L-381 Incident Leadership
Northern California Training Center Redding CA
28-22 April 2016

*Upon receipt of this selection letter you must <u>immediately</u> register for your NWCG required pre-work with the L381 course provider (Adaptive Training Options) on their website www.atrainops.com . Your registration is required in order to ensure the pre-work case study material is sent to your correct mailing address. Go to **www.atrainops.com** and click on the **Student Information Tab**. Under the **Student Information Tab** you will find the **PREWORK REGISTRATION** form. Please fill out the form with the mailing address you want your pre-work to be sent to. Upon receipt of your registration the course provider will directly mail you your prework. You may also download the Student Information Letter and Agenda for your course under the Student Information Tab.*

Target Audience
Personnel desiring to be qualified as Division/Group Supervisor or Incident Commander Type 3.

Intent
The L-381 training experience should provide leaders of Divisions, Groups, or Type 3 incidents with the leadership tools to effectively exert command and control over a quickly assembled team in a time constrained and rapidly changing incident environment. Beyond a set of tools and techniques, this training experience should be designed to make an emotional and lasting impact. Essential guiding principles for achieving this impact include: enhancing the students' understanding of the human dimension when leading others in dynamic work environments; utilizing experiential training techniques that will engage students in ways that challenge them to perform under realistic and high-stress situations; and motivating students to examine their role as a leader and their strengths and weaknesses as a leader.

Course Content
The course content will focus on these key topic areas.

- Rapid Team Building
- Command Presence / Command Climate
- Leader's Intent
- Command and Control
- Communication Techniques
- Detecting and Mitigating Error
- Operational Tempo Awareness

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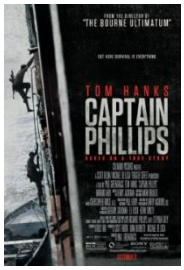
Course Pre-work Assignment

- Review the ICS system and IC / staff responsibilities at http://training.fema.gov/EMIWeb/is/ICSResource

- L-381 Course pre-work will also include a leadership case study assignment selected from the NWCG "Leadership in Cinema Program". The leadership case study selected for this course is "*Captain Phillips"*.



"Captain Phillips" illustrates a number of examples of Command Presence / Command Climate Leader's Intent, Command and Control, Rapid Team Building, Communication Techniques, Detecting and Mitigating Error, Operational Tempo Awareness and most importantly the importance of Values and Principles for Leaders and Organizations. Students should have few problems identifying those that correspond to the dynamic wildland fire environment and the all-hazard incidents they may respond to as firefighters. The objective of this pre-work assignment is not to identify every leadership principle/trait/characteristic, but rather to promote thought and discussion on the subject of leadership within a quickly assembled team in a time constrained and rapidly changing incident environment. It is recommended you watch the movie the first time all the way through in order to capture the context and drama of the actual incident. Watch the movie the second time and answer the questions below. Bring your answers/comments to class with you to be used for the discussion about the leadership case study assignment.

Question #1 Rapid Team Building. In the movie there are many good examples of both formal and informal Rapid Team Building. Provide three examples of Rapid Team Building from the movie.

Question #2 Command Climate / Command Presence. The two primary protagonists in the story are Capt Phillips and Abduwali Muse. Both are notable for their similarities as much as for their differences. Both are driven by bosses, both have a mission, and both have a crew/team to manage in a dangerous and rapidly changing environment. Provide two examples each for both Phillips and Muse on how they established, maintained, or lost their command climate and command presence. Also comment on the differences in leadership styles between Phillips and Muse and how those styles influenced the final outcome of the incident.

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Question # 3 Leaders Intent. Provide an example of when clear Leaders Intent was given by Capt Phillips which resulted in a positive outcome. When looking for this example in the story you should focus on the "purpose" rather than the "task" and "end state" of Leaders Intent. The "purpose" is the key to communicating Leaders Intent on an incident because "task" and "end state" are almost intuitive to those engaged.

Question #4 Command & Control. During the story there were multiple examples of changing and shifting Command & Control within the incident. Identify two examples of how Command & Control shifted/changed and how that shift/change affected the ongoing incident.

Question #5 Communication Techniques. "The problem isn't me talking. It's you not listening" Cpt Phillips said to Muse just before the end of the incident. Both Capt Phillips and Muse provide examples of failure of having active listening skills and both made decisions that jeopardized their crews. Provide an example for both Phillips and Muse when they refused to listen to sound advice from others which resulted in the escalation of the incident.

Question # 6 Detecting and Mitigating Error. Operational and tactical decision making errors occur on almost all incidents. Most do not have immediate catastrophic consequences and can be mitigated during an on-going operation. Provide three examples of how errors were detected and mitigated during the incident in the movie.

Question # 7 Operational Tempo Awareness. At various times during the incident the increase of operational tempo resulted in increased risk to those involved. Provide an example of how one of the leaders in the movie used their situational awareness and took charge of a high operational tempo situation and slowed/calmed the situation down in order to reduce risk during the incident.

Clothing

Please wear clothing appropriate for a leadership level course. Some simulation exercise activities will be outside the classroom so bring appropriate weather gear. No field gear is required.

Point of Contact for Adaptive Training Options

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