

# SITTING IN THE HOT SEAT

*Leaders and Teams  
for Critical Incident Management*



**RHONA FLIN**

 **WILEY**

# Sitting In The Hot Seat Leaders And Teams For Critical Incident Management

**Lingsheng Yao**



## **Sitting In The Hot Seat Leaders And Teams For Critical Incident Management:**

*Sitting in the Hot Seat* Rhona Flin, 1996-12-09 Using a case study approach this book covers a range of perspectives on industry from industry military and public services It presents developments in the selection training and assessment of individuals required to undertake the role of leader in a c

**Incident Command: Tales from the Hot Seat** Rhona Flin, Kevin Arbuthnot, 2017-07-12 Incident Command Tales From the Hot Seat presents a unique examination of the skills of the on scene or incident commander who is in charge of an emergency or major incident Experienced commanders from the police and fire services the armed forces civil aviation and the prison service give personal accounts of their command experiences discuss their dilemmas and the pressures they faced and reveal the demands of leading under extreme conditions They share intimate details of cases where their command skills were tested ranging from industrial fires riots hostage taking warfare peacekeeping to in flight emergencies Each case ends with lessons learnt and tips for the developing commander Additional chapters present expert accounts of the art of incident command incident command systems competencies for command as well as reviews of the latest psychological research into decision making and team work under pressure The book is an essential compelling text that captures the essence of incident command by analyzing command experiences across a range of professions

*Policing Critical Incidents* Laurence Alison, Jonathan Crego, 2012-11-12 The aim of this book is to examine the qualities of leadership and decision making in the police service Based on groundbreaking research using unique advanced methods for examining policing in complex critical incident environments the book focuses principally on a series of police debriefs following live major critical incidents It captures the views of the Senior Investigating Officers SIOs who worked on these cases and draws upon the very rich set of experiences that they have had in dealing with complex stressful and demanding enquiries The book provides an introduction to new methods for exploring leadership and decision making in critical incidents It will be an essential resource for developers of police training in leadership and decision making senior police officers involved in critical incident management organisational psychologists who work within policing and for students whose area of study covers policing decision making or criminal investigation

**PROMOTING CAPABILITIES TO MANAGE POSTTRAUMATIC STRESS** Douglas Paton, John M. Violanti, Leigh M. Smith, 2003-01-01 This book provides a systematic review of the variables and mechanisms that underpin resilience and growth in professions who face a high risk of regular and repetitive exposure to adverse or hazardous events Given the inevitability of this exposure promoting the acceptance and practice of this paradigm is essential for facilitating the capability of emergency responders to adapt to and if possible to grow from adverse and hazardous experience By identifying salient dispositional cognitive group organizational and environmental predictors of resilience and articulating the mechanisms that link them to adaptive and growth outcomes emergency organizations will have the capacity to intervene prior to exposure to adverse events rather than waiting until after the event as is currently the norm This book thus adopts an approach that is

fundamentally preventative in nature and offers practical suggestions to support the development of resilient capabilities. By describing influences on this capability that cover the person, the organization and factors external to the workplace, it offers a more ecologically comprehensive approach to those working in this area. In addition, it offers a more comprehensive framework for this work by drawing on constructs, e.g. trust, empowerment, that would ordinarily lie outside mainstream traumatic stress research. The contents of this book provide a theoretically and empirically rigorous knowledge base and intervention framework capable of mitigating negative reactions, facilitating adaptation in the face of adversity and enhancing the likelihood that adverse and traumatic work experiences will enrich the personal and professional lives of those who dedicate themselves to protecting and safeguarding others. It will be of interest to emergency worker counselors, police counselors, disaster workers, mental health professionals and individuals that work with people exposed to trauma.

Hazardous Materials Gregory G. Noll, Michael S. Hildebrand, 2014. Now in its fourth edition, this text is widely used by fire fighters, hazmat teams, bomb squads, industrial emergency response teams and other emergency responders who may manage unplanned hazardous materials incidents. As a result of changing government regulations and consensus standards as well as the need for terrorism response training, Mr Noll and Mr Hildebrand have modified and refined their process of managing hazmat incidents and added enhanced content, tips, case studies and detailed charts and tables. **Tolley's Handbook of Disaster and Emergency Management** Tony Moore, Raj Lakha, 2007-01-18. The Civil Contingencies Act 2004 modernised the UK's approach to disaster and emergency management, taking into account the kinds of threats the country faces in the 21st century, including terrorist threats and threats to the environment. This third edition of the Tolley's Handbook of Disaster and Emergency Management has been fully updated to cover the topics and themes reflected in the Act and collates all the key components of disaster and emergency planning for both the public and the private sector, covering both man-made and natural disasters. Written from a UK practitioner's point of view, using case studies and examples, it helps readers to understand and formulate disaster and emergency policies and systems for their workplace. Its practical approach will help organizations to ensure business continuity and safeguard the health and safety of their staff in the event of a disaster. The new edition has been updated in line with the latest legislation, Civil Contingencies Act 2004 Amendment to the Control of Major Accident Hazards (COMAH) Regulations, Corporate Manslaughter Bill. *Psychology of Terrorism* Bruce Bongar, Lisa M. Brown, Larry E. Beutler, James N. Breckenridge, Philip G. Zimbardo, 2006-09-07. During the past decade, we have witnessed a dramatic transformation in the nature and uses of terrorism. In the 70s, it was often repeated that terrorists want a lot of people watching, not a lot of people dead; today, it is more accurate to say that terrorists want a lot of people dead and even more people crippled by fear and grief. A major strategic intent of modern terrorists is to use large-scale physical attacks to cause stress in the general population. These changes in terrorist strategy have made it clear that we need better psychological and social responses to terrorism and man-made disasters. The psychological science needed to provide proper

and effective treatment for victims of horrendous events such as September 11th and future potential terrorist acts simply does not exist so military medical and psychological experts must work together to improve their understanding of mass casualty terrorism In Psychology of Terrorism leading national and international experts present the first results of this effort including the newest findings on treatment of and clinical responses to terrorism along with their respective underlying theories They address the history of terrorism types and effects of weapons of mass destruction or disruption the role of the military government agencies and volunteer groups in responding to terrorist threats psychological consequences of terrorism and treatment of special populations such as children and older adults This volume will be an ideal text for both academic and professional courses as well as a comprehensive resource for mental health clinicians and researchers medical care providers educators public health specialists government employees police and fire departments and non profit agencies that provide services and craft policy

**Decision Making in Aviation** Don Harris, 2017-07-05 Decision making pervades every aspect of life people make hundreds of decisions every day The vast majority of these are trivial and without a right or wrong answer In some respects there is also nothing extraordinary about pilot decision making It is only the setting that is different the underlying cognitive processes are just the same However it is the context and the consequences of a poor decision which serve to differentiate aeronautical decision making Decisions on the flight deck are often made with incomplete information and while under time pressure The implications for inadequate performance is much more serious than in many other professions Poor decisions are implicated in over half of all aviation accidents This volume contains key papers published over the last 25 years providing an overview of the major paradigms by which aeronautical decision making has been investigated Furthermore decision making does not occur in isolation It is a joint function of the flight tasks knowledge equipment on the flight deck and other stressors In this volume of collected papers works from leading authors in the field consider all these aspects of aeronautical decision making

Thinking Through Crisis Amy L. Fraher, 2011-04-04 Bridging the gap between theory and practice this strikingly original analysis of the complex dynamics of high risk fields demonstrates that teamwork is more important than technical prowess in averting disasters Thinking Through Crisis narrates critical incidents from initiation to resolution in five elegantly constructed case studies the USS Greeneville collision the Hillsborough football crush the American Airlines flight 587 in flight break up the Bristol Royal Infirmary pediatric fatalities and the US Airways flight 1549 Hudson River landing Drawing on a variety of theoretical and real world perspectives this vivid well documented book provides innovative ways to understand risk management develop new models of crisis decision making enhance socially responsible leadership and encourage deep questioning of the behavior of individuals and groups in complex systems Its insights will resonate with professionals in a wide range of fields and with a general audience interested in understanding crises in complex systems

*The Oxford Handbook of Expertise* Paul Ward, Jan Maarten Schraagen, Julie Gore, Emilie M. Roth, 2020 The Oxford Handbook of Expertise provides a comprehensive

picture of the field of Expertise Studies It offers both traditional and contemporary perspectives and importantly a multidiscipline multimethod view of the science and engineering research on expertise

**Disaster Health Management** Gerry FitzGerald, Mike Tarrant, Marie Fredriksen, Peter Aitken, 2016-09-13 Disaster health is an emerging field that focuses on developing prevention preparation response and recovery systems for dealing with health problems that result from a disaster As disasters worldwide differ in their nature scope and cultural context a thorough understanding of the fundamental tenets of sound disaster health management is essential for both students and practitioners to participate confidently and effectively in the field Disaster Health Management is the first comprehensive textbook to provide a standard guide to terminology and management systems across the entire spectrum of disaster health Authored by experienced educators researchers and practitioners in disaster health management this textbook provides an authoritative overview of The conceptual basis for disaster management Systems and structures for disaster management Managing disasters through the continuum of preparedness response and recovery The variations associated with both natural and technological disasters The strategic considerations associated with leadership research education and future directions Using Australasian systems and structures as examples of generic principles which will find application globally Disaster Health Management is an essential text for both undergraduate and postgraduate students as well as for professionals involved in all aspects of disaster management

*International Simulation and Gaming Research Yearbook* Tony Powell, John Rolfe, Danny Saunders, 2013-10-11 The theme of this volume is emergency and crisis management and how games and simulations are effective tools in dealing with these issues The work brings together topical contributions from international figures in the field of games and simulations

**Workplace Trauma** Noreen Tehrani, 2004 Workplace Trauma explores the impact of traumatic events on the psychological well being of organisations and employees and considers the creation of appropriate trauma care programmes tailored to meet the needs of organisation and individuals

**Safety at the Sharp End** Rhona Flin, Paul O'Connor, 2017-05-15 Many 21st century operations are characterised by teams of workers dealing with significant risks and complex technology in competitive commercially driven environments Informed managers in such sectors have realised the necessity of understanding the human dimension to their operations if they hope to improve production and safety performance While organisational safety culture is a key determinant of workplace safety it is also essential to focus on the non technical skills of the system operators based at the sharp end of the organisation These skills are the cognitive and social skills required for efficient and safe operations often termed Crew Resource Management CRM skills In industries such as civil aviation it has long been appreciated that the majority of accidents could have been prevented if better non technical skills had been demonstrated by personnel operating and maintaining the system As a result the aviation industry has pioneered the development of CRM training Many other organisations are now introducing non technical skills training most notably within the healthcare sector Safety at the Sharp End is a general guide to the theory and practice of non

technical skills for safety It covers the identification training and evaluation of non technical skills and has been written for use by individuals who are studying or training these skills on CRM and other safety or human factors courses The material is also suitable for undergraduate and post experience students studying human factors or industrial safety programmes

Human Factors Challenges in Emergency Management Christine Owen, 2017-09-29 This book provides an overview of state of the art research that has been conducted within Australia funded by the Bushfire Cooperative Research Centre The chapters source and contextualize their own research practice within the context of the international research literature Therefore while the research has occurred within Australia it will be of particular interest to scholars students and practitioners in a number of other countries particularly within the United States of America and in Europe The fire and emergency services is a particularly large industry in Australia alone it employs 250 000 personnel yet there is very little by way of published human factors books addressing this sector directly Emergency events frequently involve problems for which there may be unanticipated consequences and highly interdependent consequential effects In short emergency events are not necessarily as containable as may be work in other domains As Karl Weick once commented emergency events do not play by the rules This means that these research chapters tell us something about a potential future world of work that is highly dynamic interdependent and for which improvisation and critical thinking and problem solving are necessary pre requisites The discussions about individual and team performance will also be pertinent to others working in similar high reliability high consequence domains The chapters connect into an integrated body of work about individual and group performance and their limitations

**Risk and Crisis Management in the Public Sector** Lynn T Drennan, Allan McConnell, Alastair Stark, 2014-12-24 Every decision that is made by managers and policy makers in a public sector organization requires an evaluation and a judgement of the risks involved This vital requirement has been recognised in the growth of risk management However risks can never be fully prevented which means that public managers also have to be crisis managers Today s crises develop in unseen ways they escalate rapidly and transform through the interdependencies of modern society and their frequency is growing the global financial crisis the European volcanic ash cloud the Japanese tsunami and subsequent Fukushima nuclear plant meltdown the Christchurch earthquake and the Queensland floods All highlight the extreme challenges that public sector organizations across the world have had to face in recent years Risk and Crisis Management in the Public Sector Second Edition responds to these challenges by presenting the only guide for public managers and public management students which combines lessons about risk and crisis management together in a single accessible text It equips readers and public managers with the knowledge and skills to understand key issues and debates as well as the capacity to treat risks and better prepare for respond to and recover from crisis episodes This exciting new edition enhances the original text with contemporary cases and a greater focus on the international trans boundary and multi agency dimensions of risk and crisis management These enhancements reflect the fact that today s public manager must

increasingly operate within a global and interdependent governance context      **Managing Trauma in the Workplace**

Noreen Tehrani, 2010-10-06 *Managing Trauma in the Workplace* looks at the impact of trauma not only from the perspective of the employees but also from that of their organisations. In addition to describing the negative outcomes from traumatic exposure it offers solutions which will not only build a more resilient workforce but also lead to individual and organisational growth and development. This book has contributions from international experts working in a variety of professions including teaching, the military, social work and human resources. It is split into four parts which explore the nature of organisational trauma, traumatized organisation and business continuity, organisational interventions, building resilience and growth. *Managing Trauma in the Workplace* is essential reading for anyone with responsibility to help and support workers involved in distressing and traumatic incidents as a victim, supporter or investigator.

**Understanding Public Leadership** Paul 'T' Hart, Lars Tummers, 2019-09-04 A new edition of a popular textbook that provides a systematic and up to date introduction to the different approaches to understanding leadership in the public sector. This text draws together a wide range of enduring and cutting edge scholarship to provide a clear and concise overview of the area. Written by two of the field's leading experts it uses real world case studies to unpack the dilemmas and complexities facing leaders in contemporary democracies. Now streamlined to further help students navigate this widely debated area, this is the ideal text for undergraduate and postgraduate modules on leadership, public administration and management courses. Moreover, with its balance between theory and applicability, it is also a valuable resource for training courses for public sector professionals. New to this Edition: Streamlined chapter structures and improved pedagogical features that are even more useful for students. A new co-author bringing added insights from organizational science and quantitative methodologies. Revised to address the most up to date developments in thinking about leadership in the 21st century.

*Making Sense of the Organization, Volume 2* Karl E. Weick, 2012-01-12 *Making Sense of the Organization* elaborates on the influential idea that organizations are interpretation systems that scan, interpret and learn. These selected essays represent a new approach to the way managers learn and act in response to their environment and the way organizational change evolves. Readers of this volume will find a wealth of examples and insights which go well beyond thinking and cognition to explain action. The author's ideas are at the forefront of our thinking on leadership, teams and the management of change. This book engages the puzzle of impermanence in organizing. Through rich examples, evocative language, artful literature citing and imaginative connecting, Weick re-introduces core ideas and themes around attending, interpreting, acting and learning to unlock new insights about impermanent organizing. The wisdom in this book is timeless and timely. It prods scholars and managers of organizations to complicate their views of organizing in ways that enrich thought and action. Jane E. Dutton, Robert L. Kahn, Distinguished University Professor, University of Michigan.

*Principles of Emergency Planning and Management* David E. Alexander, 2014-10-01 David Alexander provides a concise yet comprehensive and systematic primer on how to prepare for a disaster. The book



introduces the methods procedures protocols and strategies of emergency planning

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