

WHEN IS YOUR TEAM **A TEAM?**

A Time of Introspection

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WHEN IS YOUR TEAM A TEAM?

Teams to the Left, Teams to the Right

Technical
Rescue Team

CERT Team

Accident
Reconstruction
Team

Haz
Mat
Team
VER
Technical
Assistance
Team

Incident Management
Assistance Team

USAR Team

Incident
Management
Team

SWAT Team

Spill
Response
Team

And The list goes on and on.

WHEN IS YOUR TEAM A TEAM?

Workshop Goal: To provide a forum in which participants can begin to assess the level to which their “team” has developed and begin to identify benchmarks for refining the composition of the team to be capable of functioning with maximum productivity.

When Is Your Team A Team?

- ▣ **Enabling Objectives-At the conclusion of this workshop, the participants will be prepared to :**
 - **Define an organization, high reliability organization (HRO), and team**
 - **Discuss “High Performance Organizations” as related to basic organizations, high reliability organizations, and teams**
 - **Discuss individual competency versus organizational/team capacity (individual excellence versus team productivity)**
 - **Determine the extent to which their organization works to meet its performance expectations**

When Is Your Team A Team?

“Teams” are an integral part of
Emergency Management
and
provide an organizational
framework within which tasks
are performed based on
identified or perceived needs.

When Is Your Team A Team?

“The ability to deal with a crisis situation is largely dependent on the structures that have been developed before the chaos arrives.”

Patrick Lagadec

WHEN IS YOUR TEAM A TEAM?

Organization:

Definition (Business Dictionary)--A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment.

WHEN IS YOUR TEAM A TEAM?

High Reliability Organization (HRO)

Reference: HROs are organizations that create a mindful infrastructure that manages activities according to five organizing principles –

1. Preoccupation with failure
2. Reluctance to simplify
3. Sensitivity to operations
4. Commitment to resilience
(adapt & overcome)
5. Deference to expertise

When Is Your Team A Team?

“We attribute the success of HROs in managing the unexpected to their determined efforts to act *mindfully*. By this we mean that they organize themselves in such a way that they are better able to notice the unexpected in the making and halt its development. If they have difficulty halting the development of the unexpected, they focus on containing it. And if some of the unexpected breaks through the containment, they focus on resilience and swift restoration of system functioning. ”

Karl E. Weick

Kathleen M. Sutcliffe

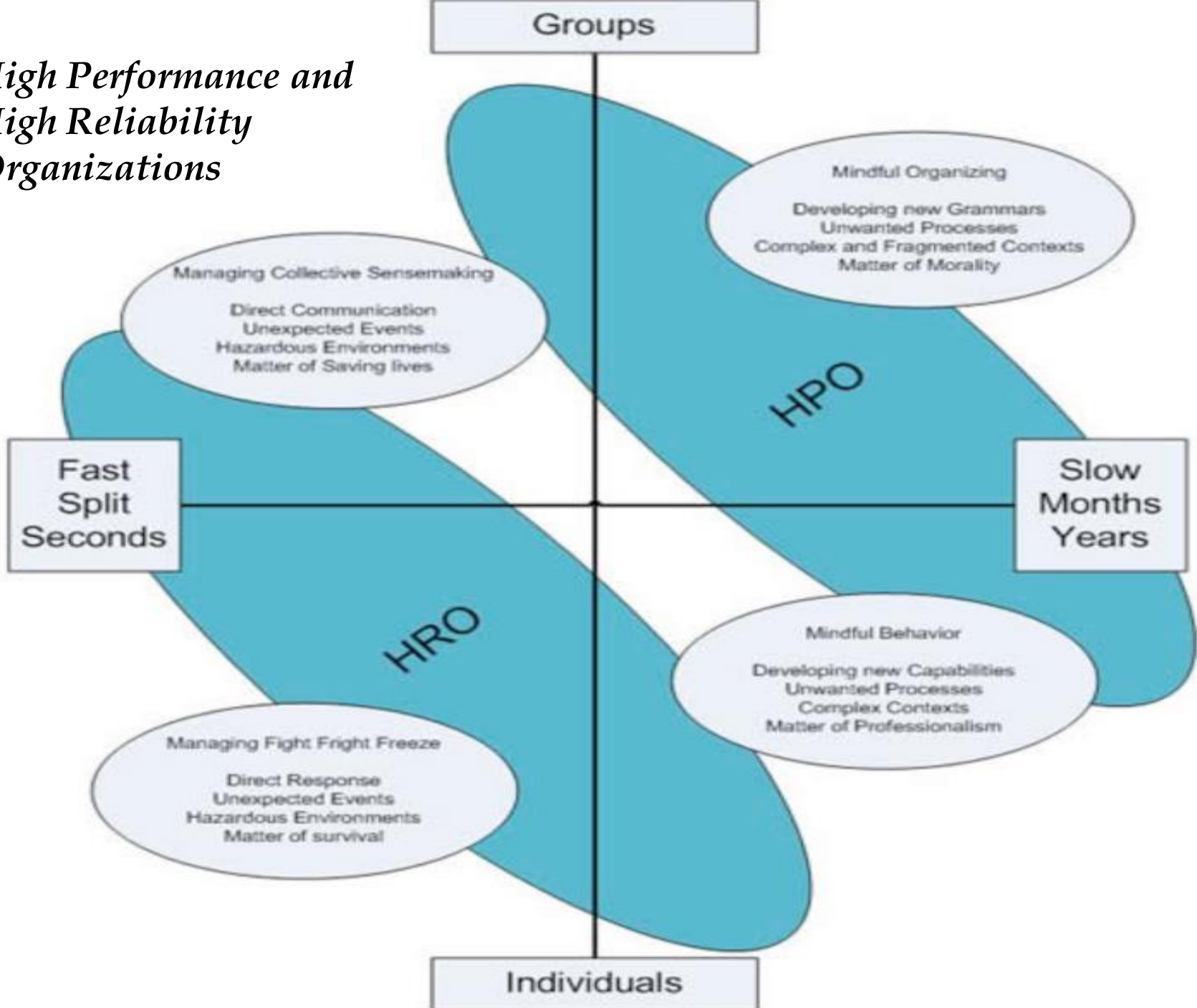
When Is Your Team A Team?

High Performance Organizations (HPO)

References-characteristics:

- ☛ Structured with a “flat heirarchy” members are equals enabling collaboration to the mission and goals of the effort
- ☛ Capitalize on the “best” in members to produce sustainable results
- ☛ Practice Total Quality Management (TQM)
- ☛ Pursue on-going training
- ☛ Cohesiveness and “teamwork” are commonplace

High Performance and High Reliability Organizations



WHEN IS YOUR TEAM A TEAM?

Team

Definition (Business Dictionary)--A group of people with a full set of complementary skills required to complete a task, job, or project.

Team members:

- (1)) operate with a high degree of interdependence,
- (2) share authority and responsibility for self-management,
- (3) are accountable for the collective performance, and
- (4) work toward a common goal and shared rewards(s)...

TEAM (continued)

... A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.

WHEN IS YOUR TEAM A TEAM?

Team vs HRO vs Organization

All are AGENTS of CHANGE

Is your team prepared for and capable
of implementing, leading, and
ensuring change to the conditions
with which confronted?

WHEN IS YOUR TEAM A TEAM?

A TEAM generally is built around
TRUST

Trust is most often built through familiarity.

The greater the degree of familiarity, the greater
the degree of trust —

And the better the performance of the aggregate.

When Is Your Team A Team?

Points to Consider In Solidifying a Team

-  TEAM Values Shared by All Members?
-  TEAM Mission Embraced by All
-  TEAM Engagement & Commitment
Reinforced by All
-  TEAM Capability Supported by All
-  TEAM Sustainability Collectively Fostered

When Is Your Team A Team?

Can an “Organization” become
a “Team” by training the
members in component
functions?

Answer: Yes—to a point

When Is Your Team A Team?

An “Organization” progresses
toward becoming a “Team”
by training in component
functions for each of the
members, *BUT*

When Is Your Team A Team?

*The MOST effective Teams
are a product of blending
individual skills into one
cohesive and integrated unit.*

Thus the answer is:

Yes and Yes

When Is Your Team A Team?

Food for thought:

*Can a “team” formed on an
ad hoc basis reasonably expect
high productivity and
performance output from the
outset?*

Why or why not?

When Is Your Team A Team?

Lack of familiarity with other members assembled on an ad hoc basis often delays full productivity while they go through a “butt sniffing” period.



This “Butt-sniffing” period can take hours, days or longer and may delay or prevent full performance productivity.

When Is Your Team A Team?

Concept: Teamwork requires
“Anticipation”

Teams evolve through the ability of the
members to

Anticipate

When Is Your Team A Team?

In addition to the team's ability to anticipate potential challenges from the incident (or event), the individual members develop the ability to anticipate the actions/reactions of teammates to any circumstances encountered and maintain continuity within the mission and tasks.

WHEN IS YOUR TEAM A TEAM?

Individuals not familiar with each other cannot *anticipate* the actions of others in many instances.

An organization composed of individuals who do not routinely function together cannot develop the *anticipation* needed to function seamlessly.

WHEN IS YOUR TEAM A TEAM?

Consider your “Team” Composition. . .

What is the makeup of the group?

A typical team has many different
“characters.”

Those “Characters” can contribute to either a
synergistic effect or an *antagonistic* effect

When Is Your Team A Team?

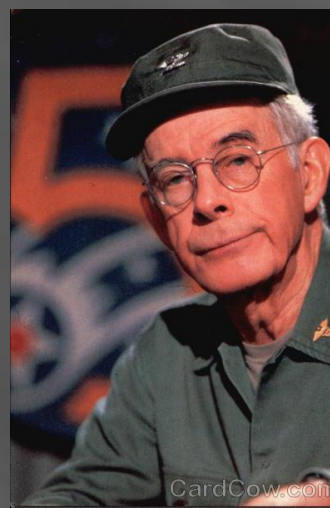
Personalities and individual traits
play an important role in
TEAM evolution as well as its
composition - *And performance!*

Can you identify your team
members tendencies?

Remember the TV Show M*A*S*H?

It Takes All Kinds *To Make A Team*

EXAMPLES



WHEN IS YOUR TEAM



Mission Focused



Complimentary
Skill
Sets



Highly
Motivated



Synergistic Effects



When Is Your Team A Team?

▣ Questions to Ponder:

Have you ever watched a sports *all-star game?*
(i.e.- Football Pro-Bowl, MLB, NHL or NBA All-Stars)

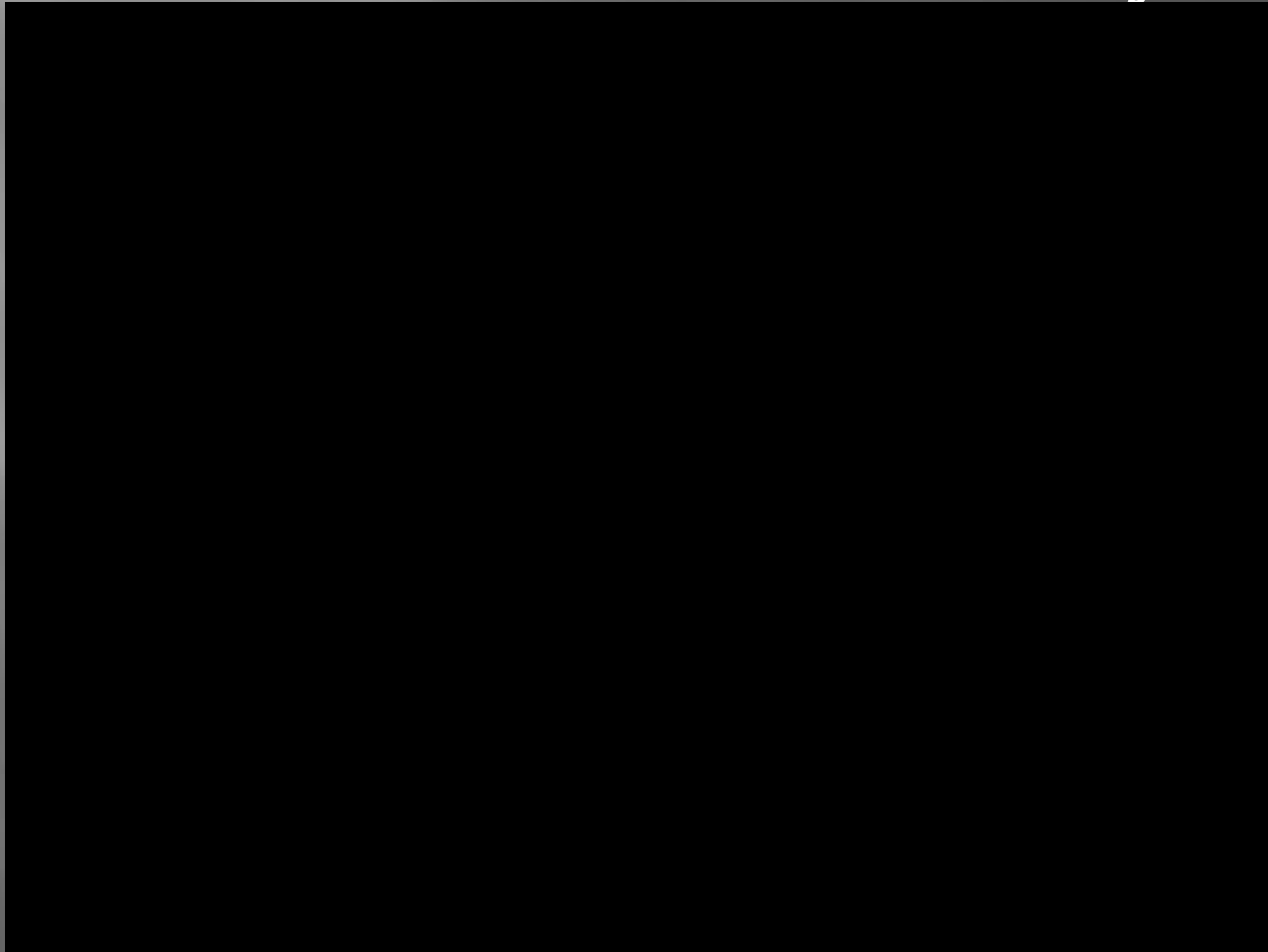
During that game, did you witness a cohesive team output—or was there a series of memorable *individual* performances?

Team excellence is most often a product of individual excellence and extensive practice.

When Is Your Team A Team?

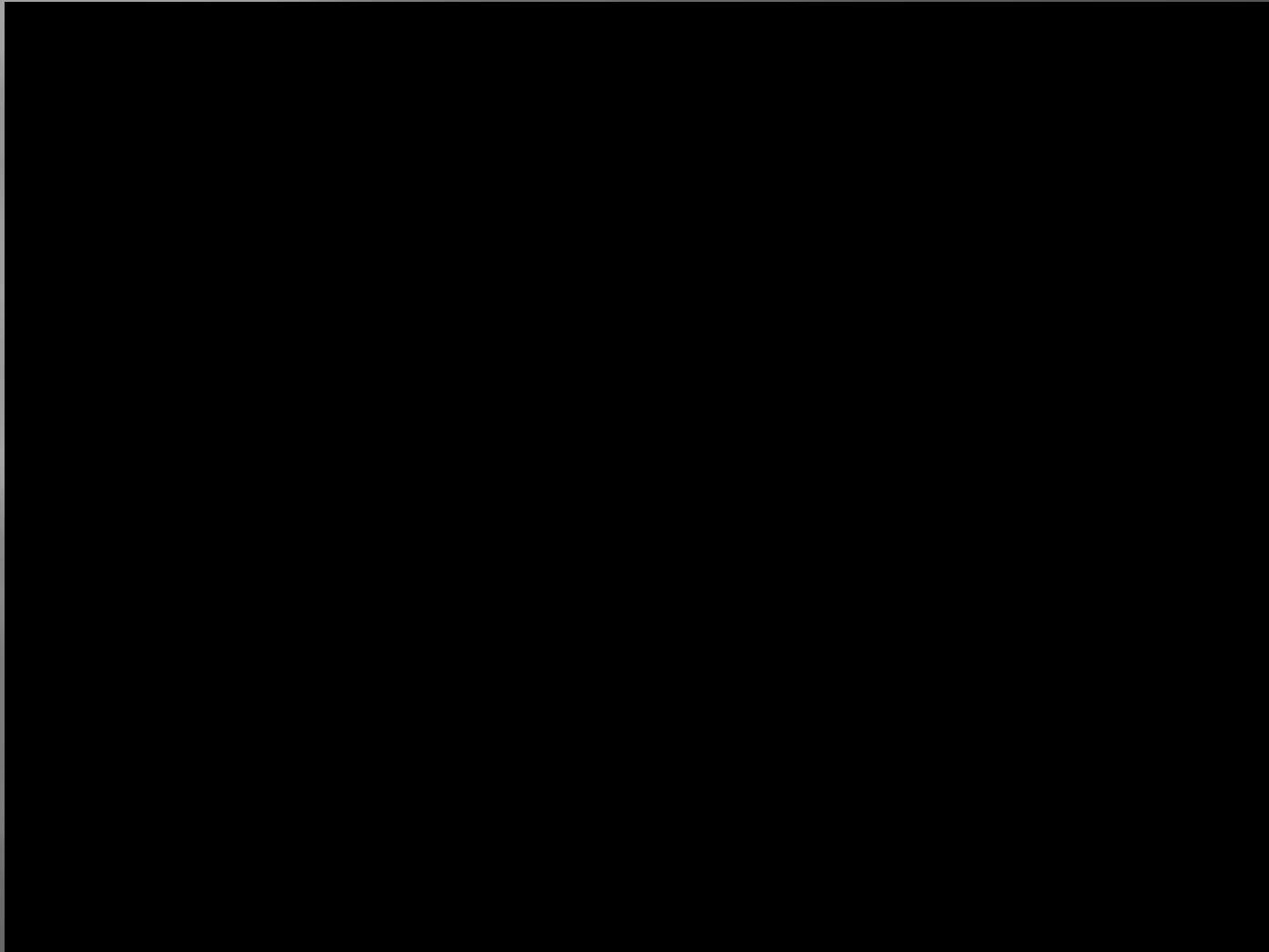
Sports Team Performance:

Baseball- Double Play



When Is Your Team A Team?

▣ NASCAR Pit Stop



WHEN IS YOUR TEAM A TEAM?

Teamwork is both a process and an objective.

The best *Teams* evolve from individual and collective efforts combined.

When Is Your Team A Team?

Organizations, HROs (HPOs), and Teams are critical to executing emergency services functions.

WHEN IS YOUR TEAM A TEAM?

Team Development and Assessment Activity

Create a 3-column chart:

1. List Impediments to team solidification and performance
2. List Strengths and facilitators to team development
3. Identify actions to overcome impediments and enhance strengths
4. List impediments and strengths/facilitators on a separate line.
5. In column 3 describe actions that can be taken to overcome impediments or enhance strengths. Identify a time frame in which the action should be taken/completed.
6. Column 3 should be used to plan and track annual focus, efforts, and expectations. Review and revise annually or more often.

(Similar to SWOT Analysis)

When Is Your Team A Team?

Example (Incident Management Team)

Teams

<u>Impediments</u>	<u>Facilitators</u>	<u>Actions (To improve/enhance)</u>
<p>Members work different shifts, agencies or jurisdictions</p> <p>Local government Budget Limitations</p>	<p>All team members have completed at least one P-S course and completed a PTB</p>	<p>Schedule semi-annual or quarterly training/exercises involving all C&G positions-including shift changes -by next year conduct at least 2 times</p> <p>Identify unit level training needed for members and have C&G staff conduct mentoring and evaluation for subordinates – first 6 months</p> <p>Identify alternate funding sources: (?) State/private grants, cost share plans (Consider fees for services?) --on-going activity</p>

When Is Your Team A Team?

Closing Thoughts – A TEAM becomes a TEAM when:

- All members share a mutual commitment to a coherent mission and strive to practice needed individual skills as well as team interaction
- The organization is constantly planning for succession as members move up or move out.

When Is Your Team A Team?

- Your organization has a clear structure and sets performance expectations for every member as well as every position.
- The organization (and members) welcome (seek) every opportunity to work together (i.e. – exercises, planned events, civic/social activities, etc.)

WHEN IS YOUR TEAM A TEAM?

--The organization should take every opportunity to network with similar organizations in-state and elsewhere.

(i.e.-VEMA, VAHMRS, VFCA, etc.)

--Do NOT allow the organization to become “insulated” and stagnate

*Meet annually with like organizations in-state and review the past year's activities, lessons-learned, etc.

**consider joint training opportunities

*Be active in national organizations and attend national forums

(i.e.-AHIMTA, IAFC., etc.)

When Is Your Team A Team?

Also Note:

The organization should monitor federal or national guidance issued, seek clarification when appropriate, and attempt to promulgate the standards developed, and actively participate in developing these standards. . . .

When Is Your Team A Team?

Thank YOU!

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**THE
A - TEAM**

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