



ACCESS TO EFFICIENT LEADING PEOPLE IN THE FIRE DEPARTMENT

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Abstract: *Leading people is characterized by several specific features. Some of them are based on the properties and behavior of the leading personalities, others are based on different principles and styles. The current knowledge of the management people are the result of long observation, action and behavior of people in leadership as well as in subordinate positions. There are different views on the manner and method of management, on which are defined by different styles of leadership. On the basis of a number of approaches are specified in Article methods and techniques for managing people in the Fire and Rescue Service in the Slovak Republic, which are important for effective management of people towards achieving goals.*

Keywords: *crisis manager, people management, crisis situation, the commander of the intervention, fire unit*

1 CRISIS MANAGER

Crisis manager is ready to identify, analyze and evaluate potential risks, coordinate the preparation of contingency plans in case of crisis propose emergency measures and procedures to effectively manage their course effectively coordinate personnel, communicate with employees, the public and especially the media.

Consequently, the crisis manager to address the crisis in the company performs the following actions:

- decides on the tasks, resources and specific measures to solve problems quickly in order to eliminate the consequences of the crisis, monitor and evaluate the situation,
- ensures the functioning of crisis information system, providing effective communication, not only for the team but also for public,
- manages and coordinates all activities involved in the crisis, an intensification of the psychological resistance of the team.

The business crisis manager that decision is the focus of his work, which is important for rapid assessment of the crisis and guide the team in an effort to reach equilibrium and better protection and security. Administrative decisions in dealing with corporate crises are based on available information and on their quality. Increasing stress narrows attention and makes oversight or underestimation of important information. Unclear information and pressure on their fast processing can lead to

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misinterpretation. Therefore, crisis manager's decision-making ability is the main source of success in dealing with corporate crises. Such a manager is the master fire brigade intervention.

The output of the crisis managers are influenced by what knows and what he can do what he wants to achieve, how much effort it is willing to spend to achieve the objective, what are his personal and moral qualities. It is actually a set of subjective factors that make up skills crisis manager and other prerequisites for the implementation of the tasks, for example:

- Expert knowledge is a professional crisis manager readiness to work as a result of general and vocational education. This includes for example. knowledge work processes, work organization, knowledge of laws, regulations, standards and ability to use them properly.
- Living and working experience has shown the practice manager on how to gain experience. They have an important role in crisis management, helping to develop and verify organizer capabilities to manage art, work with the team. To successfully manage a crisis, should have a crisis manager has some experience of business solutions to the crisis.
- Operating efficiency refers to the degree of physical, mental and emotional fitness manager in overcoming stress and stress situation. Mental readiness to solve unexpected problems and mental preparedness allows crisis managers to cope with the negative, affecting mental stress and eliminate it. High psychological stress in times of crisis can trigger a reaction seeking an escape route and panic.
- Personal property manager for teamwork are preferred mainly patience, tolerance, sensitivity, patience, sensitivity, precision, decisiveness, purposefulness, consistency, ability to work under conditions of risk. Crisis manager must know independently, flexibly, quickly, thinking and foresight to know the results readily apply in a particular activity.

2 ANALYSIS OF ACCESS TO LEADING PEOPLE IN FIRE DEPARTMENT

Important role in crisis management plays already mentioned personality crisis manager, his character, knowledge, experience, skills and abilities, but also the ability to effectively lead the crisis.

Crisis Management Team is one of the key joint actions of all managers. In essence the process of influencing people, in which the head using his power for voluntary endeavor, willing participation of subordinates to achieve group objectives, and thereby meet their needs. Management focuses on people, affecting their behavior so that sought to achieve organizational objectives. In such a crisis team can be a fire team.

Effective leader (leader) consists mainly of a typical personality characteristic that predispose them to fulfill leadership roles. It is a management approach based on the properties of the head which includes a larger number of properties needed leader. Representatives of this approach examined the important leadership figures and those looking for properties that made them successful leaders. Generally, the goal is to group these features [6]:

- physical properties (appearance, weight, height, age, ...),
- ability (knowledge, intelligence, eloquence, ...),
- personality traits (courage, dominance, confidence, charisma ...).

Experts of this approach came to the conclusion that most of these properties are inherited, a successful leader is thus born, so it must be found. Newer approaches, respecting the importance of personal characteristics (eg, transformational leadership theory) focus on how these properties should be obtained.

Application access to the properties of the head in practice proved difficult. Therefore, more attention focused on the approach to the behavior of the head and associated styles of behavior. It is a way to control behavior of the head, ensuring efficient and effective fulfillment of performance objectives.

Leadership and management for the fire brigade intervention is an important task master. The management decision was made commander of the intervention in order to carry out tasks for firefighting and rescue and liquidation work through:

- leadership and management of direct reports,
- leadership and management coordination of all components of the integrated rescue system for coordination among them, carried out rescue and liquidation work,
- implementation of the cooperation with other companies and individuals involved in the action.

Leadership style can be characterized as a typical way of behavior of the leadership, steady way for exercise in the management of subordinates.

In the process of crisis management in the prevention phase of the crisis of corporate crisis manager should be able to readily identify an outbreak of the crisis, which may be different enterprise weaknesses and flexible design options elimination. It is a common situation in which the terms of the management team uses their own style (ie democratic) manager with emphasis on:

- The ability to predict the presence, in the future, to see trends that are already contained in the present.
- The ability of a wider than average perception of using intuition.
- Integrate the spiritual and actual changes, and combine them to draw their future.

Democratic style - characterized by active duplex communication between managers and subordinates, and the innovative work activity on the part of subordinates.

At the time of the business solution of the crisis are increasing demands for emergency managers, because in such situations usually requires a type of directive leader who can lead a team, keep it in the discipline and cohesion. The executive power is the authority that you must continually develop and consolidate. Sometimes it is recommended that an emergency manager combined with prescriptive style democracy. The essence of this combination is that every team and every individual has the intended purpose, which is derived from business objectives and corresponding capabilities of the team or individual.

In a case of rescue units is automatically used prescriptive style of management. The commander is responsible for all the action and its subordinate units (firefighters) fulfill his commands. The objectives of all units in a single action live.

Head of intervention:

- Responsible for organizing the activities of fire brigades and the use of their material resources on the fire ground and of the principles of safety and health at work.
- Respects the principle of priority of command.
- Can be ordered in connection with firefighting or training for fire brigade to action away from the place of those whose presence is not required, or to submit to restrictions necessary to carry out the intervention.
- Crew up management interventions with the deployment of large numbers of forces and means of fire brigades.

If the unit does not interfere, it is possible to implement some elements of a democratic style of a form of freedom of subordinates.

The characteristics of directive management style are:

- performs strongly authoritarian,
- the decision-making and binding instructions,
- tolerate opposition, willing to use sanctions,
- decisions clearly, quickly, concisely, without efforts to achieve understanding their decisions,
- not open to criticism, defend their beliefs, and forces its adoption,
- tends to always and everywhere to show their superiority.

If the emergency manager has natural authority, it can lead to their own style, which will be determined by a unique combination of personal traits. His success in working with people is subject to a perfect knowledge of motives and motivation mechanism. The motivation is dependent on the expected result of the work of individuals throughout the team.

In case of fire is ideal when the commander of natural authority. His decisions often depend on success of an intervention, and possibly even life-affecting and affected persons. Confidence in the decision of the commander is therefore almost inevitable, and it is not desirable if the commander does not have natural authority and confidence of his subordinate staff.

Practical experience shows that the efficiency of access to the leading behavior depends not only on applied management style. Emerging requirements for more flexible management style that would better match the nature of the task-level subordinates and other important situational factors. The current changes in the external and internal environment and the need for them to respond flexibly requires a flexible management style adaptation conditions, the situation. Then talk about situational approaches to leadership styles rejects, but stressed that if the will or other effective leadership style depends on the situation. Situational approach we can express the relation of effective management of the situation. Accordingly, management is strongly influenced by the situation in which the manager operates.

3 CONCLUSION

In relation to the need to understand and apply the integration of current management approaches and principles are specified functions mainly three personal qualities that contribute significantly to the ability to lead and influence others to meet the majority of styles and are particularly compatible with the situational approach:

1. Head should be aware of the impact of their behavior on those who know. Therefore, should seek to learn more about its action of others.
2. An important capability of effective leaders is the right to organize, to understand themselves, the tasks to their subordinates and their situations, they must understand the relationship of cause and effect of individual motivation and behavior, as well as group dynamics and group behavior.
3. Each manager must be able to communicate with subordinates. To lack this ability, it can become unable to influence others.

Ability to organize

The organization is especially critical for the ability of managers to split tasks to individual workers and coordinate their influence to carry out their work. It requires immense patience with diverse individuals and their different abilities to learn new ideas and ways of working.

Crisis manager should have:

- ability to understand the tasks for which the necessary critical thinking and strategic foresight,
- ability to perform tasks and provide activities and processes that require proactive, self-confidence, self-control and flexibility.

Quality is very important organization in dealing with corporate crises, so emergency personnel manager and the team must know exactly:

- what, where and when to do,
- what is a responsibility for what,
- with whom and in which activities should cooperate,
- who manage,
- what are the rights and obligations.

Ability to communicate

The communication is to provide the correct information to other team personnel, ie. clearly explain the roles and responsibilities of workers, give them guidance and direction as a task. The communication process is an important part of all management processes, especially during crises solutions company significantly increasing its importance. Crisis manager is the ability to choose a method of communication that will communicate with each team member.

The most important communication skills, crisis managers are given oral and written communication skills, interpersonal skills, ability to think creatively, analyze objectively, effective decisions, as well as strategic and tactical plans.

Preparation of managers to deal with crises should be given sufficient attention. In this context, it is possible to be content to focus on such tasks as:

- improve the ability to perceive signals of crisis,
- practice the performance of tasks during the crisis,
- improve communication skills, crisis managers, speakers, etc.,
- carry out exercises in the skills to formulate factual, clear and comprehensive reports,
- practice management methods and techniques of communication through the media.

Crisis management team requires both the determination and authoritarianism on the other hand, sensitivity and understanding (disabled people can be mentally unstable, passive and euphoric, their behavior may be rational - examples of evacuation of flooded homes - people refused to leave their homes). It is hard work, in which crisis manager must have the appropriate skills.

The management team also needs good interpersonal relationships and understanding. At its creation, it is important that members are able to contribute their skills, knowledge and expertise towards that goal. Crisis manager should trust their skills, be willing to take responsibility for their decisions and behave so that people trust him, follow and support him. He should treat all employees objectively, because a sense of injustice and inequality adversely affects access to employment and employee motivation.

Similarly, it is also the teams that provide assistance to those in need. Often, teams work together for the intervention, the greater demands on management and control of persons who are not directly subordinate to the commander (crisis manager). Commander communicates with disabled people, gaining information from bystanders, cooperates with other components of the IRS, which places high demands on communication and management functions.

Keeping people in the rescue of the ingredients is governed by internal rules and hierarchy of different shift information is strictly given. Even with this management approach remains scope for the application of different elements of leadership. In particular, the time paramedics spend directly on the workstation where you often create their own system of coordination and activities that are right not strictly included in any of the known styles. Commander often applied in this case, the democratic style give them shape and build a united spirit.

Access to a subordinate commander outside interference in the incident must be equal, fair and balanced. Favoring or condemned any of the subordinates can later lead to the failure of the intervention itself.

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