



TEAM SELECTION, LEADERSHIP TRAINING, TACTICS AND SECURITY

Ken Roberts





USEFUL REFERENCES

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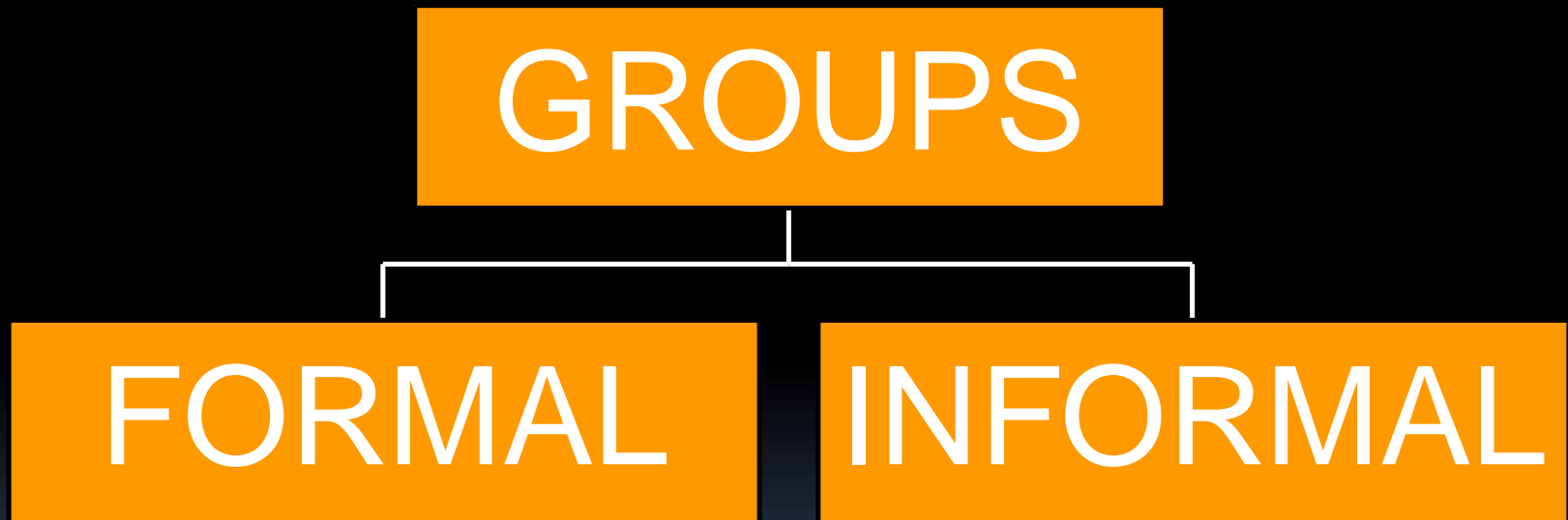
THE TEAM - A DEFINITION

A *group* of willing and trained individuals who are:

- United around a common goal
- Dependant on each other to achieve it
- Structured to work together
- Sharing responsibility for their task
- Empowered to implement decisions

Tuckman (1965)

TYPES OF GROUPS





FORMAL GROUPS

- Deliberately created for particular predetermined purposes
- Clearly defined structures
- Carefully delineated tasks



**CREATED TO MEET THE NEEDS OF AN
ORGANISATION**



INFORMAL GROUPS

- Self-established
- Sense of affinity
- Sense of common cause

**CREATED TO MEET THE NEEDS OF
INDIVIDUAL MEMBERS**





GROUP DEVELOPMENT



FORMING

GROUP DEVELOPMENT

FORMING

STORMING

GROUP DEVELOPMENT

FORMING

STORMING

NORMING

GROUP DEVELOPMENT

FORMING

STORMING

NORMING

PERFORMING

FORMING (ORIENTATION) GROUPS

- Shy
- Tentative
- Uncertain
- Little visible output



STORMING (CONFRONTATION) GROUPS

- More open
- Complaining
- Criticising
- Disagreeing
- Questioning of goals



NORMING (DIFFERENTIATION) GROUPS

- Resolution of internal conflicts
- Division of responsibilities being resolved
- Emergence of *group norms*
- Nature of the group beginning to emerge





PERFORMING (COLLABORATION) GROUPS

- Collaboration
- Commitment
- Self-regulation
- Group productivity increases



A TRUE TEAM

A TRUE TEAM!



DISSOLVING (GRIEVING) TEAMS

- When tight-knit teams dissolve
- Sense of loss
- Sense of lack of worth



GROUP DEVELOPMENT

FORMING

STORMING


NORMING

PERFORMING

DISSOLVING




WHY HAVE TEAMS?

- Meet psycho-social needs
 - Provide appropriate skills mixes
 - Provide mutual support to members
 - Division of tasks
 - Can produce originality
 - Most efficient, self-sustaining type of group
- 




TEAM SELECTION CRITERIA

- Professional/medical skills
 - Appropriate
 - Competent
 - Application
 - 'Team player'
 - Enthusiasm for task
 - Medical/health considerations
 - Cultural issues
- 



TEAM SELECTION METHODS

- CVs
 - Interviews
 - Medical/health reports
 - Psychometric testing
 - Practical problem-solving
- 

TEAM BUILDING

- Team communication guidelines
- Team ground rules
 - Respect
 - Responsibility
 - Procedures
 - Discussion
 - Differences
 - Non-team behaviour
- Training



TEAM TRAINING ORGANISATIONAL

- Ethos
- Doctrine
- Policy
- Standards to be applied





TRAINING

BASIC SURVIVAL SKILLS

- Food and water hygiene





TRAINING

BASIC SURVIVAL SKILLS


- Food and water hygiene
 - Protection against the elements
- 





TRAINING

BASIC SURVIVAL SKILLS

- Food and water hygiene
 - Protection against the elements
 - Sanitation
 - Personal hygiene
- 



TRAINING


BASIC SURVIVAL SKILLS

- Food and water hygiene
- Protection against the elements
- Sanitation
- Personal hygiene
- Sleep drills/discipline
- Stress management
- Defensive driving




TRAINING

PROFESSIONAL TRAINING

- Practical application
 - Continuing competence
 - Upgrading
 - Cross-training
- 




PRE-DEPLOYMENT

- PREPARE
 - PLAN
 - PRACTISE
- 



THE SEVEN “P’S”

- Prior
 - Preparation, and
 - Planning
 - Prevent
 - Piss-Poor
 - Performance!
- 

TEAM MAINTENANCE


- Clear
 - Mission
 - Goals
 - Requirement
- Identified outputs/deliverables
- Defined
 - Tasks
 - Responsibilities
- Leadership





Leadership - A Traditional Working Definition

A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.





Leadership v Management

Kaplan (2002)

Management

- Administers
- Focuses on systems
- Relies on control
- Short-range view
- Asks how and when
- Eye on bottom line
- Imitates
- Accepts status quo

Leadership

- Innovates
- Focuses on people
- Inspires trust
- Long-range perspective
- Asks what and why
- Eye on horizon
- Originates
- Challenges status quo



Characteristics of a Leader

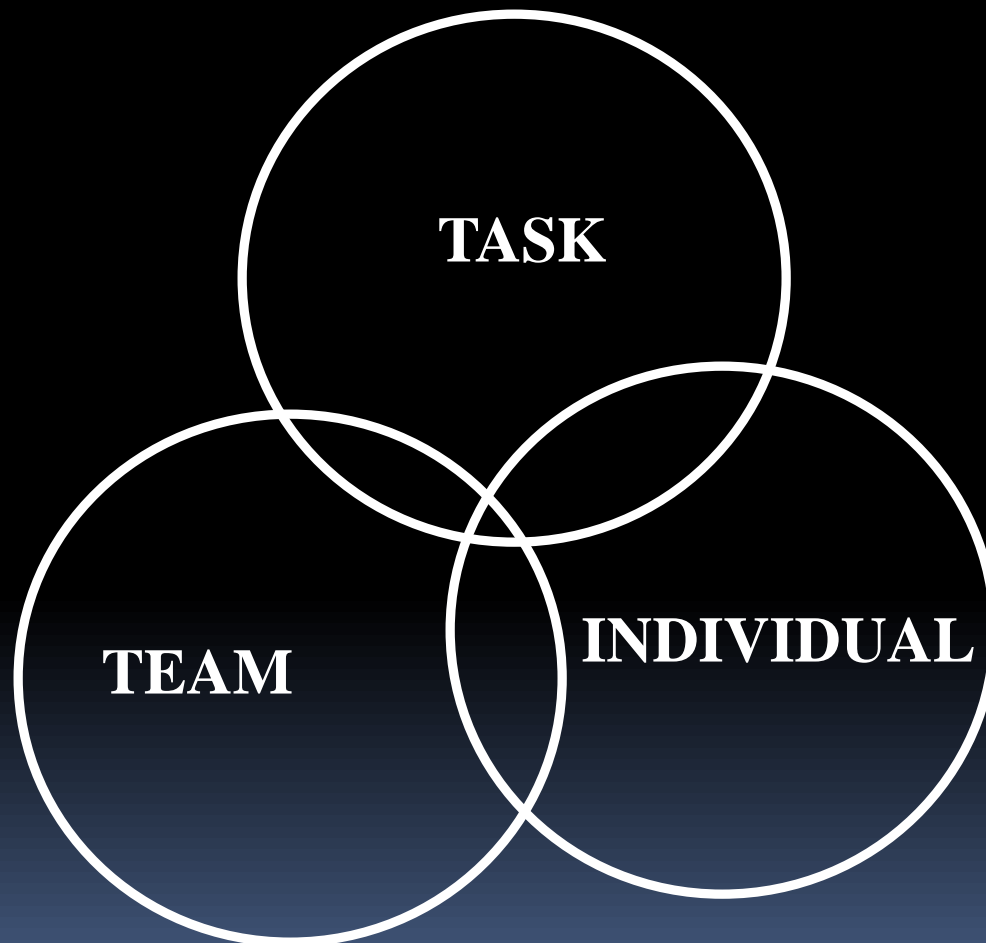
- Optimism
- Clear-cut vision
- Coherence
- Enthusiasm
- Team-building skills
- Emotional intelligence

LEADERS

- Qualities approach
 - 'Leaders are born not made'
- Situational approach
 - 'The right person at the right time'
- Functional approach
 - 'The maintenance of group personality'



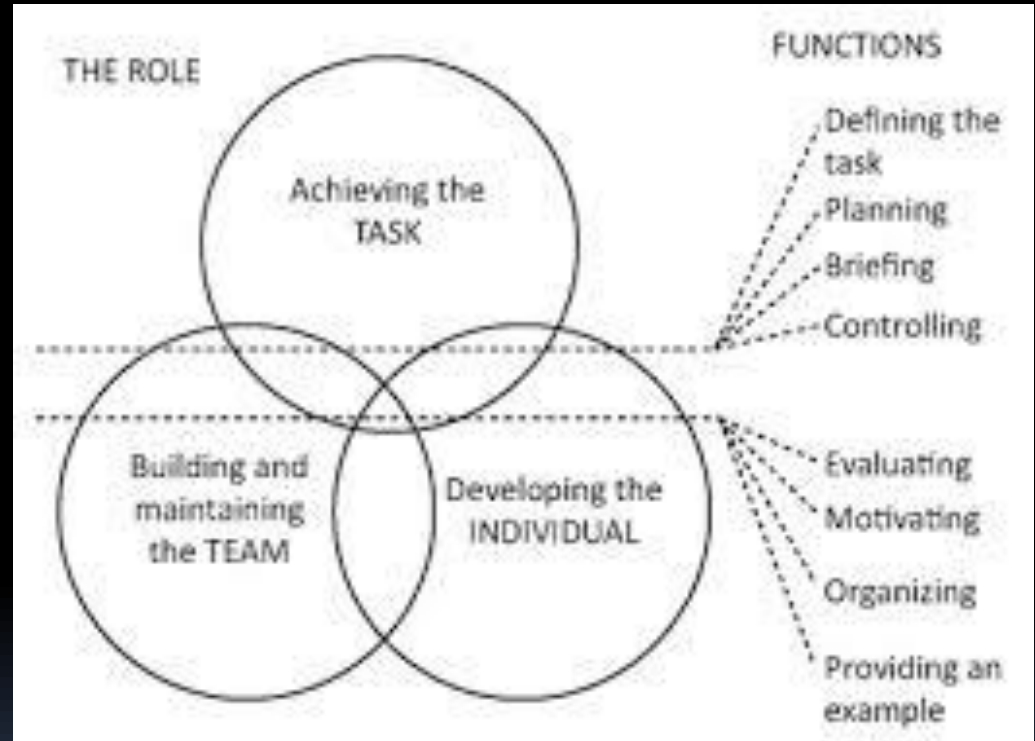
FUNCTIONAL LEADERSHIP



Adair 2005

LEADERSHIP FUNCTIONS

- Planning
- Initiating
- Controlling
- Supporting
- Informing
- Evaluating





Performance Review Criteria

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound
- [Evaluation]
- [Re-evaluation]

Sources of Authority

- LEGAL/FORMAL AUTHORITY
 - Rank, position, legal and social rules.
- TRADITIONAL AUTHORITY
 - Personal loyalty and faithfulness.
- ACCEPTANCE AUTHORITY
 - Authority of superior has no meaning unless accepted by subordinates.
- COMPETENCE AUTHORITY
 - Authority has its source in the superior's technical competence.
- CHARISMATIC AUTHORITY
 - Authority based on personal traits and 'character' of the superior.



Followership

A good follower is able to “**stand up for and stand up to**” the leader

Followership Qualities

- Loyalty and ‘obedience’.
- Diligence.
- Collaboration.
- Ambition.

Types of Followers

CRITICS

LOYALISTS

OPPORTUNISTS

TRAITORS




Types of Leadership

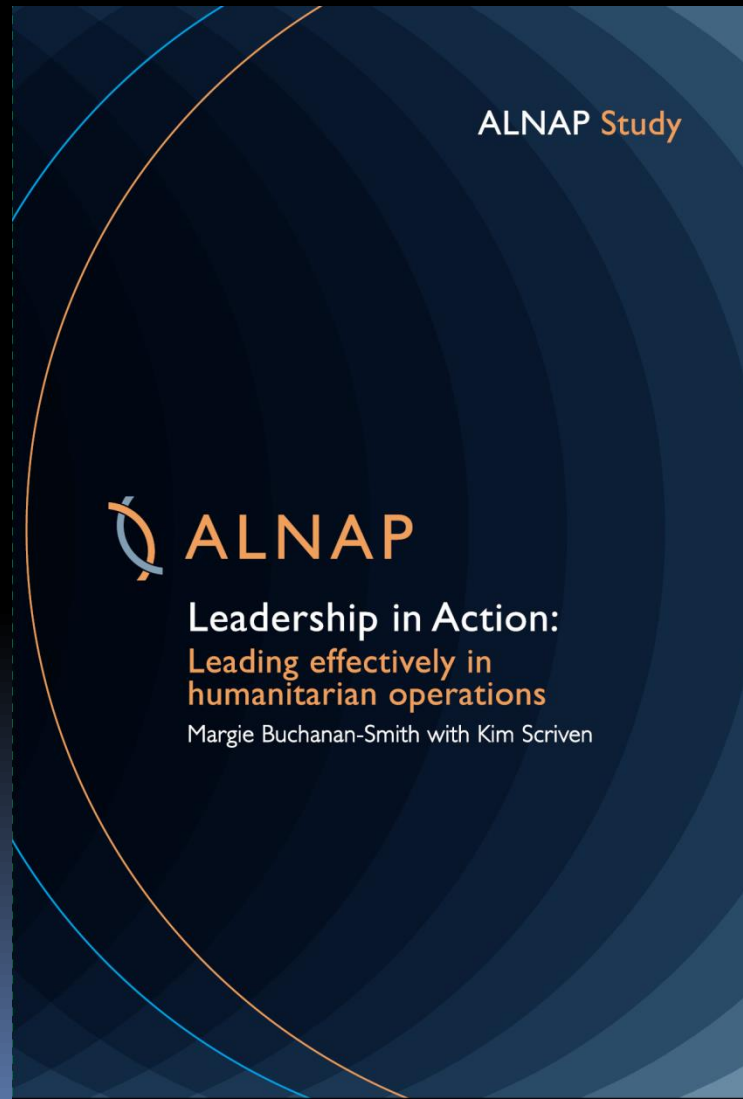
- **Primal Leadership** – features a visionary who is clear, precise, self-confident and coherent.
- **Business-focussed Leadership** – Decision-makers and strategists.
- **Shared Leadership** – Essence lies in teamwork and collaboration, with leaders building motivated and autonomous teams.



Leadership Styles

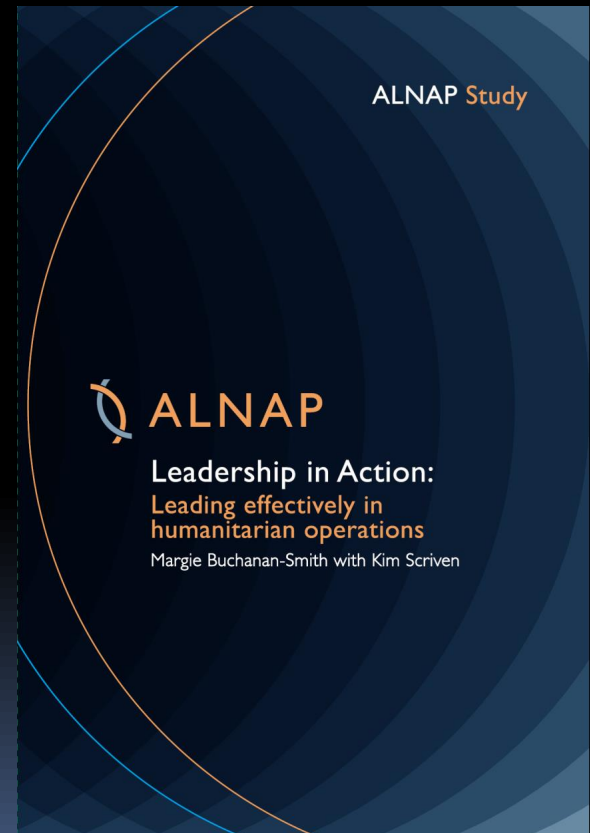
- Directive
 - Participative
 - Achievement orientated
 - Supportive
- 

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) Study 2011



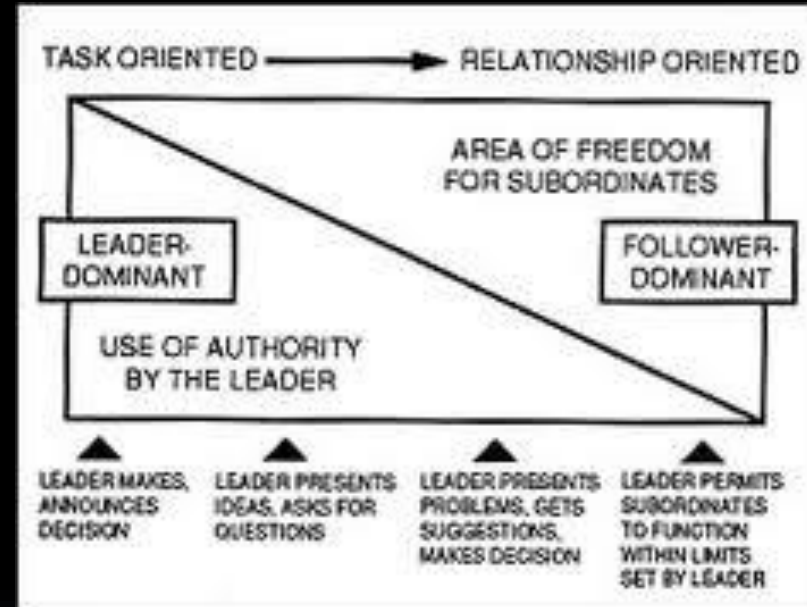
What Works? ALNAP Critical Review of Leadership Styles

- Humanitarian NGO
- Civil Defence
- Military
- Fire Service
- Film Industry
- Emergency Medicine



Leadership Models

- Exceptional individual
- Structured
- Collaborative



'What works best in the humanitarian context?'



The Terrain and its Challenges

- Limited and potentially inaccurate/incomplete information
- Need for rapid decision-making
- Large number of decisions
- Requirement to collaborate
- Unclear/disputed priorities
- Politicisation
- [Inter-agency] no clear line of authority



The Exceptional Individual

Benefits

- Fast decisions
- Flexibility
- Initiative
- Single line of authority

Challenges

- Risk of overwhelm
- Finding/developing exceptional individuals
- Culturally specific
- Requires single line of communication



Structured Leadership

Benefits

- Addresses key failures noted in evaluations
- Saves time

Challenges

- Lack of flexibility
- Hierarchy
- Not as adapted to multi-agency contexts



Collaborative Leadership

Benefits

- Better decisions in complex situations
- Improved continuity
- More effective collaboration
- Required in inter-agency working?

Challenges

- Slow decision-making
- 'Lowest common denominator'



What Might Work?

- Move away from exceptional individual approach
- Clarify roles:
 - Individual
 - Organisational
- Clear mechanisms for collecting, analysing and transmitting information
- Principles, not procedures



Inter-Agency Challenges

- Clear membership criteria
- Train together
- Group decision-making processes and techniques
- The leader as facilitator



Successful leadership is about more than the leader

Oxford Brookes 2012 Study

THE BUSINESS OF NGO LEADERSHIP

Reflections on leadership from NGO CEOs

OXFORD
BROOKES
UNIVERSITY

'Leadership doesn't have to come from the leader and certainly doesn't come from the headquarters but is at a number of levels. You need good judgement at all these levels.'



Reflections of leaders
within non governmental
organisations concerning
leadership in the fast
changing humanitarian
aid and international
development sector.

- A leader is a dealer in hope *Napoleon*
- A leader, once convinced that a course of action is right, must be undaunted when the going gets tough. *Ronald Reagan*
- The nation will find it very hard to look up to leaders who are keeping their ears to the ground. *Winston Churchill*
- It is better to lead from behind, and put others in front, especially when you celebrate victory.....You take the front line when there is danger. Then people will appreciate your leadership. *Nelson Mandela*



A leader is best

When people barely know that he exists,
Not so good when people obey and acclaim him,
Worst when they despise him.

‘Fail to honour people,
They fail to honour you’;

But of a good leader, who talks little,
When his work is done, his aim fulfilled, They will
all say, ‘We did this ourselves.’

Lao-tzu

6th Century BC



TEAM TACTICS (1)

- 'Buddy' system
- Fair division of tasks
- Establish routines
 - Meal times
 - Working shifts
- Administration
- Maintenance




TEAM TACTICS (2)

- Regular briefings/discussions
 - 'What have we done today?'
 - 'What went right?'
 - 'What went wrong?'
 - 'What are we going to do tomorrow?'
- Re-evaluation of plan






GOING HOME

- Dissolve the team gently
 - Celebrate!
 - De-brief
 - Keep links alive
 - Join the British Legion!!
 - Continue to bore people with 'war stories' and 'when I's'!!!
- 

SECURITY



SECURITY CONSIDERATIONS

- Personal
 - Equipment
 - Transport
 - Supplies
 - Prevention of inter-factional violence within camps
 - Crime/sexual violence
- 



Personal Kinetic Protection



PERSONAL SECURITY

Situational Awareness





QUESTIONS AND COMMENTS ?