trust state
- Pursuit of truth
- Form and function defined by the end state
- Individual initiative
- Continuous improvement

3 Advancement Components

- Establishing a cultural expectation or model
- Leader behavior that reinforces and models the values of the culture
- **Development of the “Operational Arts”**
 - **Mission Command**
 - **Operations Tempo**
 - **Principles of Operations**
 - **Etc.**

SYSTEM OF THOUGHT THAT SUPPORTS ADVANCED OPERATIONS



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QUESTIONS