

After Initial Course Presentation Review
L-480 IMT Leadership
March 7-11, 2005
NAFRI, Tucson, Arizona

Objective: Gain insights from Coaches of their roles value, impressions of class, lessons, curriculum, and suggestions for improvement.

Questions for the Coaches:

1) How effective was the use of coaches for facilitation of exercises, scenarios, and case studies? How could you have been more effective from prior information and instructions from the Steering Committee?

- “Moderately effective” If more scenarios were to be used, coaches could facilitate and or be key role players in those scenarios. Somewhat like role players in 420/520.
- On a scale of 1-100, I would say the coaches were 60-70% effective. Because of the expertise level of some of the students they were able to work through the scenarios without facilitation. I was selected late and did not have an opportunity to spend a lot of time on the material. Having the opportunity to go through the scenarios and/or to the session would have been useful. Coaches may be the wrong term. It is mostly facilitation. Day 4 it did not appear we needed to do much/ if any coaching.
- I think going through the entire course greatly affects ability to coach; I felt was more a student. Rotating coaches; putting in the middle worked.

Coach guidelines

Objectives

Help or more detail for coaches

Pre-work (coaching and mentoring readers for Day 5).

- Coaches were moderately effective in facilitation of exercise. Students occasionally became stumped. A coach’s guide to exercises would be useful.
- I believe the use of coaches added strength to the session. At times kick starting group discussion, answering questions, offering opinions and insuring all participants were participating in group exercises.

A few of the exercises I was unclear of intent. A briefing on some of these could have helped. (not a big deal).

- *Did you have the material prior? Did you understand the process associated with each exercise i.e. what is to be done/achieved? Did you understand the end state that was required from the learning experience and what questions may arise from the student and the responses/guidance that you need to offer?*

2) From your IMT experience do you feel that you and the students received information, and tools, from the class to prepare initially for leadership roles in IMT atmosphere? What was missing that you feel that would improve the future of those moving into IMTs?

- Practice applying these tools.
- Yes!!

- Definitely – other than some minor tweaks; moving some more to pre-work. Move some topics around (Let Larry recommend based on beta. Minor adjust to some of first day – teams
- The class is excellent as is. Good link between course content and incident management.
- All the many parts of this program are essential. Vision, Command is a conflict, stress, emotions, cohesion, coaching and the list goes on provide for team success. Some of the inquiring minded participants on a few of the topics asked the “curious questions” were far deeper then how it relates to behaviors on an IMT. Most questions were “good questions” and were for clarification. The questions asked can be included for course evaluation.
- *Stories (from presenters or coaches) that contextualize the concepts, processes, tools being presented. Need an IMT focus. – how do you apply this in a high risk/time critical environment?*

3) What would you change in the lessons, or presentation, to better get the information across to the students?

- The information was outstanding and the tools for determining “staff evaluation” were very effective. More emphasis could be placed on utilizing those tools in developing and maintaining teams – Possibly using role play scenarios.
- Front load where we are headed with the session. Command Presence; bring in some role players to show differences.
- Keep teams consistent and the whole week. Nightly reviews and readings to increase student responsibility. Sound system good call.
- The course is excellent as is.
- *Not a new topic. In the beginning, plant a seed/provide a map for some of the participants (simple minded life me) to allow those people to sit back and absorb the deep topics and not evaluate and try to figure out the end state.
- *A case study/s in exemplary leadership pre-reading? – novels/stories/application of principles The course has to be presented by an expert or organizational phsysc.*

4) If we were to prepare a "tool kit" for student reference in the future what items from the lessons would you include based upon your experience?

- Pocket guide with field practical tools such as : overview of “nested frames” components of situational awareness; abilities to move between “Leader and Manager;” overview of attributes of great leaders; review of leadership styles; traits and skills of command presence; review of credible vs. approachable leadership components. Review of “Ten Leadership Mistakes” etc...
- Give them additional copies of the following.
 - The motivation strategy p. 109
 - Leadership Style Adaptability p. 34
 - Leadership Style Range p. 35
 - Situational Leadership p. 36
 - Conflict Styles
 - Delegation Skills assessment etc...

- Driving change motivation strategy (day 3). Create Command Presence, Submodalities, Leadership Styles, Delegate, Conflict Styles.
- A tool kit with references to skill assessments, profiles, charts, models, and processes would be good for future use.
- We could filter the binder and add additional “tips” that be placed in a small bound package for easy handling. This would include team building concepts, organizational and vision tips.
- *Fire leadership ‘truths’ – sayings/acronyms/cartoons/graphics/screen savers etc. Booklet of mind joggers by topic – motivate, decision making, strategic SA e.g. PESTEL/SMEAL, TEAM, COMM etc.*

Additional Comments:

- Consider having some groups (IMT sections) go through “ops section” together. Will have to submit and be selected as a “section.”

Some very detailed and deep lessons, if Dr. Larry does not present it, be very careful on selection of who may. Some of the material if not presented right and questions not answered right could be counter productive.

- *Situation, Mission, Execution, Admin (logs), Communication.*

Coaches:

Judy Forbes, Dan Kleinman, Jerome Macdonald, Reggie Molina-Huston, Pruett Small

Italicized comments by Roger Armstrong, CALM - Australia