

# **APPENDIX C**

## **PRE-COURSE WORK**

## **S-200 Initial Attack Incident Commander Pre-Course Work Assignment**

**NAME:**

**Objective:** Students will identify Wildland Fire Leadership Values and Principles illustrated in the movie *Apollo 13*.

The Leadership Principles contained in the pre-course work are derived from L-280, Followership to Leadership.

*Apollo 13* illustrates an abundance of leadership values and principles – especially an emphasis on team cohesion. During the movie, you should have few problems identifying those that correspond to the Wildland Fire Leadership Values and Principles. The objective is not to identify every leadership principle but to promote thought and discussion. You should be less concerned with how many principles you view within the film and more concerned with how the principles you recognize can be used to develop yourself as a leader.

### **Part 1**

View *Apollo 13* in its entirety. This movie has received excellent reviews as a leadership primer.

### **Part 2**

Document instances within the film that illustrate the Wildland Fire Leadership Values and Principles on the handout provided.





Bring your completed responses to class. Be prepared to discuss your findings and how you will apply the leadership lessons in your role in wildland fire suppression.

## Wildland Fire Leadership Values and Principles





<b>Duty</b>	Be proficient in your job, both technically and as a leader. – Take charge when in charge. – Adhere to professional standard operating procedures. – Develop a plan to accomplish given objectives.
	Make sound and timely decisions. – Maintain situation awareness in order to anticipate needed actions. – Develop contingencies and consider consequences. – Improvise within the commander’s intent to handle a rapidly changing environment.
	Ensure that tasks are understood, supervised and accomplished. – Issue clear instructions. – Observe and assess actions in progress without micro-managing. – Use positive feedback to modify duties, tasks and assignments when appropriate.
	Develop your subordinates for the future. – Clearly state expectations. – Delegate those tasks that you are not required to do personally. – Consider individual skill levels and development needs when assigning tasks.
<b>Respect</b>	Know your subordinates and look out for their well being. – Put the safety of your subordinates above all other objectives. – Take care of your subordinate’s needs. – Resolve conflicts between individuals on the team.
	Keep your subordinates informed. – Provide accurate and timely briefings. – Give the reason (intent) for assignments and tasks. – Make yourself available to answer questions at appropriate times.
	Build the team. – Conduct frequent debriefings with the team to identify lessons learned. – Recognize individual and team accomplishments and reward them appropriately. – Apply disciplinary measures equally.
	Employ your subordinates in accordance with their capabilities. – Observe human behavior as well as fire behavior. – Provide early warning to subordinates of tasks they will be responsible for. – Consider team experience, fatigue and physical limitations when accepting assignments.
<b>Integrity</b>	Know yourself and seek improvement. – Know the strengths/weaknesses in your character and skill level. – Ask questions of peers and superiors. – Actively listen to feedback from subordinates.
	Seek responsibility and accept responsibility for your actions. – Accept full responsibility for and correct poor team performance. – Credit subordinates for good performance. – Keep your superiors informed of your actions.
	Set the example. – Share the hazards and hardships with your subordinates. – Don’t show discouragement when facing set backs. – Choose the difficult right over the easy wrong.

Use this handout to document film clips from *Apollo 13* that illustrate the Wildland Fire Leadership Values and Principles.



### **Duty**


-  Be proficient in your job, both technically and as a leader.
-  Make sound and timely decisions.  Ensure that tasks are understood, supervised and accomplished.  Develop your subordinates for the future.

### **Respect**

-  Know your subordinates and look out for their well being.
-  Keep your subordinates informed.  Build the team.
-  Employ your subordinates in accordance with their capabilities.

## **Integrity**

 Know yourself and seek improvement.  Seek responsibility and accept responsibility for your actions.

 Set the example.

