

Better leaders build better organisations.



How participants will benefit from the X Factors Program

- Increased awareness of the X factors - the individual, local and organisational factors which impact human performance during critical events.
- Better understanding of the causes of human error and poor decision making.
- Increased capacity to handle the impact of stress in self and others.
- Greater understanding of the leadership style(s) required to prepare and lead a critical event management team.
- Increased capacity to identify factors which can lead to lapses of judgement, mistakes and poor decision making.
- Improved knowledge of how to create and maintain a high performing team under stressful conditions.
- Increased confidence regarding how to train and manage people to prepare them for critical event management.
- Improved knowledge and skills for communicating and managing under pressure.



Sheppard Associates Pty Ltd is a Registered Training Organisation (RTO) regulated by ASQA. RTO code 40330

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Leading People in Critical Situations



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Leading People in Critical Situations

About the Program

Successful critical event management requires leadership and teamwork of the highest order. A crisis or emergency can emerge very quickly and require the rapid application of people and resources to solve complex problems under extremely challenging conditions.

Technical competence is not enough. Even highly trained people will have little impact in an emergency unless they can handle stress and cooperate effectively and efficiently with others even under difficult conditions. Ensuring this happens is the responsibility of the leader. Leaders who excel in critical situations understand the X factors, the human factors which impact performance, particularly under pressure, and, if not managed expertly can lead to mistakes, errors of judgement and poor decision making.

The X factors include individual differences (eg. fatigue, personal resilience) and local conditions (eg. changing site conditions, leadership, teamwork) as well as organisational factors including training and systems. These human factors combine to deliver a range of performance outcomes during critical events.

Understanding the impact of the X factors is essential for leaders and teams. This is particularly true when working in physically difficult or life threatening situations - which may change without warning - and require rapid coordination of people and resources, flexible responses and smart decision making.

Sheppard Associates program 'The X Factors: Leading People in Critical Situations' is designed to prepare leaders for the challenge of critical event management. The program assists leaders to anticipate and manage the critical human factors which impact human behaviour during critical events and, if poorly managed, can lead to errors, lapses of judgement and poor decision making.

Duration

The program is delivered in a 2 day workshop. Alternative formats (including online) are also available.

Who Should Attend?

All personnel who are responsible for leading others during emergencies and critical events including supervisors, team leaders and managers.

Return on Investment

Measuring return on investment (ROI) is a key feature of all Sheppard Associates development programs. Evaluation of participant performance following training is a key feature of this program. Participant capacity to deliver improved leadership and people management skills are assessed following completion of training when participants return to the work place

Program Content

The X Factors

The X Factors are the human factors which impact performance and decision making. When poorly understood the X factors can result in unnecessary mistakes, procedural errors and poor decision making - particularly under difficult or high risk conditions. The X Factors include individual differences (eg. fatigue, personal resilience) local conditions (eg. smoke, noise, panic) and organisational issues (eg. systems, equipment, training).

Understanding Human Error

James Reason has noted "Errors cannot be eradicated but they can be anticipated and managed accordingly". Slips of memory, lapses of attention, unsafe shortcuts and mistakes based on a lack of training are a fact of life. Error is even more likely under high pressure or stressful conditions. Successful management of critical events requires leaders to anticipate mistakes and errors and to develop controls to minimise the impact of these.

Stress and Human Performance

The individual stress response (experienced during high risk or critical events) profoundly impacts performance and decision making and inevitably exacerbates the impact of the X Factors. Leaders responsible for managing these events need to understand the contribution which stress can make to poor performance outcomes and learn how to develop personal and team resilience.

Managing Self and Others

The four core leadership competencies are self-management, relationship management, performance management and systems management. Leadership begins with the beliefs and values a leader holds and proceeds through their behaviour to the way they habitually interact with others. The quality of the relationships a leader enjoys with the team will influence the success of everything else they do, particularly performance management. As their span of control grows effective systems management also becomes critical to success.

Leading in Critical Situations

A leader's understanding of their role directly determines the leadership styles they use and how they manage themselves and their teams both during a critical event and when preparing for the next. Successful emergency managers understand the difference between high and low tempo leadership and when to apply each of these. In particular they understand how to apply low tempo leadership to build their team's resilience and capacity to perform successfully in critical situations.

Building Resilience

Resilience refers to the capacity of individuals, teams and organisations to anticipate and prepare for critical events and then to manage them effectively when they occur. Resilient or high reliability organisations are never satisfied with their current performance. They invest significant resources in planning, training and strengthening their systems to increase their capacity to anticipate and manage the 'unexpected'.

High Performing Teams

High performing teams are the product of careful planning, intense training and purposeful leadership. Leaders and teams need have agreed goals for the development of team capabilities and set clear role expectations both leader and team members. A lack of agreed understanding about team and leadership accountabilities is the source of much team failure and a clear understanding of 'who is responsible for what' is critical for success particularly during emergencies.

Teaming

Teaming refers to the process of developing the mindsets and practice of team work without the benefit of stable team structures. In emergencies leaders must create teams quickly and get them working effectively on a complex range of activities with limited or no preparation. Teaming allows leaders to be flexible in harnessing the talents of all staff to address new problems within short time frames through rapidly assembled teams. This is achieved through organising for learning, a style of leadership which promotes learning and continuous improvement as a way of working. Using this approach to leadership leaders encourage speaking up, collaboration and experimentation.



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