

L-480 COURSE DELIVERY PLAN

OVERVIEW

The NWCG leadership curriculum establishes and teaches the core values and principles of leadership in the wildland fire service. These values and principles are introduced and reinforced through a robust curriculum of self examination and simulation that helps transfer these values into actions. The skill sets of leadership remain constant throughout the leadership curriculum; however, how those skill sets are applied in context to the complexity level of the incident changes at each level in the curriculum.

The L-480 course targets future Command and General Staff Incident Management Team members (IMT). The course is designed to develop an individual's personal leadership skills and presence in order to increase their effectiveness in an Incident Management Team setting.

L-480 makes a distinct break from the structure L-380 and L-381. The change in skills, knowledge, and abilities in leadership and management is tremendous from Division Supervisor to Operations Section Chief; from Unit Leader to Section Chief; and from Incident Commander Type 3 to Incident Commander Type 2. In addition to technical competence, the IMT Command & General Staff leader must be able to use their cumulative experience to provide effective leadership in a complex setting involving many stakeholders.

ROLES AND RESPONSIBILITIES

NAFRI

- Be the custodian for the L-480 course materials
- Provide an L-480 Course Coordinator point of contact for the GATRs
- Collect copies of course evaluations / summaries from GATRs
- Act as a liaison to L-480 Steering Group

L-480 Steering Group

- Promote and maintain L-480 into the future
- Assist GATRs as requested
- Determine when course revisions or updates are necessary
- Report the status of the L-480 program to the NWCG Leadership Committee on an annual basis

GATRs

- Obtain a provider of qualified instructor(s) through their agency means
- Order course materials from NAFRI and order assigned books
- Provide a qualified cadre of group coaches with a designated lead coach
- Schedule courses, prepare announcements, select and notify students
- Coordinate logistical support and training facilities
- Collect and send copies of course evaluations / summaries to the NAFRI L-480 Course Coordinator
- Communicate course delivery concerns to the NAFRI L-480 Course Coordinator

LOGISTICS

FIVE-DAY COURSE

Day 1	Morning (Approximately 6-7 hours of instruction on Day 1. Start time should be negotiated between Course Coordinator and the Instructor.	<ul style="list-style-type: none">• Intent of the L-480 Course• Introduce coaches and explain roles & responsibilities• Introduce students• Introduce instructor	Course Coordinator and Lead Coach
	1300 to 1800	L-480 Course	Instructor
Day 2	0800 to 1730	L-480 Course	Instructor
Day 3	0800 to 1730	L-480 Course	Instructor
Day 4	0800 to 1730	L-480 Course	Instructor
Day 5	0800 to 1200	L-480 Course	Instructor

CLASS SIZE AND GROUP CONFIGURATIONS

Class size should be limited to 30.

Group five or six students together. Consider experience, functional position, agency, gender, and geographic location for the various team's composition.

ROOM SET UP

Configure the room with tables that accommodate groups of five or six students per table.

PRE-COURSE MATERIALS FOR STUDENTS AND COACHES

- *Motivational Profile* (through Part 3) to be completed prior to attending the course
- *The One Minute Manager Meets the Monkey*, Kenneth Blanchard
- *The Powell Principles*, Oren Harari

COURSE MATERIALS

- Instructor Guide
- Coach Handbook
- Student Binder divided by Day.
- *Think and Grow Rich* by Napoleon Hill

Course materials are divided by Day.

Binders will come with Introduction, Day 1, Appendix and Bibliography.

Day 2 through 5 will be handed out each subsequent day at beginning of that day.

Handouts 1 through 6 are available as needed for the course.

On the last day, hand out the book, *Think and Grow Rich* by Napoleon Hill.

FACULTY MEETING

A cadre meeting is required with the Instructor(s) and all Coaches prior to start of the course to discuss plans and clarify roles and expectations.

Lead and group coaches will meet with the Instructor(s) each evening to debrief the day and make necessary adjustments. The Lead Coach will keep track of notes for the Course Coordinator.

Coaches have the option of selecting two students for inclusion in the evening debriefings. The AAR format should be used to facilitate the student debriefing. Limit the student debriefing to 30 minutes or less.

LEAD AND GROUP COACHES

Coaches are selected by the agency Course Coordinator. Lead and Group Coaches are members of the L-480 faculty and will serve as Incident Management Team Subject Matter Experts. Coaches should provide the leadership lessons as they relate to the IMT Command and General Staff environment and provide pertinent lessons learned from experience.

Coaches serve as role models and demonstrate the culture of incident management leadership. Coaches must work rapidly to gain the trust of the students. Coaches need patience, tolerance for ambiguity, a sense of timing, and the ability to facilitate groups.

Coaching assignments begin with the opening of the course and continue through to the final evaluations.

Lead Coach

The required qualifications for the Lead Coach include successful completion of L-480, L-380 and/or L-381, Type 1 or Type 2 Command and/or General Staff experience, facilitative skills, knowledge of the leadership curriculum, and the desire to help others.

The Lead Coach is responsible for the coordinating the course, facilitating, mentoring, coaching, and supervising group coaches. Specifically, the Lead Coach facilitates and ensures that the coach's involvement and interaction with the group is effective for the overall success of the student and class experience. *The Lead Coach facilitates the interaction and coordination of instructor, students, and coaches throughout the presentation of the L-480 course.*

Group Coaches

The required qualifications for a group coach include Type 1 or Type 2 Command and/or General Staff experience, facilitative skills, knowledge of the leadership curriculum, and the desire to help others. The successful completion of L-380 and/or L-381 is desirable but not required.

**While it is a goal for all coaches to have successfully completed L-380 and/or L-381 courses, it is recognized that current Type 1 and Type 2 Command/General Staff personnel may not have had the opportunity to attend. It is strongly suggested that if the group coaches have not successfully completed L-380 or L-381, the Lead Coach should work with the group coaches to ensure that they have read *Leading in the Wildland Fire Service (PMS 494-2)* prior to the course.*

Group Coaches serve as group facilitators and subject matter experts. Their primary role is to assist in fostering positive interaction during group exercises and discussions.