EMERGENCY SERVICES HAWK

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To Be Ready, Responsive, and Relevant

SEMPER VI

Assertiveness in Mission Operations

Assertiveness in mission operations is the ability of the crew/team member to state a position that may not be in agreement with the position of others, and to be able to maintain that position until convinced by fact to change his or her position. The position should be changed by the facts, and not the authority or personality of another. An effective crew/team leader will promote open and challenging communication between and by team members. However, with assertive interaction, crew/team members must be respectful to each other.

A crew/team that embraces assertiveness as a positive influence on the team must maintain certain rights of the members. Each member must have the right to:

- Have and express his or her own ideas and feelings
- Be listened to and taken seriously in spite of a lack of rank or experience
- Be treated with respect
- Ask for information from others
- Make mistakes

There are three types of behavioral styles within a crew/team:

- **Passive- where members allow their thoughts and actions to be restricted by another member or situation.**

  These members often refrain from challenging improper or questionable procedures used by another team member. These members tend to keep their feelings inside, with a potential buildup to unsafe levels.

- **Aggressive-** where members invade another member's area or rights to dominate others as a means to get their own way.

  These members often intimidate others to build themselves up. These members exhibit inappropriate anger, rage, or misplaced hostility that will restrict internal team communication, making group unity and synergy difficult.

- **Assertive-** where the members recognize that they have importance and rights within the team, and will suggest alternative solutions or courses of action.

  These members feel empowered to speak up and do it with respect, providing the leader an opportunity to harness the team synergy. These members avoid letting differences in rank or experience threaten mission performance or safety.

Promoting Assertive Behavior-

It must be understood assertiveness is not in conflict with operational behavior. A crew/team leader must empower the members with their 'rights' to speak up and be heard. Assertive crew/team members will more readily spot and report errors or poor judgment, making for a more productive crew/team. An effective leader will reward assertiveness by acknowledging it within the crew/team.

- The crew/team member must know when to speak up:
  - When the member is unsure what to do
  - When the member believes they have an answer to a problem
  - When the member believes he or she has discovered a safety hazard
  - When the member believes there is immediate danger

Factors Affecting Assertive Behavior-

Within a crew or team, it is common when the member sees something wrong he or she will first look at how others are reacting before speaking up. By looking at others, the member is checking to see if they appear concerned with the situation. If others do not appear concerned, then there is a reluctance to come forward. Members will have a tendency to not come forward because there is a belief that by doing so they are questioning authority or their status within the crew/team.

> *An effective leader can reduce these factors by making sure the team members understand that assertive behavior is expected from them. The members must believe they are empowered to do so at no risk to them from the leader or others in authority.*

Miscommunication, misperception, or misrepresentation of the situation can create a barrier to assertiveness. This generates confusion within the crew or team, and the individual members. A leader that promotes misinformation will be regarded as unapproachable because the reality of the situation is lost.

> *An effective leader can reduce this factor by maintaining open, direct and honest communication with the members at all times. This will foster belief that the leader has confidence in the abilities of the crew or team. Members who know the leader has confidence in them will more likely demonstrate positive assertiveness to the team effort.*

The keys to successful mission operations are in promoting and maintaining assertive behavior. The operational workload within a mission is too extensive for leaders to be able to monitor all aspects of the mission by themselves for a safe and successful conclusion. An effective leader must rely on the members of the crew or team to do their job, while they also maintain a 'watch' on the current situation and be able to assertively report irregularities.

The leader must delegate responsibility, empower authority, and expect assertive behavior in order to develop team unity and effectiveness.

An assertive member must be Accurate, Bold, and Concise, the ABCs of assertive behavior.

FORTY SECOND BOYD

Lessons from the Fighter Pilot Who Changed the Art of War- Col. John R. Boyd, USAF

Evil occurs when individuals or groups embrace codes of conduct or standards of behavior for their own personal well-being and social approval, yet violate those very same codes or standards to undermine the personal well-being and social approval of others.

ALCYONEUS NOW

Effective Command, Control, and Communications

We in emergency services for Homeland Security must prepare for quick responses to unplanned events, to ensure the safety of our personnel and mission success. Our command and control of these responses are dependent on the communications network we set up to provide mission-critical information to key personnel in the field and return information from the field to agency level command. A key element to parallel proper training of emergency services personnel in how to handle a critical incident response is a comprehensive and integrated communications plan. This plan must stress the need to get the proper information to the right people at the right time. Our consequence management responses for Homeland Security may be in support to any of the following disasters (natural or man-made):

- Chemical and HAZMAT spills
- Biological terror and health alerts
- Adverse weather warnings and post-disaster response
- Radiological emergency response
- Power outages

Our communications plans must be able to quickly engage consistent and coordinated internal and external communications to fulfill the following needs:

- The delivery without delay of time-sensitive information to people in the field or to agency level command
- The ability to engage in internal communications for closed-loop operational discussions without disrupting external communications
- The monitoring of personnel for their availability, operational progress, and safety
- To ensure the safety of personnel, direct their activities and account for their status
- Facilitate decision making
- Providing a reliable and flexible communications infrastructure that can be used by all emergency responders at every level of the response
- Establish flexible communications management for the ability to promptly respond to multiple types of unplanned events

There is no doubt such plans are already in the works and likely well beyond the planning stage. Every emergency services officer needs to work closely with communications officers to ensure the plans can be implemented and become instantly effective in the field when they are needed.

CARRYING THE FIRE

Ten Tips to Become a Strong Closer of a Deal

Like it or not, our emergency services program depends on clients and how well we market our capabilities. Not only does the emergency services officer have to be competent in the offered service to client, but equally competent in selling the same service. Marketing and selling a service can be a challenge. It is not often that a 'client' will accept the face value of the service you are offering. ("You mean you are not perfectly satisfied with the thought that we can send to your desk top computer satellite transmitted digital photographs of the area damage in real time?") Most of the time, you will be required to 'close' the deal, if you have any intent of delivery of the service and repeat business. Closing such a deal for our service is only the beginning of the relationship. As excited as we may be to have customer interest, we need to be equally excited about providing the service on a continual basis, helping the client achieve success.

Here are some tips on how to close the deal with your clients like a professional:

- Ø Assume the client needs and wants to use your service-
  Most sales depend on a positive mental attitude and presentation

- Ø Demonstrate proof-

Be prepared to provide contact information of other clients who have successfully used your service

- Ø Build momentum with minor agreements-
  Make it easy for the client to say "yes', rather than "no"

- Ø Remain on the subject- your client's need of your service-
  Your intent is to sell the client on the service you offer as the prime tool for dealing with their concerns

- Ø Keep investigating your client's concerns, needs, and wants-
  Back up your presentation with potential solutions to their problems

- Ø Remain tactfully persistent-
  Never assume the deal is done until it is time to leave

- Ø Never let the client lose confidence in you-
  All 'deals' begin with a personal relationship between the seller and the client

- Ø Always remember the client's main concerns will be the potential for success, the cost, and the ease of operation-
  Be prepared to defend all three with facts, figures, and testimonials proving your service will provide success, with cost-effective measures and assured ease

- Ø Do NOT oversell-
  There will be a time for the potential client to arrive at a decision, and it is important to know when to shut up and let the decision be made

- Ø Even with a closed deal, never leave without a plan for a 'follow-up'
  Follow-up with additional information and a meeting to fine tune any concerns

CREW'S CONTROL

Preventing Energy Drains During Emergency Services Activities

If faced with increased activity, approximately two-thirds of the American population will face critical energy drains, affecting their performance about 7-9 hours into their 'day'. This energy drain will cause them to feel tired, with a distinct loss in productivity. In most people this would occur in the mid-afternoon. This physiological response from your body is due to a combination of conditions of poor diet, lack of exercise, mental state, or the emotion associated with the activity. An assumption could be for two-thirds of our emergency services personnel suffer from the same slump in energy at about the same time. Therefore, in an emergency services activity, steps must be taken to reduce the potential of the energy drain that could affect mission or sortie outcome.

By utilizing the following, that energy drain could be replaced by increased productivity throughout the day and the activity:

- Ø Drink plenty of water- you need to drink at least one liter (about 8- 8 oz. Glasses) a day in cold weather, and up to four liters a day in hot weather or with increased activity. Do not wait until you are thirsty to drink water, because that is the first sign of dehydration. Water intake in the form of coffee, tea, or carbonated beverages is not to be included in your water intake requirements. They will worsen the energy drain.

- Ø Vitamin Supplements- Studies have shown that people with less than a 1600 caloric intake a day, need vitamin supplements. So, if you are not participating in balance diet and/or not getting the prescribed 1600 calories a day, get into a habit of taking vitamin supplements. Those vitamins should contain the B-complex and various nutrients (Calcium, Phosphorus, Potassium,

Iron, Zinc, etc.) that your body needs for muscles, joints, and metabolism. It is best to take the vitamins with a meal for better absorption.

- Ø Carbohydrate Intake- Avoid foods or snacks with simple sugars and carbohydrates. Those sources of energy get absorbed immediately into the bloodstream and bring the blood glucose levels up. This causes the body to release insulin to bring the glucose level back down. The whole process causes a sudden rise in energy, followed by an equally sudden fall. Eating more complex carbohydrates and/or proteins will balance out the body's glucose-insulin energy peak and valley reactions, for a more steady energy balance. Many professional cyclists during their rides prefer a snack like a wheat cracker with peanut butter and sliced banana for a long-term and steady energy source.

- Ø Grazing through meals- In an emergency services activity, eating is usually a second thought with the mission/sortie a priority. In the course of a day, it is not uncommon to rely on a diet of coffee and rolls (see above regarding Water Ingestion and Carbohydrate Intake). Maybe, there will be time and opportunity for one large meal for energy resources. Large meals overwhelm the body, causing it to work hard to digest food, with a large-scale glucose-insulin energy peak and valley. It is recommended that the grazing through several meals in a day during the activity is better during the activity. Six smaller meals are better for maintaining energy levels, than three large meals. A good responder should be prepared to take his/her food sources with them in the form of several small snacking meals consisting of complex carbohydrates, protein, and vegetables.

- Ø Walk it off- Take a 5-10 minute walking break every couple of hours to get your blood circulating. Blood circulation will help you breathe and stimulate brain activity.

- Ø Breathe and stretch- Take the time to breathe and stretch the muscles because your body's cells require an exchange of oxygen through the lungs. The build up of carbon dioxide in the cells can sap energy, and if you are not taking in full breaths the proper and complete exchange will not occur.

- Ø Stay Positive- Being negative can readily drain energy, whereas staying positive can be energizing allowing you to focus on the progressive nature of the mission or sortie.

THE ACE FACTOR

Leading By Example

Leadership within an organization is an immeasurable force multiplier for any unit, whether it is a National, Regional, Wing, Unit or Team command. Leadership creates structure, culture, action, and overall success. It has never been said that a great program, project, or mission was ever completed due to a lack of leadership. Leaders at all levels of command usually fail because of one small thing; the leader fails to model the behavior he/she expects from followers. The leader's command is rendered useless when his/her actions contradict what is being said as a course to follow. Many leaders can talk the talk, but few can actually walk the walk. There are certain core competencies for leaders to follow to ensure they are leading by example:

Maintaining Promises- Broken promises or failure to follow-through can be damaging to any staff or team. Behavioral scientists indicate most people focus on non-verbal action over verbal announcements. People ask if the actions of the leader are consistent with what is promoted in speech. Followers are more likely to emulate actions, not words. Leaders must walk the talk.

Goal Orientation- A good leader will make his or her goals the goals of the team, and the goals of the team will be supported by the individual goals of the leader. But, leaders often fail to maintain the shared goals. It appears the higher up the 'corporate ladder' a leader goes, the more divergent the shared goals will become. A leader with sights on loftier goals may lose sight of the shared operational goals for the

seemingly more lucrative social/political/personal variety. In emergency services, the team and individual goals must be shared as much as possible for success. The goals should be specific, challenging, measurable and achievable.

Team Spirit- A good leader, sharing similar goals with the staff or team, must also behave as if he or she is a part of that team, not just the head of the team. A leader must demonstrate a shared team spirit, while not showing favoritism to people or set objectives. A good leader must be perceived as a member of the team, even though the leader's role is more strategic than tactical.

Mentoring- The most important goal for a good leader is to develop other leaders. Leaders have an innate obligation to delegate authority and develop the responsible nature in followers. Mentoring young leaders fosters a culture of satisfaction and success. Followers are more satisfied if they feel they are involved and someone is interested in the growth and development.

IN THE RED ZONE

Sleeping Warm Outside in Cold Weather

Insulate! Insulate from the ground. About 75% of heat is lost to the cold ground under you. The rest of lost heat occurs at the top opening of a sleeping bag, and a little along the bag zipper. When you can't carry 3" of insulation to put under you, place a ground cloth or poncho on the ground first. Put a Space Blanket on that. It reflects about 80% of body heat. (Don't fold the Space Blanket around you! You will sweat, and discover you are laying in sweat … not a good feeling at 0400 hrs). Put a foam pad on top of the Space Blanket. Then your sleeping bag.

If you have a lightweight, summer sleeping bag, fold lengthwise a wool/fleece blanket inside the sleeping bag. Have the open side of the blanket away from the side of the sleeping bag zipper. At the bottom fold under about 6"-12" of the blanket, so your feet won't poke out during the night.

Cover your wrists, hands, ankles, feet, neck, face, and head to stay warm at night. Insulating these areas slows down much heat loss while sleeping. Blood vessels are closest to the skin surface in these body areas. Soon you may find yourself feeling too warm, and will want to uncover yourself.

Don't wear to bed the clothes you wore during the day. The sweat collected in the fabric will start to freeze early in the morning, and you'll feel very chilled. If you become too warm in the sleeping bag, you'll start sweating again, your bag will absorb the moisture, and wick your body heat away into the air … instead of preventing heat loss.

Change into fresh underwear, and go to bed with only long underwear, mittens, loose socks, and possibly a hooded sweatshirt. On real cold nights, if your sleeping bag doesn't have a hood, consider wearing a scarf or balaclava so your face is insulated.

If you sleep in a tent, don't close it up. It's best not to have a complete floor. Keep a window and/or door open to vent out exhaled moisture from your lungs. Moisture will collect on the inside of the top of the tent, freeze, and start snowing on top of you. If it doesn't freeze right away, it will drip down the sidewalls, and collect on the floor.

Your sleeping bags and gear absorb this moisture and you'll feel chilled again early in the morning. It's not uncommon to find collections of moisture on the floor … and you'll blame someone for spilling a canteen, or having a leaking canteen. (Exhaled moisture can be about 800cc/person/day. If there are 3 of you in an enclosed tent, that's like spilling 2 liters of water onto your bags). If you use down sleeping gear, and it gets wet, it loses it's insulation value, and heat is lost much quicker.

If you slept well during the night on the snow, when you pack up in the morning, you'll find that little of the snow under you melted, and mainly was just packed from your weight. Now that's what I call good energy conservation, and sleeping well after watching the Northern Lights.

Major Dennis L. Pearson, RN- Kansas Wing

POINT OF CARE

Mission Stress and Performance

Stress is a biological affect on our bodies from an external source or stimulus. Stress is anything that can worry, scare, threaten, motivate, or thrill us. In mission operations we deal with stress on a routine basis and must learn to use it to our advantage. Stress is known to decrease performance, but it can also improve performance.

When a crew/team member on sortie experiences a mission objective (ELT signal is first heard, site or person is found, tornado damage is first seen) or stressful event, a natural physical response occurs. Very quickly the human body produces hormones to help it cope with stress and body functions change to help us conserve energy. There is an arousal of the nervous system that affects the way we process information. There are four stages of response:

Alarm Stage- The first stage the body goes through is Alarm (fight or flight). The alarm stage is where our mind allows us to temporarily cope while our body is gearing up for action. Symptoms of this stage include rapid heart rate, shortness of breath, loss of energy, and headaches, fatigue and sore muscles if we do not quickly move to the next stage.

Adaptation Stage- This next stage is where the mind and body has begun adapting to the situation with the mind focused and the body using up energy at a high rate. The body fights off the source of the stress, and the symptoms mentioned above gradually disappear. If the mission is not completed soon, the mind and body goes into the next stage.

Resistance Stage- This stage is where the mind and body begin to pay the price for focused attention and expended energy. As we adapt to a higher stress level due to mission activity, our ability to cope with other stressors is diminished and our energy levels are draining to critically low levels. This is where the mind and body are fighting back, although there is an outward appearance of normalcy. This will quickly lead to the next and final stage.

Exhaustion Stage- The final stage is when the mind and/or body begin to shut down because the stress hormones are depleted and immediate energy stores are gone. The mind will demand a less stressful environment, or it will cause mental confusion due to sensory conflict. The body will demand immediate rest, or a serious health episode or total collapse will occur. When the mind and body are ready to quit, there is little we can do to stop it. Rest the body needs, and rest the body will get.

Mission-related Stress vs. Performance-

Stress has two affects on us:

- Energizing our minds and bodies to increase performance
- Interference for our minds and bodies to detract and decrease performance

Experience, proficiency, and training play an important part for crew or team performance in adapting to stress levels. However, each crew/team member's peak performance depends on his or her own optimal stress levels.

What happens to a crew/team with too little stress during a mission sortie?

- Become bored or complacent. The members become inattentive and stop processing the information coming in and the situation changing around them

- Fail to take action. The members react instead of anticipate the need for action and response to the situation changing around them.

What happens to a crew/team with too much stress during a mission sortie?

- Narrow focus, limited attention, and tunnel vision. The ability to evaluate what is happening is reduced.
- Discussion of options closes down. Alternative plans are seldom discussed and the original plan of action may be used, even though it may be forcing a bad situation.
- Relying on past experiences. Instead of knowledge and situational awareness, the focus will be on experiences in similar situations.
- Failure to evaluate the entire situation. There is a perception there is little time to stop and reconsider all options.
- Mild forms of leadership panic when there is a lot of conflicting information. Leaders often become compulsive with limited concentration and scattered attention.
- Another form of a mild group panic when the crew/team shifts its goal from problem solving to achieving consensus without an effective leader.

What happens to a crew/team with optimal stress during a mission sortie?

- The members are performing in activities over which they have control.
- The workload provides time for operational planning.
- The situation is being monitored closely.
- The members are anticipating potential problems and developing alternate plans of action.
- They coordinate their actions as one because expectations are shared.
- The crew/team adapts to changing conditions in their environment

Optimal Stress provides the best opportunity to perform in mission operations.

ON SOLID GROUND- Tips for Becoming a Good Ground Team 'Ground Pounder'

Staying Warm in The Field

In the winter months, ground teams can expect to be in the field just as much as they would be on a mission during the summer months. It is important for those brave souls who venture out into the wintry elements to be prepared with the following tips to stay warm and dry:

- In wintry field conditions, on foot you will only be able to cover about 45% of the area you would routinely cover in summer conditions. Expect all activities (mobile or dismounted) to take longer in the winter than it would in the summer.

- Dress in layers so you can adjust your clothes to regulate body moisture and temperature. There are three types of layers to be considered: a liner layer against your skin, an insulation layer, and a water/wind-proof outer shell.

- Adjust the layers of clothing by adding or removing them to prevent heat build-up and sweating. Too much moisture in your clothes from sweating will make you cold when it evaporates.

- If you have to stop for a long period of time, put your insulation layers back on before you cool down too much. If you get cold during the stop your body will have to work hard just to warm back up.

- Carry a small foam pad to sit on in the field during breaks so your rear end does not get cold/wet, which can quickly remove heat from your body.

- Your field boots should have a waterproof outer shell in the form of oiled leather or plastic coating to prevent the outer layers of the boot from absorbing water that will freeze.

- Half of your body heat can be lost through your head, so prevent heat loss by wearing some form of insulating clothing to protect the scalp, neck, and face from temperature, wind, and wetness.

- Prevent your feet from getting cold by not constricting the blood flow with too many socks and/or bootlaces too tight. Constricted blood flow means cold feet.

- Prevent your hands and fingers from getting cold by not constricting the blood flow with gloves or glove liners worn too tight. Constricted blood flow means cold hands and fingers.

- Attach cords from your outer layer coat to your gloves to prevent them from getting misplaced in wintry conditions.

- While in the field, place an extra set of dry socks as close as possible to the liner layer close to the skin to keep them warm and readily available if you need them. You can do the same with extra liners for your gloves.

- Instead of a few large meals during the day, eat smaller meals or snacks (high in carbohydrates) more often to maintain energy levels and keeping your body warm.

- Drink plenty of water even though you may not be thirsty, because water is needed to generate heart and dry winter air can cause dehydration quickly.

- Pay close attention to the signals your body is sending you. You will feel the cold through your toes and fingers first, so address the problem then. Your body core will feel heat buildup first and begin sweating to cool down, so address the problem before sweating begins. Eat when you feel the need of energy, and drink water when you are thirsty.

Editor's Comment: As in all procedures presented in this section, the above represents a point of view based on in-depth research and practice from experienced ground team members. It is up to the reader to determine if the procedure should or should not be used in their operations. If someone has a better tip to share, we encourage that person to come forward to share it.

GOING FROM GOOD TO GREAT

Time Management Strategies

The first element of time management is to understand you cannot manage time. Time is an established quantity that is dynamic and always moving forward at the same rate. There are 60 minutes in an hour, 1440 minutes in each day, and with the exception of 'Leap Year', there are 525,600 minutes in a year. That may seem like a lot of minutes to use up, but considering that the average adult uses up 175,200 minutes a year sleeping, about 28,000 minutes eating meals, and over 20,000 minutes a year driving to and from work, it does not take long until the amount of minutes available in any day become limited. Time should be used up judiciously. So, if time cannot be managed, what is it that can be managed? The events and activities in your life can be managed, generating more value from your available time. Managing events and activities efficiently comes down to prioritization. This is done in the form of setting

daily goals, and then prioritizing those goals to accomplish as many of them as possible in the available time.

An effective leader needs three abilities to effectively manage his or her activities throughout any given day; focus, energy, and adaptability. The effective leader must have the ability to focus in on a goal, and see it through completion. The effective leader must have the energy to fuel the personal commitment it will take. But, the effective manager must also have the ability to adapt to the unknown or an ever-changing situation that could not have been anticipated. A leader without the ability to adapt will occasionally slip into crisis management mode, which is the biggest time waster you can have as a leader.

The most common time wasters are listed below:

Poor planning:
- Being unrealistic in expectations
- An inability to say “no”
- Procrastination
- Interruptions
- Failure to delegate
- Being unprepared for meetings
- Focusing on trivial matters

Here are a few strategies for better utilization of your time:

- Ø Set daily goals and have a plan to complete them
- Ø Prioritize all tasks that will support those goals
- Ø Stop procrastinating
- Ø Avoid a continual sense of urgency
- Ø Delegate effectively
- Ø Learn to diplomatically say ‘no’
- Ø Pay attention to important details, without getting hung up on the trivial details
- Ø Take control of interruptions in your day
- Ø Strive for excellence without being a perfectionist

It has been estimated if a person can control his or her top five ‘time wasters’, the person can free up about two hours a day of previously wasted time. Managing the events and activities of your day requires a systematic approach to organizing your available time, and a desire to carry it out.

DID YOU KNOW?

A Better Night’s Sleep to Relieve Stress

A lack of sleep or a poor quality sleep can activate a stress response. An activated stress response can make for less sleep or a poor quality sleep. Even the thought you are going to sleep poorly can make you stressed enough to ensure the poor quality sleep. Studies done by Robert M. Sapolsky and W.H. Freeman indicate the human brain has an ‘anticipatory stress’ indicator while sleeping, where the brain will kick in with stress-hormones in anticipation of what the brain is prepared to do. Experiments showed if subjects knew they were to awaken at a routine time of 0800, the body began increasing production of certain stress hormones at 0700. Later the group was split into two sub-groups with one group to awaken at 0600 (two hours before they normally would), and their bodies increased production of certain stress hormones at around 0500. The other group of subjects was allowed to sleep until 0900 (an hour later than they were accustomed to) and their bodies began to increase stress hormones at 0800. The study indicated a sleeping brain is still a working brain and is pretty good at determining time.

The following are nine ways to a better night’s sleep according to ‘Best of Life’ magazine:

1. Keep the sleep quarters cool, between 60-68 degrees F.
2. Set the alarm clock and hide it out of sight so you will be unable to see the time.
3. Avoid alcohol four hours before bedtime. The metabolism of the alcohol will interfere with the sleep and activate those stress hormones you want to avoid.
4. Go to sleep and get up at the same time every day to set your body clock.
5. Do not drink caffeine-related beverages after noon. Caffeine can also activate those stress hormones you want to avoid for up to nine hours after the last consumption.
6. Exercise at least fifteen minutes a day to enhance your sleep, but it cannot be within a couple of hours before you plan on going to bed.
7. Drink a glass of milk before bed. It has tryptophan, which is a soothing brain chemical.
8. Eat a bowl of oatmeal and top it off with sliced banana. Both have a sleep-promoting hormone called melatonin.
9. Go for a walk around the block and give your worry-induced adrenaline a place to go. Such a mild exercise will release beta-endorphins into your bloodstream, which will counteract the stress hormones.

CHECK IT OUT!

Often in training we fail to listen to what is being said or taught. If you have difficulty in listening, you may want to check out this website for an assessment of your listening skills. It has a free on-line 28-question exam that takes about 4 minutes to complete. When you are done, it rates your listening skills and describes area of improvement. Go to this website and become more aware of your current listening skills.

http://www.highgain.com/SELF/index.php3

'Listening Skills, Self-Assessment'

Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros

Luck is what happens when training meets opportunity.

Sometimes in order to get results you have to color outside of the lines.

Second-guessing your confidence and training will get you killed.

Infantry officers may not grasp the proper use of cavalry. Contact with the enemy is not the time and place to educate them. Just salute smartly and carry on. (from an old U.S. Cavalry saying)

FAMOUS QUOTES

You can never solve a problem from the framework in which it was created- Albert Einstein

SUBMISSIONS

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the ‘Emergency Services Hawk’ will be sent out on or about 15-Feb-2006. Please have information you would like to be considered in that issue to my attention no later than 01-Feb-2006.