

The principles of CRM

Source:

Nickson, Ch (2016, May 27): Crisis Resource Management (CRM), retrieved from <http://lifeinthefastlane.com/ccc/crisis-resource-management-crm/> on 07/07/2016



Jugend in Aktion
Österreichische Agentur



1. Know the context/environment



Erasmus+

Jugend in Aktion
Österreichische Agentur



Know the context/environment

- Know the floorplan, interior equipment, facilities, threats. E.g., you should be familiar with the home and its environment, its interior equipment and its shortcomings.
- Know your colleagues with whom you work together, their roles, responsibilities and experience.
- Know the Young People, and their characteristics.
 - Young People do not open up easily; their behaviour – like the tip of an iceberg – expresses their needs and feelings. Every type of behaviour or manner has its own meaning and expresses some kind of necessity. Therefore, it is very important to pay attention to all behavioural manifestations.

2. Be cautious, plan ahead, share your plans with others and always evaluate and re-evaluate your plans.



Erasmus+

Jugend in Aktion
Österreichische Agentur



- Plan ahead and prepare a plan for every possible situation (e.g. what should I do if the child does not come home in the evening, what if the child comes home drunk, the child is a victim of abuse, starts breaking and smashing things in the home, starts a fight with the others in the home etc.)
- Set up an order of priority
- Revise and reevaluate your plans regularly
- Expect delays (e.g. the people included in your action plan cannot be contacted; the contact persons or participants do not perform in the way you expected or are not as successful as you expected etc.)
- Share your plan with others – this might lead to a more efficient teamwork and better cooperation between team members (e.g. in a crisis situation you can ask for help from another YP, paying attention to the emotional and social consequences of this, but in order to be sure this is the right course of action you have to share your plan in advance).
- Encourage your colleagues to share relevant thoughts and ideas
- Evaluate and reevaluate your plan based on your observations and experiences.

3. If you are a leader, provide efficient management and leadership



Erasmus+

Jugend in Aktion
Österreichische Agentur



If you are a leader, provide efficient management and leadership

- Apply the least confrontational approach that is consistent with the aim (e.g. do not judge your colleague's or the RYCW's reactions)
- Collective decision making helps team members to play an active role in solving the problem (each member is involved in the case)
- In time-critical situation use direct and straight orders, instructions
- Develop expectations concerning behaviour and performance (e.g. I would like you to pay attention from now on..., I would like you to do....)
- After solving the problem, organise a case discussion, evaluation (e.g. what were good, what functioned and what didn't function, what should be done differently next time etc.)

4. Ensure transparent roles and clear responsibilities



Erasmus+

Jugend in Aktion
Österreichische Agentur



4. Ensure transparent roles and clear responsibilities (make sure that you clearly understand your own responsibilities and tasks)

- Identify the roles and assign responsibilities
- If roles change during the problem solving process, make sure that all tasks and responsibilities are handed and taken over (e.g. somebody takes over the role of keeping contact with the doctor while I go talking to the supervisors...)
- Every member of the team has to follow and pay attention what is happening and they have to share their opinions and advice with their colleagues
- The team, the RYCWs and their supervisors, have to recognise the point when they face a state of stress beyond the critical point and then they have to apply some coping strategies and self-regulation procedures (e.g. they go out and get some fresh air, they retreat to a quiet place – obviously they let their colleague know about it).

5. *Communicate effectively*



Erasmus+

Jugend in Aktion
Österreichische Agentur



Communicate effectively (avoid doublespeak, equivocation or useless talk)

- Share necessary information with the other members of the team
- Be assertive not aggressive
- Avoid personal attacks
- Resolve conflicts and nurture your relationships
- Support cooperation among team members in order to achieve a common goal
- Avoid unnecessary expressions (e.g. “if it is possible and you don’t mind, could you do this and that?”)
- In critical situations ask for feedback, to make sure that your colleague understood your instructions (e.g. ask him/her to repeat what he/she has to do)
- *Pay attention to the context/environment. In some residential youth care homes, characterised by a strong hierarchical corporate culture, it often happens that those on the top level of the hierarchy believe that everything is fine, that there is a collaborative working environment and efficient communication. However, people on the lower levels of hierarchy might have a totally different experience*

6. *Ask for help in time*



Erasmus+

Jugend in Aktion
Österreichische Agentur



Ask for help in time

- Be aware and conscious of those barriers that hold you back in asking for help (e.g. fear of criticism or negative judgment)
- Define in advance criteria and situations wherein you need help
- Ask for help in time
- Mobilise all available resources

7. *Divide your attention wisely*



Erasmus+

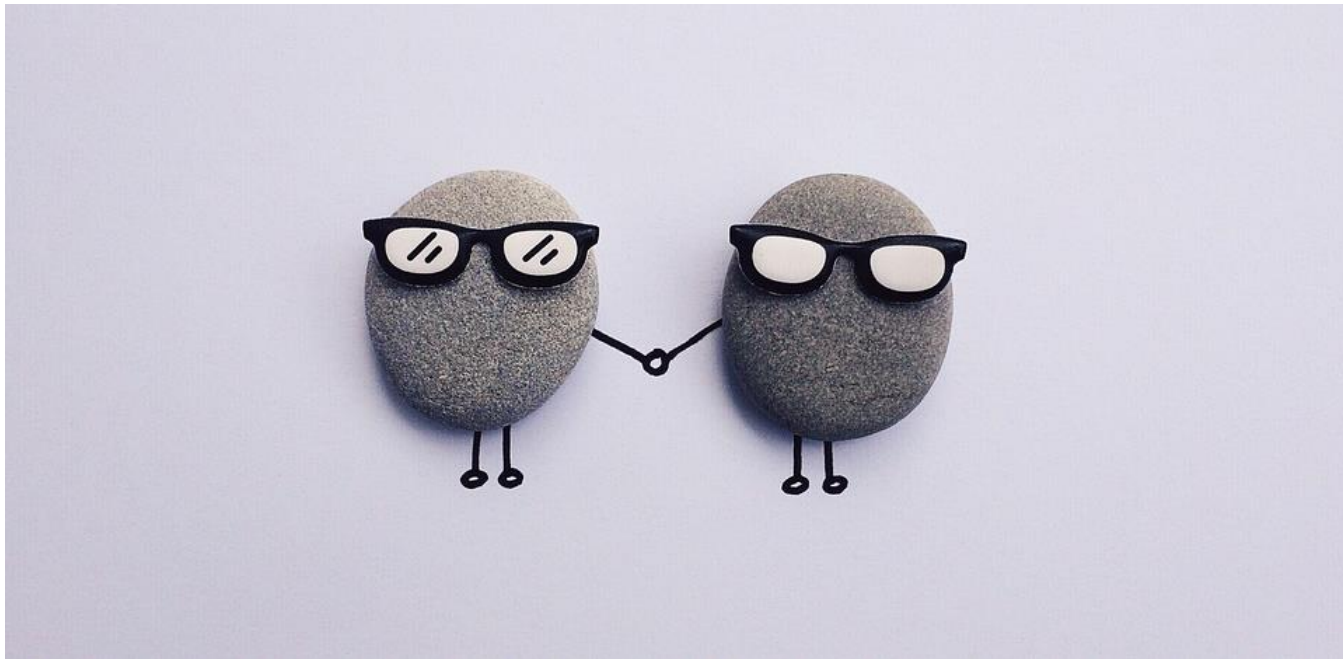
Jugend in Aktion
Österreichische Agentur



Divide your attention wisely (avoid concentrating only on one aspect/thing)

- Be aware of the possibility of becoming fixated, it creates a barrier in problem solving and makes it difficult to see other solutions
- Prioritise tasks and deal with the most important ones first
- Assign tasks and responsibilities to other members of the team
- Use all available information

8. As a leader/line manager, assign and distribute tasks, monitor and support team members



Erasmus+

Jugend in Aktion
Österreichische Agentur



As a manager to assign and distribute the tasks – monitor and support team members.

- As a leader it is important to distance yourself in order to be able to divide your attention and to increase your awareness of the situation
- Assign and distribute tasks according to the roles and responsibilities of the team members
- As a leader support the members of your team, the RYCWs, in fulfilling and accomplishing their tasks