

Are you leading the way....or being chased?

Lessons for the
EMS Supervisor and Manager



*2010 VA EMS
Symposium*

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The Big Question

- Why are you here today ?



What we will cover

- Organizations:
Structure, Cultures &
Behaviors
- Challenges
- Understanding and
managing the C word
(change)
- Leadership
- Management
- Conclusions



Remember: It could always be worse



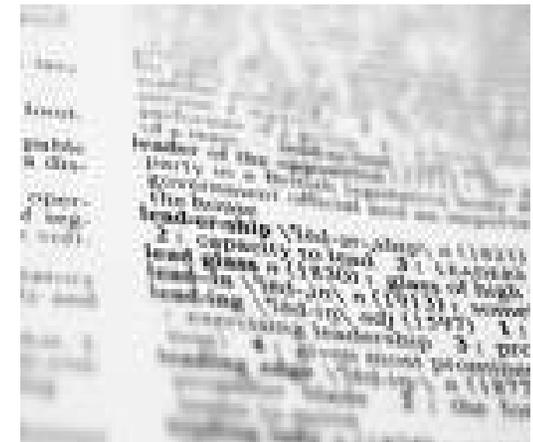
And you thought your job sucked

The Problem

- Stated simply - EMS tends to promote people who have been there the longest as opposed to those with managerial education or training
- So how do ***you*** avoid the being a victim or example of the Peter Principle?

Definition

- What is leadership ?
 - “*..the ability to persuade through process, or encourage through example, individuals with similar shared objectives to achieve outcomes*”
 - Webster’s Dictionary



Another Definition

“Leadership is the art of getting someone else to do something **you** want done because **he** wants to do it”



- *Dwight D. Eisenhower*

Organizational Culture

- All organizations have a culture and no two are the same - it's what makes working with or for each organization unique.
- Organizational (or corporate) culture is the beliefs, values, and symbols that a company uses to define itself.
 - “How things are done around here.”

Organizational Culture

- *“Every organization has a culture, that is a persistent patterned way of thinking of the central tasks and human relationships within an organization. Culture is to an organization what personality is to an individual.”*

• James Q. Wilson, 1989
Bureaucracy, What Government Agencies do and why they do it

Organizations

- A system that coordinates:
 - People
 - Jobs
 - Technology
 - Management Practices



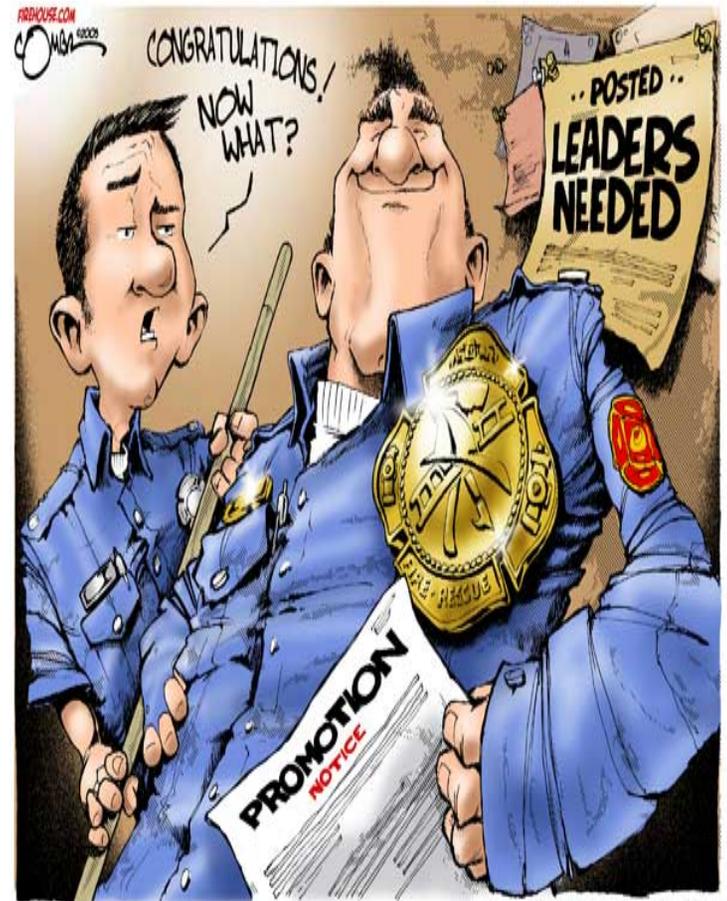
Examining Your Organization



- How are tasks assigned?
- Rules (SOPs/By-laws)
- Authority & Responsibility
 - Is there always someone steering the boat?
 - Is it the right person? Are you the right person?

You are in charge...now what?

- Do you know what to do?
- Do you know your organization?
- Do you understand the challenges of successfully running it?



Definition

- Change
 - *“..to make different in some particular ... to make radically different ... to give a different position, course, or direction...”*
~ Merriam Webster's Dictionary



Change

- Change is universal.....
 - Has everyone on the room experience some degree of change on their EMS agency ?
 - Is your agency the same as it was 5 years ago? 10 years ago?
 - Tell me about it

Change

- ...But it is the most feared component of leadership
 - You need to be a “master of change.”
 - How you look at change will largely determine how you react to it.
 - Change and challenge bring constant opportunities to grow and improve.

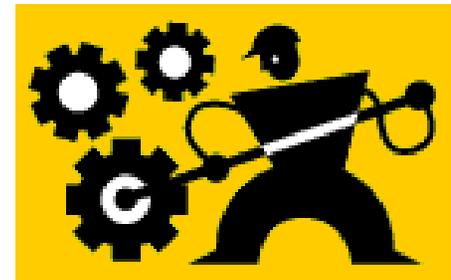
Process of change

- Stage 1 – Unfreezing / Unlocking
 - ➔ Breaking the habit, disturbing the equilibrium
 - ➔ Leads to uneasiness, feeling frightened
 - ➔ Results in anger and defense of status quo



Process of change

- Stage 2 - Moving
 - ➔ Reduce threat and break barriers
 - ➔ Provide information
 - ➔ New group identity



Process of change

- Stage 3 – Refreezing / Re-locking
 - ➔ New feelings and responses become comfortable for the individual and are reinforced by others.
 - ➔ Change now becomes status quo.



Discipline with understanding

- When taking action as a manager....ask yourself if it can pass the “mother test”
 - If your mother sees it in the local paper will she make a copy and carry it in her purse to show all of her friends ...
 - or shred it, burn it, and then bury the remains?

Discipline with understanding

- Give your employees the benefit of the doubt
 - Get all the facts
 - Do not rush to judgment
 - Give people a chance to explain

Discipline with understanding (and a dash of reality)

- If you didn't write it, it didn't happen....
 - The good....and the not so good....
 - Document !!!
 - Document !!!
 - Did I mention - DOCUMENT !!!!
 - And keep it !!

*(*Calling Your Attorney)*

Words not to live by as a Supervisor....

- “*We’ve always done it like that....*”
- “*That’ll never work here.....*”
- “*’Cause I’m the boss - that’s why....*”

More words *not* to live by as a Supervisor....

- *“You do your job and I will do mine”*
- Also, remember that in your capacity as a supervisor or manager there is no such thing as:
 - *“Off the record...”*
 - *“We’re having a private conversation....”*
 - *“It’s just between us.....”*

Final Pearls of Leading...

- Don't take criticism personally
- Do not be vindictive
- Be contrite when you are wrong
- Be fair



More Pearls of Leading...

- If it doesn't feel right, don't do it.
- Take responsibility
- Be critical of yourself in a constructive way
(honest self - assessment is key to success)

Making the Grade

- Know your people – and apply them accordingly
 - Appoint talented administrators, preferably stronger than yourself
- Be 100 % committed to the organization
 - Embrace errors and learn from setbacks
 - Remove obstacles

Even more pearls of leading

- Management is 10% education, 40% experience and 50% intuition



Conclusions

- Its tough at the top - not easy to be a supervisor – even less easy in EMS.
- It will get easier – I promise (but never simple)



Suggested Resources

- Books
 - *First Time Manager*
 - Lorin Belker and Gary Topchik
 - *The 7 Habits of Highly Effective People*
 - Stephen Covey
- National Fire Academy (NFA) Classes
 - Advanced Leadership Issues in EMS
 - Management of Emergency Medical Services

Closing Thoughts

*“Don't tell people **how** to do things, tell them **what** to do and let them surprise you with their results...”*

~ George S. Patton

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it...”

~ Theodore Roosevelt

Questions



Thanks for listening

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