

# “Doing” Flood Risk Management Back Home

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**US Army Corps of Engineers**  
**BUILDING STRONG**®



# FRM “Biggest Challenges”

- *“These activities are “oozing” into a full time job, and my supervisory chain is not happy about that!”*
- *“My district views me as doing too much work for others, not enough for the district.”*
- *“Not familiar with partnering opportunities that exist through Federal agencies”*
- *“Maintaining the Interest of other Fed/State Agencies”*
- *Lack of: Funding – Resources – Support – Understanding – Time*
- *“Clear and specific guidance for myself and my rating chain on what constitutes successful implementation of FRM/SJ”*



# CONDUCTING THE “BROWN BAG”

- **Preparation (To-Do List)**
- **Resources**
- **Draft Template Powerpoint**
- **Read-Ahead Material**
- **Audience (COPs)**
- **Attitude (Stick with it)**
- **Timing**
- **Meeting Notes**
- **Follow-Through**



# **READ-AHEAD MATERIAL**

## *Regional Flood Risk Management (RFRM)*

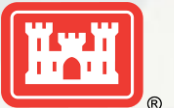
*(Based on National FRM PGMP and Communication Plan)*

- **BLUF: "FRM Life Cycle" and "Driving Down Risk"**
- **WHAT NEEDS TO CHANGE? (Urgency)**
- **WHERE DO WE WANT TO GO (Vision)**
- **WHAT DO WE WANT TO ACHIEVE (Objectives)**
- **HOW WILL WE GET THERE? (Challenges/Actions)**
- **MSC RFRM STRUCTURE**
- **DISTRICT FRM STRUCTURE**
- **HOW WILL WE MEASURE AND DEFINE SUCCESS?  
(Performance metrics)**
- **WHAT WILL SUCCESS LOOK LIKE?**
- **BRIDGING MESSAGES - RFRM AND LEVEES**



# QUALITIES OF A SUCCESSFUL FRM/SJ!

- ✓ Fierce Resolve
- ✓ Integrator
- ✓ Passion
- ✓ Authentic
- ✓ Customer/Partner Focused
- ✓ Can-DO-Attitude
- ✓ Innovator
- ✓ Communicator
- ✓ Facilitative Leader
- ✓ Integrity + Credibility + Character = TRUST
- ✓ Collaborator
- ✓ Knows your Limitations
- ✓ Developing Star Teams (2 + 2 = 6)





# ATTITUDE

- *“Attitudes have the power to Lift Up or Tear Down a Team”*
- *“There’s only one thing more contagious than a good attitude – and that’s a bad attitude”*
- *“YOUR attitude determines the TEAM’S attitude”*

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ABILITIES	+	ATTITIDES	=	RESULT
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GREAT TALENT	+	ROTTEN ATTITUDES	=	BAD TEAM
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GREAT TALENT	+	BAD ATTITUDES	=	AVG. TEAM
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GREAT TALENT	+	AVG. ATTITUDES	=	GOOD TEAM
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GREAT TALENT	+	GOOD ATTITUDES	=	GREAT TEAM
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**Poor morale:** The team is dead in the water and negative.

**Low morale:** The team is making some progress, but is not cohesive or confident.

**Moderate morale:** The team is experiencing some wins and beginning to believe in itself, but some hard decisions need to be made to take it to the next level.



**High morale:** The team is performing close to its potential, it’s winning, and it just needs to be kept on track

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# INSPIRATIONAL THOUGHTS

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- *Teamwork is birthed when you concentrate on “we” instead of “me”*
- *“We should not only use all the brains we have, but all that we can borrow” – Woodrow Wilson*
- *“If a team is to reach it’s potential, each player must be willing to subordinate his personal goals to the good of the team” – Bud Wilkinson*
- *“No one of us is more important than the rest of us” – Ray Kroc*
- *“When you see the big picture correctly, you serve the team more quickly”*
- *“Many people focus too much attention on their dream and too little on their team”*



# CHALLENGE

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## TYPE OF CHALLENGE

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**NEW CHALLENGE**

**CONTROVERSIAL CHALLENGE**

**CHANGING CHALLENGE**

**UNPLEASANT CHALLENGE**

**DIVERSIFIED CHALLENGE**

**LONG-TERM CHALLENGE**

**EVEREST-SIZED CHALLENGE**

## TYPE OF TEAM REQUIRED

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**CREATIVE TEAM**

**UNITED TEAM**

**FAST AND FLEXIBLE TEAM**

**MOTIVATED TEAM**

**COMPLEMENTARY TEAM**

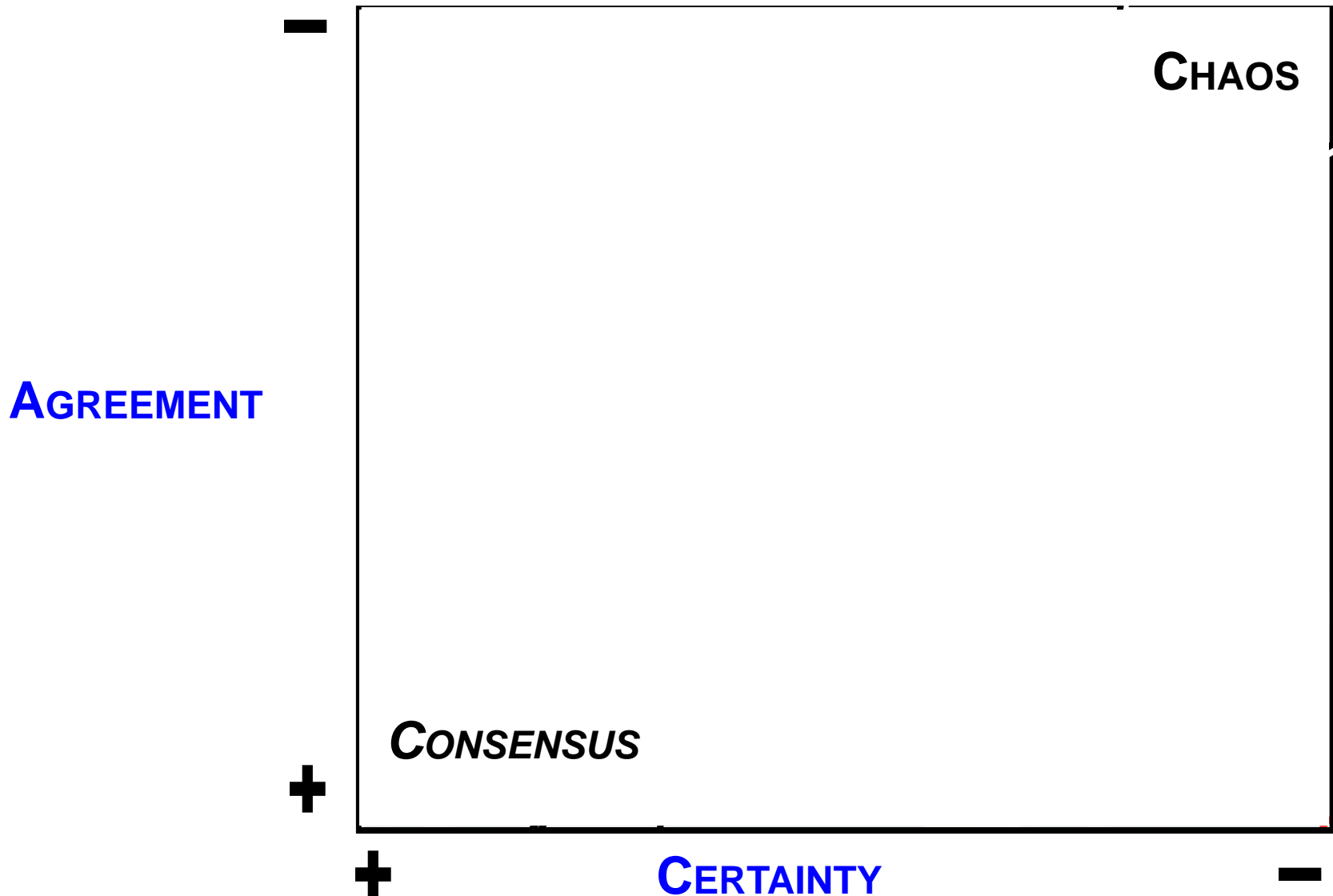
**DETERMINED TEAM**

**EXPERIENCED TEAM**





# RESOLVING COMPLEX ISSUES



After Ralph D. Stacey: Complexity and Creativity in Organizations

# “Living the Dream”



# CHEMISTRY

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***“Chemistry isn’t something you can create with one skill or implementation of a single technique, but the result of careful evaluation, attention and development of a continual process by which improvement of select characteristics help strengthen the team bonds, thereby dramatically improving their current and future efficiency and effectiveness in attaining their individual and collective goals”***



**COORDINATION**  
**(Participation = Spectators)**

**VS.**

**COLLABORATION**  
**(Participation = Ownership)**



***“You are not as alone as you may think”***

***Tipping the Scale in your favor***



**Supporters**



**Undecided**



**Detractors**



# PROCESS

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① Definition

② Initiation

⑥ Evaluation

③ Communication

⑤ Satisfaction

④ Production

**EFFECTIVE  
T+E+A+M  
DEVELOPMENT**





# 1

# DEFINITION

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What is a the general definition of a team?

Why do we need Teams? To whom do they report?

What are the primary components (ingredients) or roles on a team?

What are the resources and needs of a team?

What are the developmental stages of a team?

Who is responsible for team care and development?

What are the different types of teams?

Who needs to be on a team?

What is the ideal number of individuals on a team?

What are the general rules or regulations for team?

How can performance define a team?

How is the duration for a team determined?



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What role do teams assume in the Corps organizational structure? **BUILDING STRONG®**

# 2

# INITIATION

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- Meetings
- Agendas
- Purpose
- Timelines
- Hurdles
- Strategies
- Vision & Goals
- Parking Lot
- Documentation
- Tools
- Charter and PMP
- Resources

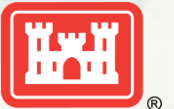


# 3

# COMMUNICATION

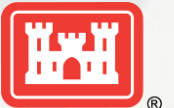
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- **Team Dynamics**
- **Listening Skills**
- **Conflict Management**
- **Feedback**
- **Follow-up (MFR)**
- **Seek to Understand**
- **Agenda**
- **Media**
- **Cohesion**
- **Verbal vs Non-verbal**
- **Tools**
- **Resources**



# Sound Familiar?

- **Local project will harm area ecosystem**
- **Group says Corps numbers don't jive**
- **Project a waste of money, says local man**
- **Local fisherman declares war on project**
- **Project delayed to consider concerns**
- **Project holds up Water Resources Bill**



# Communication Challenges

- **Maintaining credibility and confidence in your work**
- **Consistently demonstrating critical project value**
- **Regaining control of your information and data**
- **Speaking forcefully and unified**
- **Maximizing your communication resources**
- **Neutralizing sources of misinformation**
- **Increasing media accountability**



# ④ PRODUCTION

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- **Project Management Business Process**
- **Schedule and Milestones**
- **Roles and Responsibilities**
- **Planning**
- **Execution**
- **Control**
- **Quality Control**
- **Impact**
- **Specifications**
- **Tools**
- **Resources**





# 5 SATISFACTION

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- Internal Customers
- External Customers
- Team Members
- Recognition of Needs
- Challenges
- Expectations
- Benefits
- Inspiration
- Advertising
- Tools
- Resources
- Rewards



# 6

# EVALUATION

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- **Assessment of Level of Performance**
- **Measurable Results (Metrics or Variables)**
- **Collaborative Development & Analysis**
- **Understandable and Reliable • Tools**
- **Process vs Product • Resources**
- **Benefits and Drawbacks**
- **Benchmarking • Cost Comparisons**
- **Diagnostic vs Prescriptive**



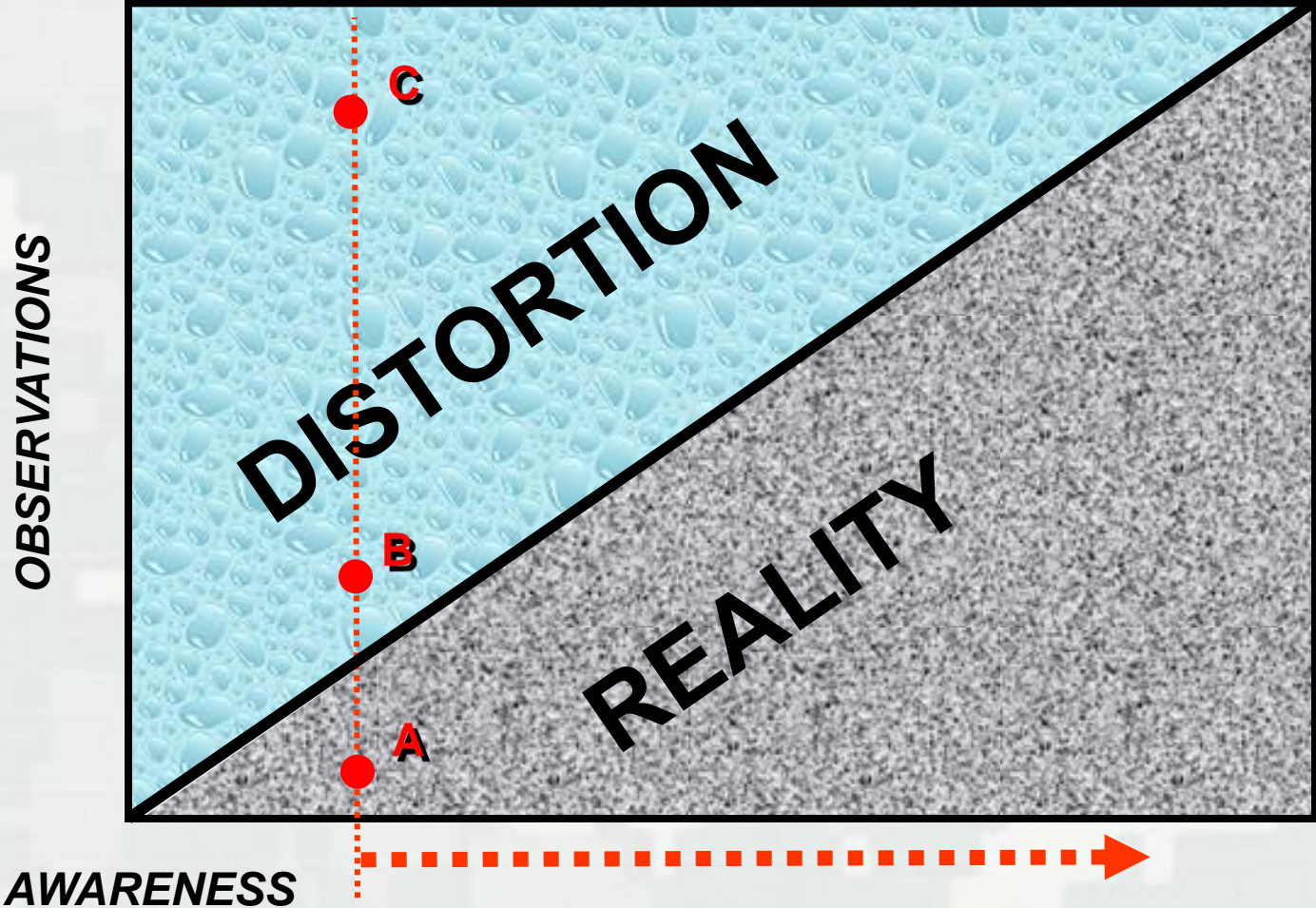
# PERCEPTION MANAGEMENT

## *“Rules of Engagement”*

- 1.** How you see the world depends on where you sit.
- 2.** People tend to see what they want to see.
- 3.** Out of a mass of detailed information, they tend to pick out and focus on those facts that confirm their prior perceptions and to disregard or misinterpret those that call their perceptions into question.
- 4.** Each side may only see the merits of their respective case, and only the faults of the other side's.



# PERCEPTION MANAGEMENT







# Questions ?

