Leading in Safety,
It’s our choice..

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Region 6 Dispatchers Workshop
Spokane, Washington
Leadership

• The authority to lead is established by law-the decision to lead is a personal choice

• Leadership is a tough choice, you make a conscious decision to sacrifice your needs for those of your teams and the organizations

• A good leader is not defined by position

• We choose to lead because we want to make a difference
• The National Interagency Fire Center reported 480 wildland firefighter fatalities from 1990-2016
Line of Duty Deaths (LODD)

- From 2004 to 2016, there was an annual average of 86 LODD firefighter fatalities in all firefighting services.

- An average of 19 were wildland firefighters - over 20% of all firefighter Line of Duty Deaths.
Situational Awareness

- Jason Bourne Situational Awareness

Why is situational awareness important to us in dispatch?
Why is Situational Awareness so important to us?

- It is the basis for all decision making
  - Your decisions have a tremendous impact on the safety of fire fighters, aviation personnel and your staff
- If your perception of the situation is skewed, your decisions will be of little value and potentially harmful
To help maintain SA for our firefighters our dispatchers should be:

- Reading weather reports
- Tracking resource status
- Tracking incident(s) status
- Tracking aircraft
- Communicating with other dispatchers
- Sit reports (resource shortages)
Factors that Contribute to Loss of Situational Awareness

- Situational Awareness Traps
  - Low stress level
  - High stress level
  - Ambiguity
  - Confusion or unresolved discrepancies
  - Fixation or preoccupation
  - Failure to meet planned targets
  - Ignoring gut feelings
<table>
<thead>
<tr>
<th>Colour</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>The lowest level of awareness</td>
</tr>
<tr>
<td></td>
<td>Low psychological &amp; low physiological state</td>
</tr>
<tr>
<td></td>
<td>Zombies will eat you. You are totally unaware of what is going on around you. This may be because you are asleep, fatigued, drugged, or stupid.</td>
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<tr>
<td>Yellow</td>
<td>Best level of general awareness</td>
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<tr>
<td></td>
<td>Medium psychological &amp; medium physiological state</td>
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<tr>
<td></td>
<td>You are on the lookout for zombies. You are alert but not alarmed. You know you in potential danger and are constantly scanning for lurking zombies.</td>
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<tr>
<td>Orange</td>
<td>Getting ready to rumble</td>
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<tr>
<td></td>
<td>Low psychological &amp; high physiological state</td>
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<tr>
<td></td>
<td>You have spotted zombies. The possible danger makes you start to focus the details. You start evaluating the situation and formulating a plan.</td>
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<tr>
<td>Red</td>
<td>Getting into the action</td>
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<tr>
<td></td>
<td>Low psychological &amp; very high physiological state</td>
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<tr>
<td></td>
<td>The zombie mayhem is on. You are totally focused on the running, hiding or fighting. But you have little awareness of your broader surroundings.</td>
</tr>
<tr>
<td>Black</td>
<td>The dreaded amygdala hijack</td>
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<tr>
<td></td>
<td>Low psychological &amp; extreme physiological state</td>
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<tr>
<td></td>
<td>The panic sets in. You become overwhelmed by the stress, making your heart rate skyrocket. Mentally you freeze up and the zombies eat your braaiins.</td>
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Situational Awareness

**Cooper's Alertness Continuum**

Interpreted by Morgan W. Boatman
KIMinder360.com
How to Strengthen Situational Awareness

• Anticipate
  • Anticipation helps you stay ahead of events by projecting the current situation into the future

• Consider contingencies
  • Run through some “What-ifs”
LCES for Fire Fighters

- L – Lookouts
- C - Communicate
- E – Escape Routes
- S- Safety Zones

LCES for Dispatch

- L – Listen
- C - Communicate
- E - Evaluate
- S- Service
L – LISTEN

• Effective listening isn’t easy – It takes energy to really listen at the time someone is speaking.

• **Listen to Understand**
  People—including peers, subordinates and superior officers—speak to us to meet a need.

• Listening for understanding is challenging because it involves more than just hearing the spoken words

• Effective leaders look beyond words to recognize the full message and ensure understanding.
C- COMMUNICATE

• RESPECT
  • As Ralph Waldo Emerson said, “Your actions speak so loud I cannot hear what you are saying.”
  • Your words and tone of voice profoundly influence face-to-face communications.
  • The speaker’s nonverbal language reflects attitudes, emotions, state of mind, and related messages. Nonverbal cues include: facial expression, eye gaze, postures
  • When nonverbal cues don’t match the spoken words, the result is mixed messages
E - EVALUATE

• What are our options
• Is the plan working, do we need to change it
• What aren’t they thinking about
• What if...
• How am I doing
• How is my staff doing
• New information changes everything, how do we proceed...
S - SERVICE

• To serve others is to ultimately to serve yourself
ANTI-STRESS KIT

1. PLACE ON A FIRM SURFACE
2. FOLLOW DIRECTIONS IN CIRCLE
3. REPEAT UNTIL YOU ARE UNSTRESSED OR BECOME UNCONSCIOUS

BANG
HEAD
HERE
Stress Management

Share your stress
Know your limits (no)
Take care of yourself
Physical activity
Restful Sleep
Healthy eating
Make time for fun
Relaxation Techniques
Meditation
Progressive muscle relaxation
Practice makes perfect

How much time during the day do you take for yourself?

How much time do you take checking in on the well being of others?

Stress no longer comes mainly from threats to physical safety but from interactions with others and the demands of modern culture.
Questions ?

Discussions?