The Resilient Team

DUTY

RESPECT

INTEGRITY

Wildland Fire Leadership Development Program

2014

Wildland Fire Leadership Campaign Reference Guide

DEDICATION

This year's campaign is dedicated to the memory of the 14 firefighters who lost their lives on the South Canyon fire on July 6, 1994, near Glenwood Springs, Colorado.

"May we all be energized and inspired to be ever aware of the lessons learned from their sacrifice." (South Canyon Fire Investigation, August, 1994)

» Kathi Beck	» Bonnie Holtby
» Tami Bickett	» Rob Johnson
» Scott Blecha	» Jon Kelso
» Levi Brinkley	» Don Mackey
» Robert Browning	» Roger Roth
» Doug Dunbar	» James Thrash
» Terri Hagen	» Richard Tyler

ACKNOWLEDGEMENTS

- » University of San Francisco, Human Resources Department
  - o http://www.usfca.edu/
- » Wildland Fire Leadership Development Program (WFLDP)
  - o http://www.fireleadership.gov/

DISCLAIMER

Most links included in this document are not under the control of the WFLDP and may become inaccessible over time. Every effort will be made to keep this document as current as possible. See the campaign website via http://www.fireleadership.gov for the most current reference guide. Notify the campaign contact below if links are broken.

CAMPAIGN CONTACT

Any questions regarding the campaign should be directed to:

Pam McDonald
NWCG Leadership Subcommittee, Logistics Coordinator
3833 South Development Avenue
Boise, ID 83705

Phone: (208) 387-5318

E-mail: pmcdonal@blm.gov

Fax: (208) 387-5378

FY2014 WILDLAND FIRE LEADERSHIP CAMPAIGN

Task: Provide an opportunity for wildland fire service personnel to focus leadership development activities on a nationally-sponsored, centrally-themed leadership campaign and recognize local leadership participation efforts.

Purpose:

- To foster a cohesive effort to promote leadership across the wildland fire service.
- To provide a template that can be used to encourage leadership development at the local level.
- To provide a mechanism to collect leadership best practices and share throughout the wildland fire service.

End State: Creation of a wildland fire service culture that willingly shares leadership best practices in order to maintain superior service-wide leadership.

Dates of Campaign: Between January 1 and November 30, 2014

Length of Campaign: Determined locally to meet the goals and the objectives of the local unit or crew.

Audience: The campaign is <u>not</u> limited to wildland firefighters. All members of the wildland fire service are invited to participate.

Implementation: Wildland fire leaders and/or managers at the local unit or crew level devote time between January 1 and November 30, 2014, to promote leadership development specifically targeted at "The Resilient Team."

The campaign is **flexible**. Local units or crews may use or adapt any or all materials contained within this document **or** develop a program or activity spotlighting the campaign theme and the Wildland Fire Leadership Values and Principles. Campaign coordinators are encouraged to think outside the confines of the template and develop a program that meets local and individual needs.

Measuring Success:

- *Local*
    - Local unit fire leaders and managers will determine what "success" looks like and how participation will be recognized.
    - Local unit fire leaders will acknowledge their unit's participation in the campaign by notifying the NWCG Leadership Subcommittee Logistics Coordinator by e-mailing the following information to BLM_FA_Leadership_Feedback@blm.gov:
        - Name of participating unit/crew

- Point of contact (POC) name
- POC contact information (telephone, physical address, and e-mail)
- Number of individuals participating—include percentage of personnel involved
- Brief description of campaign activities
- Recommendations for future campaigns (optional)
- *National:* A committee formed by the NWCG Leadership Subcommittee will recognize one unit's contribution to the campaign through the *IGNITE the Spark for Leadership Contes*t. (See complete details below.)

Recognizing Local Unit Participation:

- A sample certificate (p. 16) is available via the WFLDP Toolbox (http://www.fireleadership.gov/) to acknowledge students of fire participating in the leadership campaign at the local level.

IGNITE the Spark for Leadership Contest – *From the Field for the Field*

Throughout the nation, wildland fire leaders are building teams and developing their people using tools they have found or developed themselves. Imagine if our leaders and their subordinates shared their experiences and successes with each other. Consider the possibility of going to the Wildland Fire Leadership Development Program website and having a ready-made palette of leadership development tools from which to choose—items from the field for the field.

Using the spirit of healthy competition among wildland fire crews and personnel, the *IGNITE the Spark for Leadership Contest* is intended to be one of the mechanisms used to collect leadership best practices to be shared throughout the wildland fire service.

The *IGNITE the Spark for Leadership Contest* is an **optional** component of the Wildland Fire Leadership Campaign and limited to entities with a tie to the wildland fire service. Items to submit:

- *Required:*
  o Written summary not to exceed two (2) pages. (See "Judging" section for what to address)
- *Recommended:*
  o Supplementary materials not to exceed ten (10) pages or pieces. May include, but is not limited to, photos, videos, and materials used.
- *Optional (but highly encouraged and can be done with coordination of the NWCG Leadership Committee Logistics Coordinator):*
  o Promote your leadership campaign through the WFLDP's social media network such as the blog, Facebook, and Wildland Fire Lessons Learned Center communities.

Send your campaign documentation to:

- *Mail:* NWCG Leadership Subcommittee
  Attention: Pam McDonald
  3833 South Development Avenue
  Boise, ID 83705

- *Electronically:* BLM_FA_Leadership_Feedback@blm.gov

Judging

All entries will be judged on the following criteria:

- Innovation
- Creativity
- Apparent tie-in to the WFLDP values and principles
- Potential application as a **wildland fire** leadership best practice
- Comprehensiveness of campaign (several elements used versus one or two and focus on campaign theme)
- Inclusiveness (all personnel considered target audience)
- Level of participation by target audience
- Interdisciplinary impact

Winner Recognition

The NWCG Leadership Subcommittee will determine how award winner(s) will be recognized (e.g., plaque, trophy) on a yearly basis. Winner(s) and those recognized for honorable mention will also be featured on and through various media sites and publications.

Entry Deadline

November 30, 2014

GENERAL ACTIVITIES

To build the kind of healthy and resilient culture required in the wildland fire service, we lead up—holding our leaders accountable, providing unvarnished situation awareness in challenging situations, and offering unbiased and viable alternatives. (*Leading in the Wildland Fire Service*, p. 49)

The following activities can be used throughout the campaign:

- Select an article or book focusing on "building the team" or "team resiliency" and facilitate a discussion group in a Wildland Fire Lessons Learned Center community. (http://www.wildfirelessons.net/Home)
    - Download, complete, and upload a "Leaders are Readers" book review template to your discussion.
        - Template available via the Wildland Fire Leadership Development Program website located in the Professional Reading Program under the "Downloads & Resources" tab. (http://1.usa.gov/17Ficq0)
- Watch and discuss a leadership movie or video clip that depicts the campaign theme.
- Contribute to the WFLDP's social media network.
    - Submit a story to be considered for posting on the Wildland Fire Leadership Development Program (WFLDP) blog. (http://bit.ly/cXJwlP)
    - Utilize the WFLDP Facebook page to post a leadership quote, article, or question related to the campaign theme. (http://on.fb.me/1dqYiwX)

RECOMMENDED REFERENCES

Campaign Theme:

- *The Five Dysfunctions of a Team* by Patrick Lencioni
- *Overcoming the Five Dysfunctions of a Team: A Field Guide* by Patrick Lencioni
- University of San Francisco's electronic presentation "Building Team Resilience in Challenging Times" adapted from *Overcoming the Five Dysfunctions of a Team* by Patrick Lencioni (http://bit.ly/1iN5qVA)
- Florida's Positive Behavior Support Project worksheet for *The Five Dysfunctions of a Team* (http://bit.ly/1kimNkM)
- *Managing the Unexpected* by Karl E. Wieck and Kathleen Sutcliffe

Wildland Fire Leadership Development References:

- *Leading in the Wildland Fire Service*
  (http://1.usa.gov/1eoKg3r)
- Professional Reading Program
  (http://1.usa.gov/17Ficq0)

Build the Team – General

Fire leaders build cohesive teams—not simply groups of individuals putting forth individual efforts—to accomplish missions in high-risk environments.

Cohesive teams are more creative and adaptable when dealing with complex situations. This enables them to detect and mitigate errors before irreparable damage occurs. Cohesion allows team members to anticipate the needs and actions of other team members. This increases efficiency and saves time.

Fire leaders set the stage by creating an environment in which cohesive teams thrive: establishing a foundation of trust, enabling healthy conflict, requiring commitment, setting an expectation of accountability, and bringing focus to the team result. (Leading in the Wildland Fire Service, p. 52)

Activities to consider:

- Read and discuss Ted Putnam's article "The Collapse of Decisionmaking and Organization Structure on Storm King Mountain."
  (http://bit.ly/elULyc)
- Read and discuss Patrick Lencioni's books on the five dysfunctions of a team:
  - *The Five Dysfunctions of a Team*
  - *Overcoming the Five Dysfunctions of a Team – A Field Guide*
- Watch Patrick Lencioni speak on *The Five Dysfunctions of a Team.* (40:57 minutes)
  (http://bit.ly/JDcDwI)
- Read and discuss *CRM for the Fire Service* by Randy Okray and Thomas Lubnau II
- Watch and discuss Seth Godin's TedTalks "Tribes." (17:24 minutes)
  (http://bit.ly/IVQ8mS)

Trust

Leaders start by building a foundation of trust in teams. Trust is the underpinning of all cohesive teams; without it, teams are merely collections of individuals that can never hope to achieve synergy.

Recognizing that communication is the key to building trust, we communicate openly with teams and make sure we convey the essence of our values, mission, and vision. In doing so, we also communicate information about ourselves because our teams must, first and foremost, trust us. (*Leading in the Wildland Fire Service*, p. 53)

Activities to consider:

- Have members of the team take a behavioral profiling assessment (Myers/Briggs Type Indicator, DiSC, the Social Style Model, etc.) and share results with team members.
- Watch Patrick Lencioni speak on vulnerability-based trust. (2:30) (http://bit.ly/J61moh)
- Watch Simon Sinek's TEDx presentation "First Why and Then Trust." (17:08 minutes) (http://bit.ly/1kVY1Ew)
- Watch "Teamwork and Communication in Business with Waldo Waldman." (3:01 minutes) (http://bit.ly/JDcj0W)
- Conduct "Building Team Resilience – Building Trust" activities located at the end of this document.

Healthy Conflict

Leaders create teams that engage in healthy conflict: enabling a dynamic exchange of ideas, the voicing of diverse viewpoints, and, ultimately, innovative solutions.

To enable healthy conflict to flourish, we focus on the *what* not the *who*. By concentrating on *what* should be done or considered instead of *who* is right, we help team members resolve issues more quickly and keep everyone's focus where it needs to be—on the team and its mission. (*Leading in the Wildland Fire Service,* p. 53)

Activities to consider:

- Watch Mike Desjardins' YouTube video "Leadership Minute – Healthy Conflict" about ideological vs. interpersonal conflict. (1:27 minutes) (http://bit.ly/1a5IQ9G)

- Read and discuss David Roth's *Forbes* article "Supporting Healthy Conflict in the Workplace."
(http://onforb.es/14umkjQ)
- Read and discuss Booz and Co.'s Breakfast Briefing synopsis: "The Right Fight: How Great Leaders Use Healthy Conflict to Drive Performance, Innovation, and Value."
(http://bit.ly/185Ovwa)
  - For complete information, read Damon Beyer, and Saj-Nicole Joni's book of the same name.
- Conduct "Building Team Resilience – Managing Conflict" activities located at the end of this document.

Commitment

Leaders create teams committed to the mission. To increase the level of commitment, leaders seek input and delegate appropriately.

We involve team members from the start and actively solicit contributions—not just strong backs but also ideas and observations about the work environment. We make people responsible, give them enough authority to accomplish their assignment, and hold them accountable. Although we take a risk when we delegate, the resulting ownership far outweighs the risk.

Involvement is the foundation for commitment. (Leading in the Wildland Fire Service, pp. 53-54)

Activities to consider:
- Review the Wildland Fire Leadership Values and Principles with team members.
  - Consider making a team commitment to abide by these values and principles.
(http://www.fireleadership.gov/values_principles.html)
- As a group, identify a set of commitments/actions that binds your team together. Have each member sign a team member pledge.
- Watch John Jantsch's TedTalk presentation. (5:50 minutes)
(http://bit.ly/PHu1y0)
- Conduct "Building Team Resilience – Achieving Commitment" activities located at the end of this document.

Peer Accountability

Leaders create teams in which team members hold each other accountable. More than any system of reward and discipline, more than any policy, the fear of letting down respected teammates and peers represents the most effective means of accountability.

Peer accountability is an outgrowth of trust and commitment. We set the example by demonstrating that team members can hold us accountable, encouraging them to give us feedback on our own performance in meeting stated goals. (Leading in the Wildland Fire Service, p. 54)

Activities to consider:
- Read and discuss Jim Haudan's "Peer Accountability – A Powerful Performance Driver." (http://bit.ly/1bbmu3e)
- Read and discuss with your team Kent State University's "Holding Others Accountable" reference. (http://bit.ly/1bdFE8B)
- Encourage team members to select accountability partners.
- Research ways to give and receive feedback.
  - "Giving Constructive Feedback" – Thriving Workplace (http://bit.ly/18RyJoT)
  - "Giving and Receiving Feedback" – Bristol University (http://bit.ly/1bKQ53o)
  - "Giving Constructive Feedback" – Cabrillo College (http://bit.ly/1bLglOy)
- Conduct "Building Team Resilience – Embracing Accountability" activities located at the end of this document.

Team Results

Leaders create teams that focus on the team result. This requires us to articulate a clear end state, specifying success criteria so that team members can turn intent into focused and decisive action.

The important human element of morale is related to this focus on team results. High morale is a visible expression of team cohesion, and channeling the team's energy to a common focal point builds strong cohesion. (*Leading in the Wildland Fire Service*, p. 54)

Activities to consider:

- Administer Mission-Centered *Solution's Crew Cohesion Assessment Tool* (http://1.usa.gov/18qsvy3)

- Download, read, and discuss Karl Weick's article "South Canyon Revisited."
  (http://1.usa.gov/1bPSFW2)
- Download, read, and discuss Jon Driessen's publication *Crew Cohesion, Wildland Fire Transition, and Fatalities.*
  (http://1.usa.gov/18qsw5a)
- Obtain a copy of the movie *Remember the Titans,* download the associated Leadership in Cinema lesson plan, and facilitate a Leadership in Cinema session.
  (http://1.usa.gov/1csgTGA)
- Download and review of the *Big Meadows Lessons Learned Review*. Be sure to watch all videos.
  (http://bit.ly/1cRmlqm)
- Conduct "Building Team Resilience – Focus on Results" activities located at the end of this document.

Resilience

The ultimate team result is resilience: teams that can bounce back when problems or errors threaten cohesion and synergy. Resilient teams practice behaviors that reinforce situation awareness, communication, and learning.

We create an atmosphere that fosters resilient teams:

- Establishing an expectation that people at all levels communicate effectively by practicing the Five Communications Responsibilities.
- Communicating clear leader's intent, making sure all team members understand the end state and the objectives needed to reach the end state.
- Defining roles and responsibilities so all team members have a clear picture of what they are supposed to do and how they fit into the bigger picture.
- Tracking situation status so team members understand what progress has been made and can alert others when deviations occur.
- Developing contingency plans to extend decisional space. Maintaining the advantage over the environment by planning for error or unexpected events and calculating responses in advance. (*Leading in the Wildland Fire Service*, p. 55)

Activities to consider:

- Administer the "Assessing Your Organization's Commitment to Resilience" questionnaire.
  (http://bit.ly/18RG04R)
- Download, read, and discuss Jonetta T. Holt's article "What is Resilence? How Do We Get It?"

(http://bit.ly/1bPV96y)

- Download, read, and discuss Lynne Gaines' article "Succeeding as a Manager: Five Ways to Build a Resilient Team."
(http://bit.ly/IKeOyw)

- Facilitate a roles and responsibilities session with your team.

- Select, adapt, and facilitate activities from the U.S. Army Medical Department's family resilience training to build resilience within firefighter families— both at work and home.
(https://www.resilience.army.mil/family.html)

BUILDING TEAM RESILIENCE: ACTIVITIES
(Reprinted with permission from the University of San Francisco)

The following activities are grouped according to which of the five (5) essential ingredients they help to build. Try these at team meetings or retreats with your team members. Most exercises will take less than one hour to complete, with the exception of behavior profiling. Don't forget to debrief after each activity, to reinforce the concepts.

BUILDING TRUST

Personal History Exercise
To help build empathy and understanding among team members, ask each person to share personal responses to some of the following questions:

- Where did you grow up?
- How many kids were in your family?
- Tell something about yourself that may surprise others.
- What was your very first job?

T-shirt Activity
Hand each team member a piece of paper with the outline of a t-shirt on it. Using markers, ask each person to draw a picture or write something on the t-shirt that tells who they are. (5 min.) Then, ask each person to share their t-shirts and explain how it represents them.

The Truth Be Known
This helps to build interpersonal understanding among team members, and is fun too. Ask each person to share three (3) things about him/herself; two of these pieces of information have to be true, and the other one, false. After hearing the information, the other members of the team will try to guess which statement is false.

The Shape of Things to Come[1]
This is a short, fun exercise that could be used to introduce the concept of behavior profiling. It will take about 15 minutes to complete. To set up for the exercise, hang a picture of each of the following shapes around the room:

- Box (square)
- Triangle
- Rectangle
- Circle
- Squiggle

---

[1] This activity comes from the research of Dr. Susan Dellinger, the author and creator of *Psycho-Geometrics*[R]. This system, developed in 1978, is a unique method of analyzing human personality on the basis of a preference for shapes. This system has been presented to over a million people worldwide. More information may be obtained on: http://www.drsusan.net/ and http://www.psychogeometrics.com/onlinetest.php.

Ask your staff to choose a shape that represents them at work. After they have chosen their shape, group staff by the shapes they have chosen. Once in groups, ask each group to spend a couple minutes discussing these questions:

- Why did they choose this shape?
- How does the shape represent them at work?
- What is their best guess about the attributes of the shape they've chosen?

Then, ask each group to report out what they've discussed.

After each group has given their report, share with them a little bit about what Dr. Dellinger's research has discovered about each shape preference, as follows:

Box (square): Hard worker; dependable; detail oriented; collector of data; likes to work independently

Triangle: Upwardly mobile; shows leadership qualities; energetic; task and results oriented

Rectangle: A shape in transition; can't decide what shape it wants to be; explorer; risk-taker

Circle: Interested in harmony; wants people to feel good about themselves; nurturer; people pleaser

Squiggle: Innovative; unique; can be a bit disorganized; multi-tasker; likes several things going at once

Behavior Profiling
Select a behavior profiling instrument (ex: Myers-Briggs) to determine each member's type. After administering the instruments, give team members a little time to reflect on what they've learned about themselves. At the next, or an upcoming team meeting or retreat, ask team members to be prepared to share their personal types/descriptions and one of the following:

- 2-3 things that they felt were particularly insightful about their style
- 1 insight highlighting a strength that they would like to use more for the good of the team
- 1 particular insight that highlights a weakness they would like to address for the good of the team

These activities may be done progressively over time, as trust builds among the members.

MASTERING CONFLICT (CONFRONTING)

Conflict Behavior Profile
Ask team members to review their behavior profile, to understand their tendencies with conflict. Then, at a staff meeting, ask each member to share these tendencies, as well as other influences such as family experiences and culture. Discuss similarities and differences among team members, including the potential impact on team interactions.

Open Your Fist
This exercise may provide some insights into team members' tendencies around confronting.

Pair up participants. One will be *A*; the other, *B*. Ask the *A* person to make a fist and place it on the surface in front of person *B*. Tell the *B*'s that they have 15 seconds to open the fist of person *A* – without harming. The facilitator says, "Ready, set, go," and times them. Afterward, ask these questions:

- Who tried to use force?
- What about tickling, or some other distraction?
- What about bribery: money, food, washing their car, doing laundry, etc.?
- How many just asked person *A* to open his/her fist?

FYI, research indicates that very few people use the last approach. Ask the group why that is.

When you debrief, talk about the team dynamics, that is, how many go straight to the 'force' approach? How many prefer compromise? What about direct approaches – and, indirect? Then, discuss any potential impacts on team interactions.

Conflict-Norming Exercise
First, ask team members, individually, to write down their preferences around acceptable and unacceptable behaviors when debating. Topic areas might include: tone of voice, body language, types of verbal responses, emotions, and extent of involvement. Then ask each team member to share their preferences. Have someone on the team capture key similarities and differences. Ask the team to come to an understanding of acceptable and unacceptable behavior standards to which all members can commit. (The leader may have to break ties.) Formally record these norms and post in the team's regular meeting room.

Conflict Resolution Exercise
Choose an issue that the team frequently wrestles with and finds it difficult to appropriate resolve. The team may review prior discussions, looking for obstacles that prevented them from achieving resolution. Obstacles are usually of the following types:

- Informational (facts, opinions, perspectives)
- Physical Environmental (temperature, noise, work politics or culture)

- Interpersonal Relationships (unresolved personality conflicts, history of turf or ownership issues)
- Individual (social/emotional, self-esteem, values, skills, knowledge, experience)

Once members identify the issues, have them discuss their impact on the decision-making process. Next, ask the members to discuss how to best resolve the issues so the team can move forward.

ACHIEVING COMMITMENT

Commitment Clarification
At the end of a team discussion, the leader should go to a white board or flip chart and ask everyone, "What have we agreed upon today?" As team members give their understanding of what's been agreed to, if consensus has not yet been reached, the leader will encourage further discussion to eliminate discrepancies and clarify commitments. The leader will write the commitments on the white board, and when back in the office, will email them to the team.

Cascading Communication
After the above commitment clarification exercise, the team decides what agreements will be communicated by supervisors to their direct reports. This is done within 48 hours, and is done in person, so that staff can ask questions and receive clarification, if needed, so that they will understand how their work is impacted.

Establishing a Common Goal
The intent here is to provide the team with a common sense of purpose, so that it achieves greater alignment. Team should enter into a discussion and answer the following question: What is the one goal that we need to achieve during this period of time to consider ourselves successful? Some examples are:

- Improve customer service
- Control expenses
- Implement a new process or project
- Strengthen the team

Organizational Clarification
Conduct a discussion with the team, and come to agreement around these important elements:

- Vision
- Mission
- Values
- Unit or department strategy
- Goals
- Team roles and responsibilities

Clarification of Team Principles
Conduct a discussion with the team, and come to agreement around how members will deal with one another on an ongoing basis on such issues as:

- Meeting structure and schedule
- Acceptable behavior during meetings (ex: laptop or Blackberry use)
- Preferred method(s) for communication and how to use them (ex: voice mail, email, face-to-face)
- Response timeliness
- Use of shared resources
- Team member availability for projects, questions, support, etc.

EMBRACING ACCOUNTABILITY

Team Effectiveness Exercise
This exercise provides team members a forum for providing one another with focused, direct, and honest feedback about how their behavior can enhance overall team performance.

Have each team member respond to the following question about their team mates:

- What is the single most important behavioral characteristic demonstrated by this person that contributes to the team's strength?

When each team member has received his/her feedback, each should summarize aloud one or two take-away items that made an impact.

When a team has progressed in trust and is high-functioning, another, related activity may be done, with each team member responding to this question about their team mates:

- What is one behavior or characteristic demonstrated by this person that can sometimes obstruct team progress or the general working of the team?

As members share, the leader will question the team to see if any are taken aback or surprised by the feedback. When each team member has received his/her feedback, each should summarize aloud the one or two take-away items that made an impact, and that will be worked on. After the team meeting, each member will email the leader the issues they have decided to work on, individually, for the good of the team. At the next team meeting, each member will report personal progress, and solicit new feedback from their team mates.

FOCUS ON RESULTS

Team Score Card
Once a common goal is established for the team, have the team discuss and agree upon several objectives that must be accomplished for the team to achieve the goal. It would help

to measure progress on the goal, if the team set up a score board or dash board that visually shows progress (ex: tracking expenses, employee turnover, customer requests completed).

Best Practices
Present team members with an open question related to a team goal, for example: what can we do to increase our productivity? Ask each team member to come up with a clear concise, practical response and write it on an index card. (2 min.) Ask members to hold their cards with the written side down. Ask team members to walk around and continually exchange the cards with each other, for about 20 seconds. The leader then stops the activity and asks members to pair up.

Each pair is then asked to objectively distribute 7 points (using whole numbers) between each idea on their two cards, reflecting their usefulness. Scores should be placed on the blank side of the index card. Members should not divulge if they get their own card.

Then repeat the walking around process, exchanging cards, for 20 more seconds. Have them pair up again, and score the two cards distributing 7 points between the two ideas.

Repeat the walking around and scoring process three [3] more times.

Then ask members to sit down with the card they now have. Ask them to total the number of points on the card.

The leader will count down from 35. When members hear their card's score, they will stand and read the card's idea. When the top 5 ideas have been read, check in with the team to see which ones should be implemented, and how soon.

•————————————————————————————————————•

Activities from:
- *90 World-Class Activities by 90 World-Class Trainers*; Editor, Elaine Biech, John Wiley & Sons, Inc. 2007
- Lencioni, Patrick, *The Five Dysfunctions of a Team, a Leadership Fable,* Jossey-Bass, 2002
- Lencioni, Patrick, *Overcoming the Five Dysfunctions of a Team, a Field Guide for Leaders, Managers and Facilitators,* Jossey-Bass, 2005

•————————————————————————————————————•

WILDLAND FIRE LEADERSHIP DEVELOPMENT PROGRAM

[Unit presenting recognition]

Presents

CERTIFICATE OF LEADERSHIP RECOGNITION

To

[Student of Fire's Name]

For demonstrated excellence as a leader in the wildland fire service during the 2014 Wildland Fireline Leadership Campaign

_____