

THE ESSENTIAL CRUX OF EACH TCT MODULE

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Communication

1. Communication is a loop – it's not done until it has come back correctly, full circle.
2. The sender is responsible for making the message understood.
3. The receiver controls what happens to the message.
4. Both have a responsibility to overcome the barriers in sending and/or receiving messages to insure accurate and effective communication.
5. The biggest error people make is taking the attitude...."I told them – now it's up the them"....and walk away thinking the communication and their responsibility with it is over.

Decision Making

1. Decision strategies, (minimize, scan, muddle, moralize and deny), when used alone are recipes for disaster.
2. When they are used in concert, they help prioritize and order tasks.
3. Each decision we make creates the playing field we enter into next.
4. Making good decisions instinctively encourages the continuation of making good decisions.
5. Making bad decisions instinctively encourages the continuation of bad decisions.
6. It is critical to be able to discern between *symptoms* and *root causes*.
7. Deciding to address the root causes will facilitate the elimination of the symptoms.
8. Time analysis studies of mishaps show that in critical moments, there was actually time to consider other options for action.
 - ~ Our instinct: There isn't time to consider any other options.
 - ~ Fact: There IS time.
 - ~ Therefore: TAKE TIME TO DO IT

Leadership

1. Leadership is not just about commanding and controlling. Leadership is about creating and maintaining an environment where everyone can thrive and do their best.
2. Leaders need to know when to give orders and when to strive for collaboration and consensus and how to achieve it.
3. Leaders need to know how to recognize, develop and utilize knowledge, talent and abilities in their folks.
4. Leaders' behavior, policy and actions need to manifest the Coast Guard's core values so that others can see those values in their leaders.

Mission Analysis

1. Always go through a risk assessment process even if you go anyway under high risk conditions. This process will show where your hot spots are so everyone can be exceedingly vigilant with regard to those areas.
2. Examine every category to reduce risk.
3. Develop contingency plans.
4. Continually reassess risk through out the mission.

Adaptability & Flexibility

Stress:

1. Stress is created by various categories of events:
Bad things Good things
Fearful things Exciting things
Change in things
2. Using a stress survey/inventory with your folks will let them know how much stress they are actually dealing with.
3. If you do the above, follow up with a coping with stress inventory so they can see how much durability they have to withstand the stress they can't eliminate or reduce any further.
4. Stress creates fatigue and effects individual and team performance.

5. Complex tasks are better done under lower stress. Simple tasks can be done effectively when people are under greater stress.
6. Work in teams to come up with a variety of ways to:
 - ~ improve tasking and performance for individuals and teams
 - ~ adapt size, structure and cohesion factors to improve team performance
 - ~ develop ways to fight, control and predict fatigue

Hazardous Thought Patterns

1. Anti- Authority, Impulsiveness, Invulnerability, Macho and Resignation all distort judgment, decision-making and good outcomes.
2. Each person has a tendency to fall in one of these categories. Most of the time people keep themselves under check, operating in a thoughtful mid range.
3. Under extreme stress and/or fatigue, people will default to their natural thought pattern tendency and that is where mishaps are more likely to occur.
4. Each person should know their default thought pattern tendency.
5. Everyone should know some effective ways to pull their team members out of a hazardous thought pattern when they fall into that rut.

Assertiveness

1. The Coast Guard wants assertive people, not passive or aggressive behavior.
2. It is imperative that people know where the dividing line is between assertive and aggressive behavior.
(Because these terms are used interchangeably in our culture, this water is very muddy for our folks.)

Note: I have developed some tools that have been quite effective in bringing that dividing line into focus, but it is too involved to explain here. If you are interested, let me know. I will be glad to share the particulars with you.

Situational Awareness

1. Definition: KNOW WHAT IS GOING ON AROUND YOU
2. Two Challenge Rule: This is an optional tool to use if a team wants to.
3. Three Level's of Human Error:
 Slips.....Miss Speak
 Mistakes.....Bad Plan
 Errors.....Flawed Execution
4. The earlier an error is caught, the less damage is done.
 Better to catch a slip before it becomes a mistake.
 Better to catch a mistake before it becomes an error.