



Leading Multi Agency Teams in Deep Uncertainty



This masterclass focuses on enhancing the capability of leaders to launch and manage high functioning interdependent teams to operate effectively in disaster, crisis and adversity.

The Masterclass explores tools to analyse networks between interdependent teams in a disaster management context, to enable effective coordination through influence, and identifies strategies for facilitating team learning for continuous improvement.

This Masterclass aims to provide leaders of disaster management teams with the skills to:

- Mobilise their teams for success in a emergency management context
- Manage their teams to build capable teams to operate in disaster, crisis and adversity
- Diagnose barriers to effective team performance to support and enable team effectiveness
- Examine the ways in which team leaders can improve multi-team emergency management coordination
- Facilitate team learning from performance for continuous improvement.

Audience

The Masterclass supports leaders of operational disaster management teams to build the skills and develop the strategies required to launch, cultivate and integrate teams to maximise capability and deliver results in high consequence environments. Participants will examine the core elements that can enable or undermine multi-disciplinary team effectiveness, and methods to diagnose and resolve dysfunctions in teamwork.

Topics covered

PART A – MOBILISE THE TEAM

- Topic one — Assess the context and launch the team

PART B – MANAGE THE TEAM

- Topic two — Create enabling conditions
- Topic three — Build team effectiveness
- Topic four — Build commitment, accountability and results

PART C – MOVE BEYOND TEAM OPERATIONS

- Topic five — Coordinating teams of teams in networks
- Topic six — Facilitate team learning for improvement



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Learning Objectives

Topic one: Assess the context and launch the team

At the end of this topic participants should be able to:

1. Assess the effects of stress on team performance
2. Identify the characteristics of successful teams
3. Identify strategies to successfully launch the team

Topic two: Create enabling conditions

At the end of this topic participants should be able to:

1. Critically reflect on the conditions that support team effectiveness
2. Assess team communication patterns
3. Consider the role of asking questions and listening for engagement and exploration

Topic three: Build team effectiveness

At the end of this topic participants should be able to:

1. Identify the elements of team effectiveness and dysfunction
2. Apply some strategies to build vulnerability-based trust
3. Evaluate the obstacles to productive conflict

Topic four: Build commitment, accountability and results

At the end of this topic participants should be able to:

1. Identify strategies to explore difference and expand perspectives
2. Explore the role of feedback in gaining commitment
3. Assess barriers to accountability and attention to results

Topic five: Coordinating teams of teams in networks

At the end of this topic participants should be able to:

1. Map the interdependencies between teams
2. Develop strategies for stakeholder engagement
3. Assess the role of organisational culture on inter-team effectiveness

Topic six: Facilitate team learning for improvement

At the end of this topic participants should be able to:

1. Assess the maturity of the team for crucial reflection and learning
2. Identify leadership communication styles for different levels of team maturity



About our facilitators

CO Dr Christine Owen

Christine Owen's career history spans engagement in academia and industry to help people and organisations engaged in safety critical work to inquire into, learn from and, if needed, change their work practices. Christine has worked with safety critical organisations for over 25 years, including the aviation field, emergency medicine, the fire and emergency services industry and more recently with the Australian Institute of Police Management.

Christine researches and facilitates professional development in the areas of human factors and organisational culture; decision making under pressure; debriefing; and leadership and adversity, as well as coaching and mentoring. She has been engaged by industry in a number of practitioner reviews and evaluations.

Christine is passionate about supporting organisations to utilise research outcomes and establish evidence-informed practice. She contributed to the development of the Emergency Services Professionalisation Standards for Level 3 AIIMS capabilities, including Incident Controller for AFAC and the Leadership Development Framework for Victorian emergency services organisations.

Christine is currently an Associate Professor and Research Fellow in emergency management with the Tasmanian Institute of Law Enforcement Studies (TILES) at the University of Tasmania. She has over 70 publications and has been cited in over 350 peer review publications.

DP David Parsons

David has a passion for creating world class programs in the organisational resilience areas of risk, crisis decision making, emergency and business continuity management. He has served for more than 40 years with the New South Wales State Emergency Services as a volunteer and paid officer, and as a Regional Emergency Management Officer. He managed Sydney Water's Emergency Management and Counter Terrorism Program, as well as being a member of the Australian Government's Critical Infrastructure Council for 14 years where he wrote the guide to Adversity Leadership.

David is also a Fellow of the Australian Institute of Emergency Services, the Business Continuity Institute, and the Emergency Management Academy of New York, a member of the International Association of Emergency Managers, and an Assessor with the Emergency Management Accreditation Program.

David is an Adjunct Lecturer with the Australian Graduate School of Policing and Security Studies at Charles Sturt University, and a senior fellow with the Joint Centre for Disaster Research at Massey University. He has published a number of publications and handbooks, including *Chaos to Teamwork – a leader's role in crisis*.

David holds a Masters of Emergency Management and degrees in Social Science and Education. David has completed an Emergency Management Fellowship with the Emergency Management Academy in New York, the Leadership in Crises Program with the Harvard Kennedy Business School and the Lessons Learned Staff Officer Course with NATO.