Field Leadership Development

Leader’s Intent
Field Briefings
After Action Reviews
Leader’s Intent
What is Leader’s Intent?

- Leader’s Intent is a clear concise statement about what people must do to succeed in their assignments.
- It outlines three essential components.
Leader’s Intent

- **Task**: What is to be done
- **Purpose**: Why it needs to be done
- **End State**: How it should look when it is done
Why should I use Leader’s Intent?

- In a fast moving and dynamic situation, you or your supervisor cannot incorporate new information into a formal planning process and redirect people within a reasonable time.

- Leader’s Intent is provided so people can adapt plans and exercise initiative to accomplish the objective when unanticipated opportunities arise or when the original plan no longer suffices.

- Leader’s Intent reduces internal friction and empowers subordinates—even when chaotic conditions prevent the chain of command from communicating effectively.
What needs to happen here?
Why am I doing this?
What should this look like when I am done?

Leader’s Intent is meant to address these questions.

How were you most recently provided Leader’s Intent?
Have you ever been in a situation where Leader’s Intent was not clear?
How could you gain Leader’s Intent if it is not initially provided?
Practice Using Leader’s Intent

• 5-minute Activity: Write a short Leader’s Intent for a situation you have been in before or expect to be in.

• Breakout Activity: In small groups, give your Leader’s Intent, and listen to others. Keep track of time.
  • Don’t tune out – listen to others and give feedback in the chat while also learning about other field leadership situations. You will learn more by listening. Are you clear on what is wanted?

• When your group is finished come back to the main group. Don’t log off; more content is coming.

• Note: audio troubleshooting, chat box, asking for help.
Field Briefing Checklist
Briefing Checklist Origins

- Incident Response Pocket Guide
- Standardized system between agencies.

BRIEFING CHECKLIST

Situation
- Fire name, location, map orientation, other incidents in area
- Terrain influences
- Fuel type and conditions
- Fire weather (previous, current, and expected)
- Winds, RH, temperature, etc.
- Fire behavior (previous, current, and expected)
- Time of day, alignment of slope and wind, etc.

Mission/Execution
- Command
  - Incident Commander/immediate supervisor
  - Leader’s intent
    - Overall objectives/strategy
    - Specific tactical assignments
    - Contingency plans
  - Medevac plan: Personnel, equipment, transport options, contingency plans

Communications
- Communication plan
  - Tactical, command, air-to-ground frequencies
  - Cell phone numbers

Service/Support
- Other resources
  - Working adjacent and those available to order
  - Aviation operations
- Logistics
  - Transportation
  - Supplies and equipment

Risk Management
- Identify known hazards and risks
- Identify control measures to mitigate hazards/reduce risk
  - Include LCES
- Identify trigger points for reevaluating operations

Questions or Concerns?
FIELD BRIEFING CHECKLIST

Situation
- Project Name, location, map orientation
- Terrain, ecosystem type
- Weather

Mission/Execution
- Project Sponsor
  - Crew Leader / Supervisor – who is responsible.
- Leader’s Intent – overall objectives and strategy
  - Task – what is to be done.
  - Purpose – why it needs to be done.
  - End State – how it should look when done.
- Specific assignments
- Contingency plans
- Medevac plan
  - Personnel, equipment, transport options

Communications
- Communication plan
  - Cell Service (y/n), cell numbers
  - Radios: frequencies, repeaters.
- Check-in plan

Service/Support
- Other crews in area
- Logistics
  - Transportation
  - Supplies and equipment

Risk Management
- Identify known hazards and risks
- Identify control measures to mitigate hazards/reduce risk
  - Tailgate Safety Session, LCES, etc.
- Identify trigger points for reevaluating options.

Questions or Concerns?
After Action Reviews
What is an After Action Review?

- A professional discussion of an event, focused on performance standards, that enables participants to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses.

- A tool leaders use to get maximum benefit from every incident or project.
After Action Review

What was planned?
- Review the intent of the mission
- Key assignments
- Desired “End State”

What actually happened?
- Establish the facts
- Pool multiple perspectives to build a shared understanding of what happened

Why did it happen?
- Analysis of cause and effect
- Focus on WHAT, not WHO
- Provide progressive refinement for drawing out explanations of what occurred

What are we going to do next time?
- Correct weaknesses – focus on items you can fix, rather than external forces outside of your control
- Sustain/maintain strengths – identify areas where groups are performing well and should sustain
References:

Leaders Intent: https://www.nwcg.gov/committee/6mfs/leaders-intent
Field Briefings: https://www.nwcg.gov/committee/6mfs/operational-briefings
After Action Reviews: https://www.nwcg.gov/wfldp/toolbox/aars
Field Leadership Development

Leader’s Intent
Field Briefings
After Action Reviews

Colter Pence
Flathead National Forest
colter.pence@usda.gov