



VAN Radar

Leadership Under Fire: Managing a crisis toward a net positive result

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CAPTAIN LUKE DAMON



What is a crisis?

Reactions to a crisis are shaped by past experiences, level of stress and personality traits (morals and character)

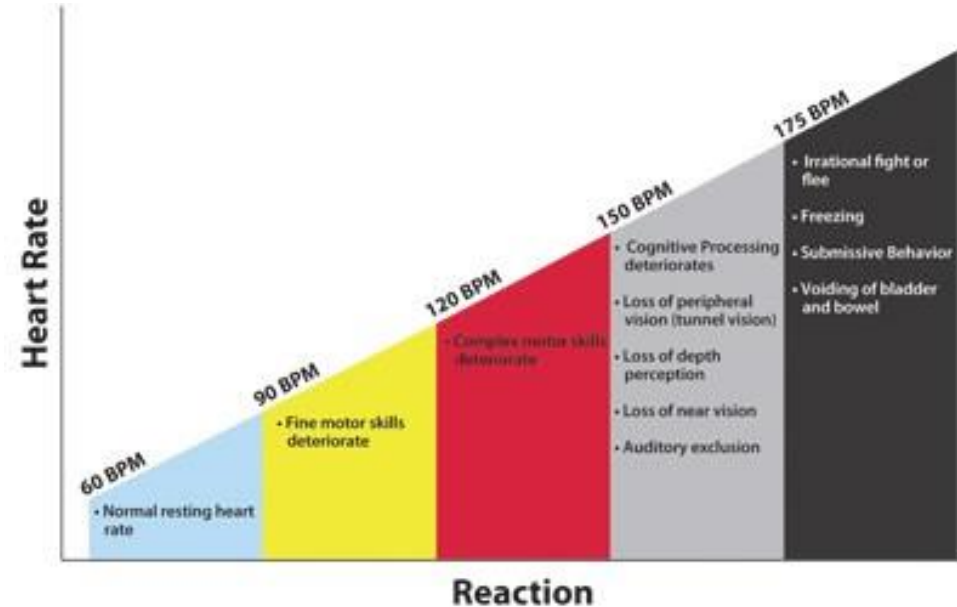
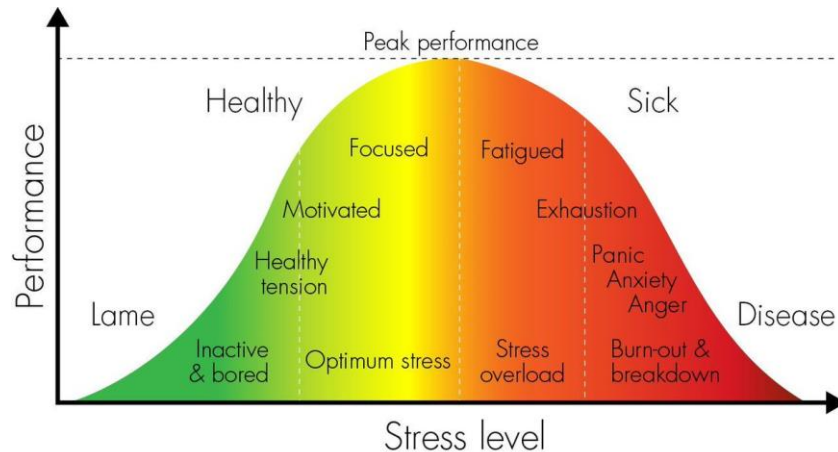
Characteristics of **crises**:

- Strong **emotional feelings**
- Acute anxiety
- Stress
- Fear
- Shame
- Anger, and
- Aggressiveness

Perceptions and reactions to a crisis will vary...

Performance Under Pressure

Stress inoculation and exposure is a vital part of critical decision making and leadership in stressful situations



Success through preparation and planning

It is easier to lead a team aligned to a single goal, who understand the mission and are well versed in drills ...

Military Appreciation Process

1. **Mission Analysis**
2. **Course of Action Development**
3. **Course of Action Analysis**
4. **Decision & Execution**

Success Factors...

- Team **involvement** in the planning process
- Clear **understanding** of the mission
- A team **practiced** in their roles and familiar with pressure
- Mental **resilience** through repetition of physical and mental training
- Never let an opportunity to **learn** pass by

Agile Leadership: Mission Command

Understanding the Commander's Intent... Purpose, Method and Endstate.

Mission Command. A philosophy of leadership and a system for conducting operations

Communication of the result required, the task, the resources and any constraints are clearly enunciated, however the team is given the freedom to decide how to achieve the required result.

Considerations:

- Use established **leadership structures**
- **Communication** is vital
- Encouraged to seek **clarification**
- Confirm **understanding** of direction, context of the situation and the organisational intent
- **Supervision** but not to the detriment of **initiative**

Warrior Mindset & Mindfulness

Warriors do not respect leaders who blow their cool ... you are judged in the moment

Perspectives on pulling it together:

- **Acknowledge what is in your control & accept what is not**
- **Be conscious of your presence**
 - *facial expressions*
 - *control your voice (tone & pitch)*
 - *Focus on your breath*
- **Nurture an environment of resilience to stress – the calm warrior**
- **Your presence and support is reassuring in time of stress**
- **Inoculate your team to stress**
- **Importance of the debrief and continuous learning**
- **Repetition of rituals in planning, decision making and post event**

Attitude is contagious...

Warrior Mindset & Mindfulness

The Golden Tip ...

“Pause. Take a sip of water & practice your breath”