




VAP BUSINESS  
SOLUTIONS, LLC

# Leadership and Communication

2019

# Event Leadership & Communication



- Leading With Objectives
- Effective Event Communication
- Practice



# Leading with Objectives

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- KEYS
- Listen & Questions
- Practice



# Which type of leader are YOU?



**Objective** – something aimed for, a goal

**Directive** – An official or authoritative instruction

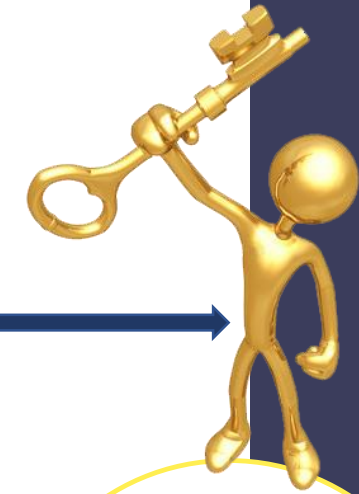


Which Type  
of Leader  
Are YOU?



# Keys to Leading With Objectives

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- ✓ FOCUS ON PRIORITIES
- ✓ BE SUCCINCT – LESS IS MORE
- ✓ BE EXPLICIT
- ✓ THINK BIG & SMALL
- ✓ ASK QUESTIONS
- ✓ LISTEN



# A Question Changes Everything?

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A great question engages “thinking”

**CONSIDER THIS...**What if Deep Water Horizon could have been prevented with a few GREAT questions and a listening ear



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# ASKING ENGAGING QUESTIONS

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**WHO**

**WHY**

**HOW**

**DID**

**WHEN**

**WHAT**

**IS**



# How well do you listen?

Incidents have a high degree of transient conditions that require active listening and engaging questions





# CAUTION

*DON'T GET TRAPPED*

- ✘ Acting from a place of fear or emotion
- ✘ Losing sight of priorities
- ✘ Too much trust in non-visual updates, ie "it's a small leak"
- ✘ Failing to understand constraints or limitations
- ✘ Waiting too long to make a decision



# TIME FOR SOME PRACTICE



A cargo ship entering the Houston Ship Channel carrying cars from Germany has capsized. The ship is blocking all channel traffic. The ship had a crew of 8. The incident occurred 10 minutes ago.

- 1. Write your event objectives*
- 2. Write your time period 1 event objectives*
- 3. Write three engaging questions*

# Communication

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- KEYS
- WHY Communicate
- WHO is my Customer
- Traps
- Practice



# KEYS TO COMMUNICATION

- ✓ BULLET POINTS WIN
- ✓ WORDS MATTER
- ✓ JUST THE FACTS PLEASE
- ✓ FIRST THINGS FIRST
- ✓ CONNECT THE PIECES
- ✓ BE EXPLICIT ABOUT YOUR NEEDS
- ✓ LISTEN



# WHY COMMUNICATE?

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## ALIGN OBJECTIVES

- “Account for all personnel, set up hot zone, get visual situation rep of incident site, set up for downwind air testing, stand up Unified Command”

## SET EXPECTATIONS

- “I want the foam truck delivered to the event site by the end of the operational period”

## MAKE DECISIONS

- “Request permission to deploy team and back up to search for missing personnel”

## INFORM STAKEHOLDERS

- “Two ship hands missing, Fire visible from 1 mile from incident site, working to set up environmental testing, no public action required at this time.”

## DIRECT RESOURCES

- “Need one air testing team. Send air testing team to corner of 1st and 6<sup>th</sup> street. Report back readings”

## INSPIRE AND MOTIVATE

- “We can bring everyone in safe, failure is not an option”

# Who Is my Customer?



Who is the customer for my communication?  
Who is the decision maker?  
What do they need from the communication?  
When do they need to know?  
How should I communicate to them?



# CAUTION

*DON'T GET TRAPPED*

- ✘ Using adjectives to make a point
- ✘ Too wordy
- ✘ Assuming the customer understands what you mean
- ✘ Using acronyms and shortcuts



# TIME FOR SOME PRACTICE



*Using the incident information draft an incident update to each of the customers below.*

*Answer the questions:*

*what do they need from the communication?*

*What 2 questions would you ask?*

*What objectives would you set for the next time period?*

- 1. Port of Houston Director*
- 2. Public*
- 3. Port Commissioner*
- 4. Port Customers*



# TIME FOR SOME PRACTICE

A cargo ship entering the Houston Ship Channel capsized. The ship is blue with a red hull. The ship was coming from Germany. The ship is carrying 750,000 gallons of marine diesel, located in 4 tanks on deck 4. There were 5 crew members sleeping, 3 crew members were on the deck and the captain was in the restroom when the ship capsized. The crew members may have been tired due to the long trip. There were 20 ships in the channel at the time of the report. Some were heading out and some were heading in. A VLCC ship was offloading at a dock nearby. There is a huge leak around ship. There were 5000 luxury cars on the ship. The cars were heading to several car dealers in Texas. This could cause a tremendous shortage of high end vehicles. The ship looks old and rusty. It rolled and is blocking all channel traffic. 7 crew members have been rescued by first responders from the Houston Fire Rescue. One rescue boat capsized. John Doe, who lives in a house 1 mile downwind from the incident said he could see smoke and smelled something weird. Sue, who was on a dock nearby said she heard a loud bang, then saw the ship roll and create a giant wave. Houston ship channel could be shutdown for weeks which may result tremendous gasoline and jet fuel shortages. A huge amount of fuel is leaking from the side of the ship which may cause fish or bird kill. Air readings read 0.1ppb VOC 100 yards from the event site. The ship repair cost could be over \$2Million dollars. The recovery effort will be difficult and require multiagency support to recover. It will take forever. It's possible the age of the ship or the condition of the captain could have contributed to the event. The ship was in dock a long time for maintenance prior to departing with the recent cargo.

# *QUESTIONS & THANK YOU*

