



# CVCSD

Bakersfield - March 19, 2015

# Executive Session



Internal Communications: Personally and Professionally  
Commanding, Controlling, Consoling, Inquiring, and Inspiring

# Real-Time Communication Methods



Situations	Leading	Controlling	Consoling	Inquiring	Inspiring
Teaching	Assuring	Directive	Forgiving	Knowledge	Experienced
Debriefing	In-Charge	Timely	Peaceful	Inquisitive	Believable
Discipline	Engaged	Recording	Loving	Why?	Sensitive
New SOP	Open	Measuring	Identifying	Interested	Motivated
Customer	Capsulize	Checklist	Personable	Depth	Driven
Regulator	Focus	Outcomes	Friendly	Talkative	Visionary
Emergency	Team	Budget	Comfortable	Focused	Leader
Selling	Listening	Disciplined	Listener	Hears	Engages
Media	Encouraging	End in Focus	Thoughtful	Links	Attracts



# Real-Time Communication - Personal Style



- Style
- Leading
- Controlling
- Consoling
- Inquiring
- Inspiring
- Conversing
- Educating

Tone/Depth	Strength	Structure	Enjoyment	Empathy
Stern	Straight face	Organized	Jovial	Listening
Upbeat	Fatherly	Strategic	Easy Going	Identifying
Emotional	Demanding	Planned	Talkative	Repeating
Cautious	Informative	Practiced	Alluring	Identifying
Personal	Positional	Clear	Laid-Back	Caring
Nonchalant	Personal	Defined	Joking	Heartfelt



Communication Situation:

Debriefing	Discipline	New SOP
Selling	Media	
Customer	Regulator	



# Debriefing an Accident or Emergency

Leading

Controlling

Consoling

Inquiring

Inspiring

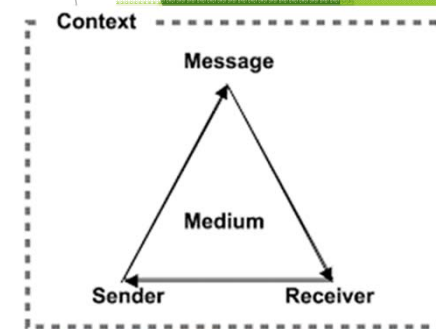


Is the Pink Shirt in Charge?



Difficult Communication Situations

- ▶ Leaders own-up to mistakes
- ▶ Strength to own up and to change
- ▶ Structural Design: Prevent-Mitigate and Prepare
- ▶ Inquire for individual feedback
- ▶ Control: Resolve for change
- ▶ Inspire others to resolve to change



Tone/Depth

Strength

Structure

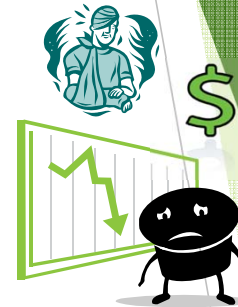
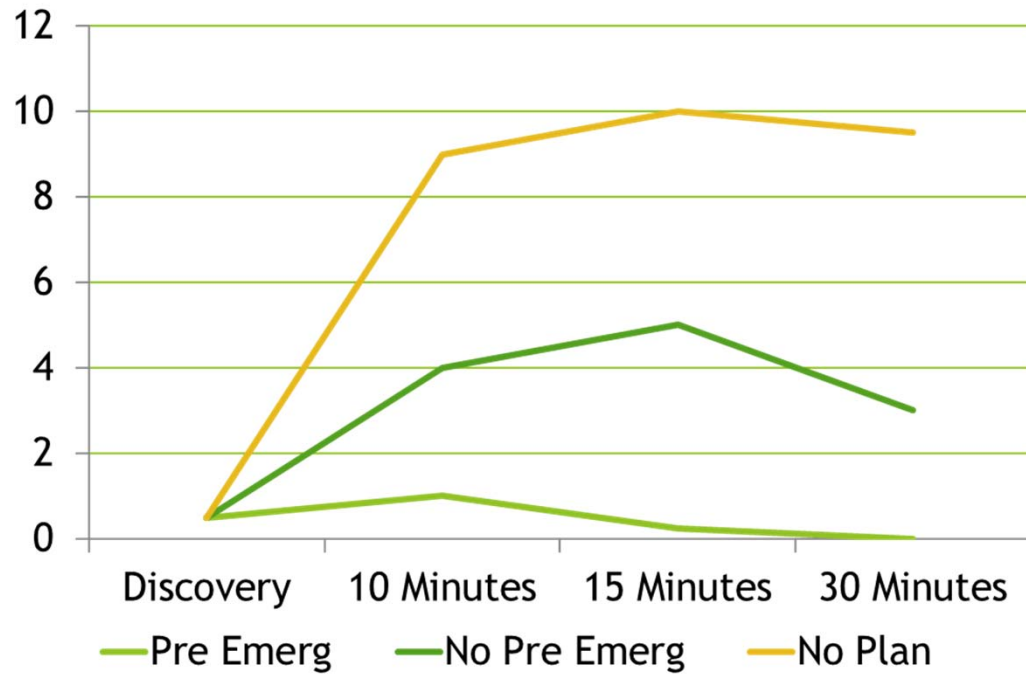
Enjoyment

Empathy

# Controlling Chaos!



Chaos Factor



Craig Miller

4/13/2015

Slide 1-1

# Communicating a new SOP

Leading

Controlling

Consoling

Inquiring

Inspiring

## Team Support is Vital



## Making a needed change

- ▶ Lead with vision for needed change
- ▶ Inquire for the wisdom of the team
- ▶ Strength to stand-up to adversity
- ▶ Sell the new vision and details
- ▶ Set a the value of the change
- ▶ Use a tone of an educator
- ▶ Leaders are not doormats for abuse
- ▶ Leadership is a paradoxical

Tone/Depth

Strength

Structure

Enjoyment

Empathy



# Notification - 15 Minutes or Pay the Fine



## WHO MUST NOTIFY

Q: Who is obligated to notify?

A: Requirements for immediate notification of all significant spills or threatened releases cover:

- Owners
- Operators
- Licensees
- Persons in Charge
- Employers

## WHAT INFORMATION

Q: What information is required?

A: State notification requirements for a spill or threatened release include (as a minimum):

- Identity of caller
- Exact location, date and time of spill, release or threatened release
- Location of threatened or involved waterway or stormdrains
- Substance, quantity involved, and isotope if necessary
- Chemical name (if known, it should be reported if the chemical is extremely hazardous)
- Description of what happened

Federal notification required additional information for spills (CERCLA chemicals) that exceed federal reporting requirements, which includes:

- Medium or media impacted by the release
- Time and duration of the release
- Proper precautions to take
- Known or anticipated health risks
- Name and phone number for more information

## WHICH AGENCIES

Q: Who must be notified?

A: Notification must be given to the following agencies:

- **The Local Emergency Response Agency**  
9-1-1 or the local Fire Department
- **The Local Unified Program Agency (UPA), if different from local fire.**

Note: The UPA may designate a call to the 9-1-1 emergency number as meeting the requirement for notifying the UPA.

Phone: \_\_\_\_\_  
*enter local number*

*And*

- **The California Governor's Office of Emergency Services, California State Warning Center:**  
**Phone (800) 852-7550 or (916) 845-8911**

*And, if appropriate:*

- **The California Highway Patrol:**  
**Phone: 9-1-1**  
(The California Highway Patrol must be notified for spills occurring on highways in the State of California. (CVC 23112.5))

[Notification Log](#)

4/13/2015

Slide 1-11

# Motivating the Team

Leading

Controlling

Consoling

Inquiring

Inspiring

## Changing the Culture



Tone/Depth

Strength

Structure

Enjoyment

Empathy

## One Step at a Time

- ▶ Lead: set the theme for change
- ▶ Inquire, Inform, and listen
- ▶ Set the new course
- ▶ Define the management structure
- ▶ Control: Set bottom lines and live the new experience personally
- ▶ Enjoy the excitement of change
- ▶ Empathy for the who are loose





# Emergency Command and Control

Leading

Controlling

Consoling

Inquiring

Inspiring

The ultimate communication



Incident Commander skills

- ▶ Leadership: Size-up for the details: Conditions - Actions - Needs
- ▶ Control: Safety and command structure
- ▶ MBO: Incident objectives and tasks
- ▶ Structure: Delegate authority
- ▶ Communicate situation status and coordinate resource needs
- ▶ Transfer of Command/rules of engagement

Tone/Depth

Strength

Structure

Enjoyment

Empathy



# Dealing with Regulatory Dispute

Leading

Controlling

Consoling

Inquiring

Inspiring

## High Intensity Issues



## Understand by Inquiry

- ▶ Gather the facts -understand the root of the regulation
- ▶ Use a network of support
- ▶ Learn and empathize before judging and fighting the change
- ▶ Read the exceptions and evaluate details from recognized experts
- ▶ Last resort - move up the chain of command and appeal

Tone/Depth

Strength

Structure

Enjoyment

Empathy

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You're never  
*persuasive*  
when you're  
*abrasive*.  
And you never  
get your *point*  
across by *being*  
cross.

~ Rick Warren  
pastors.com/kill-these-three-things



# Dealing with the Media

Leading

Controlling

Consoling

Inquiring

Inspiring

No answer is revealing



Preparing for the message

- ▶ Control: accuracy and clarity
- ▶ Assure leadership support for the message to be delivered
- ▶ Empathize with victims
- ▶ Lead for change
- ▶ Accept the negative and resolve for two resolutions for change
- ▶ The real judgment comes from your actions in the longer term



Tone/Depth

Strength

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