



**Vibrant Emotional Health**  
Presents

**Team Leadership in Times of Crisis**

Vibrant Emotional Health Disaster Services  
Boys and Girls Club Pasadena  
April 17, 2025

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**Disclosure of Conflicts of Interest**

Amy Carol Dominguez, MPA, has nothing to disclose

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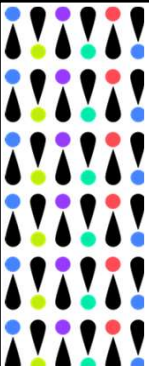
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## Meet Your Trainers



**Amy Carol Dominguez, MPA**

Director, Disaster Services, Vibrant Emotional Health

Amy leads strategic oversight of disaster behavioral health responses, engagements, and advocacy efforts. With a distinguished career spanning nearly two decades, Amy has been at the forefront of disaster behavioral health since 2007, serving as a program director and volunteer leader. She plays an integral role in strategic program development for youth initiatives in Latin America and serves on the Board of Directors for the Hands Offering Hope Foundation, as well as the Advisory Board for the SAMHSA-funded Refugee and Migrant Technical Assistance Center for Behavioral Health.



**Dr. Marcie Beigel**

Family Culture Expert, CECT Volunteer

For more than 20 years, Dr. Marcie has been creating culture change with families, schools, and organizations; sharing her tools and strategies with thousands. She helps families shift from breakdown and disconnection to happy dances and memorable moments. She helps organizations build the bridge between mental health and business. Dr. Marcie believes the best way to create change is through inspiration and experience. This means her work, with both organizations and families is experiential, engaging, and practical because change only matters if it lasts. Dr. Marcie earned her doctorate from Teachers College, Columbia University and is a Board Certified Behavior Analyst-Doctorate Level. She is the best selling author of *Love Your Family Again* and *Love Your Classroom Again*. She is based in New York City, though loves to travel to her clients around the world. She has been a guest behavioral expert on national media, including FOX, ABC, and NBC. Sharing her passion for behavior has led her to speak at organizations ranging from individual school districts to the Royal Australian Navy to TEDxNaperville. For more information about her programs and training visit [DrMarcie.com](http://DrMarcie.com).

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## Objectives

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1. Participants will be able to identify at least two tools that will help them support or lead their team in times of crisis.
2. Participants will be able to describe the basic tenets of situational leadership and explain its application in times of crisis.
3. Participants will be able to use the Situational Leadership Model to list at least two qualities exhibited by a good team member during times of crisis.

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## Our Time Today

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### What's the goal?

- We leave today with:
  - Tools and ideas to be even more effective in our work as a team and as individuals.
  - A clearer understanding of how change and teamwork are related for me personally as well as for your team in both every day and disaster response.
  - A better grasp on why I may respond the way I do when I am confronted with conflicts, gains, or challenges so I can be stronger in who I am and in my personal leadership practice.

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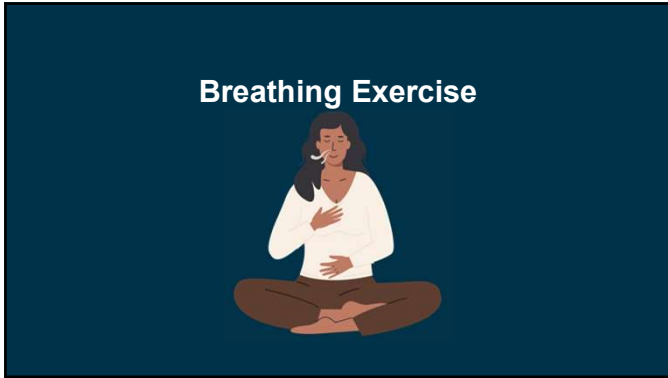
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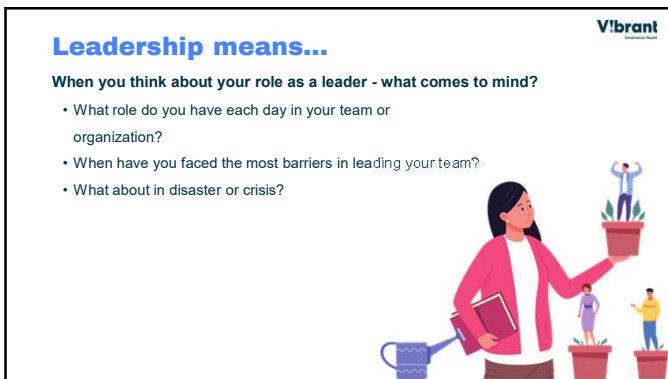
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**Experiences & Feelings** V!brant

**Let's understand what folks have lived through**

- What have you experienced at your organization?
- What have you experienced in your home communities?
- What have you experienced in your hometown?
- What else?
- Where else?



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**Experiences & Feelings** V!brant

**What the Experts Say...**

From the Center of the Study of Traumatic Stress:

- People's responses to or learning about traumatic loss are all going to be different.
- In the short term, responses will be more powerful and poignant.
- Expect the responses to interfere with their work quality and their daily interactions.



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**Leadership means...** V!brant

**Important reminders for us when dynamics change**

- We set the tone
- We are expected to be the guide
- The way we talk, walk, look impacts the well being of those around us
- Excellence is in the nuanced details
- This can be true even when the systems and structure of our organization is limited or challenged



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## What do you think?

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Write these down and share if you are comfortable!

- 2-3 words to describe strengths as an organization
- 2-3 words to describe challenges as an organization
- 2-3 ideas to make your team/org even more open to teamwork and collaboration at all levels

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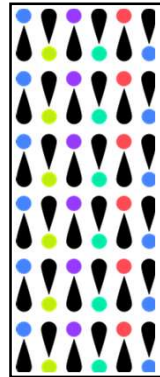
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## The Reality of Change, Crisis and Disaster

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## Navigating Changing Dynamics

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### The Facts

When an organization has daily operations AND is active in disaster, teams share a few common experiences:

- An immediate shift in priorities - sometimes within a second
- A sense of work never being done or left for tasks deemed "more important" by leadership
- A heightened sense of purpose and meaning in disaster times - a sense of aimlessness or let down when it ends
- An unclear sense of how things went or how to move forward

*Does this resonate with you?*

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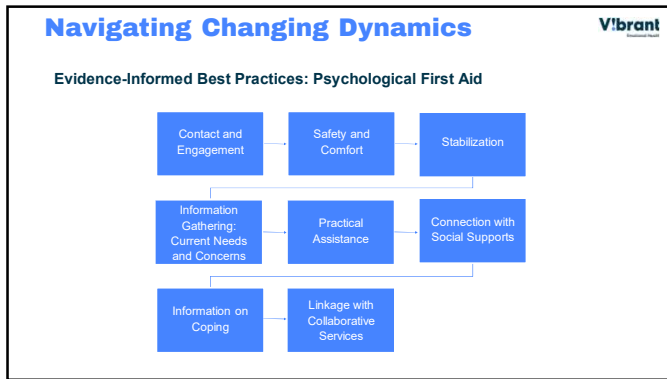
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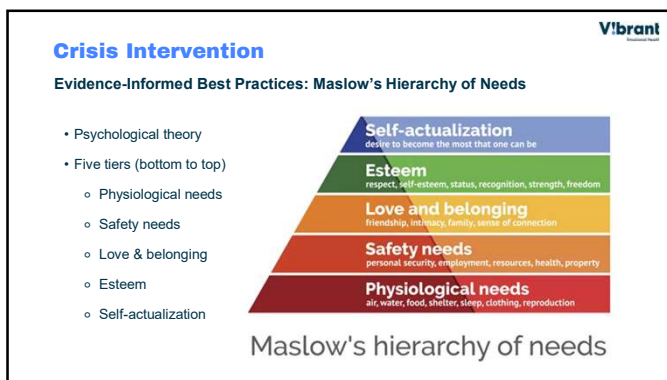
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## Navigating Changing Dynamics

**How do we respond**

- Speak calmly, encouraging people to work together
- Be visible - show up and be accessible
- Set expectations about information availability and when changes occur
- Set common goals linked to future direction
- Avoid blame and the temptation to throw people under the bus
- Do the work

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## Navigating Changing Dynamics

**Tools that Help Address Team Needs<sup>a</sup>**

- Disaster Shift Plan that includes
  - A standup meeting that:
    - Acknowledges existing responsibilities
    - Clearly explains what **your** unit or team is being asked to do and why
    - Implications of this assignment on everyday tasks and expectations
    - Assigns tasks to teams based on strengths and capacity
    - Establishes a schedule of when the next connection will occur



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## Navigating Changing Dynamics

**Tools that Help Address Team Needs<sup>7</sup>**

- Daily Celebrations that:
  - Honor teamwork and individual achievements
  - Anchor us in mission and vision + purpose
- Weekly Debriefs that:
  - Give space for people to express concerns
  - Clarify expectations moving forward
  - Focus on workforce protection and avoiding burnout
- Final Assignment Debrief



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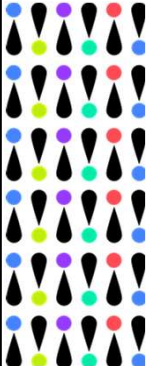
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## Situational Leadership<sup>8,9</sup>

Let's Start Asking for What We Need

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Situational Leadership

The Why

- When we, as staff, address tasks - we have varying levels of experience or understanding
- We also have varying level of needs of support
- This platform gives us a tangible way to communicate what we need from our supervisors when addressing any task



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Situational Leadership

The Model



| Style           | Supportive Behavior | Directive Behavior |
|-----------------|---------------------|--------------------|
| S3 (Supporting) | High                | Low                |
| S2 (Coaching)   | High                | High               |
| S1 (Directing)  | Low                 | High               |
| S4 (Delegating) | Low                 | Low                |

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## Situational Leadership

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### The Conversation

#### Leaders

- Get comfortable asking: Have you done this before?
  - Not condescending, but an earnest desire to understand
- Get comfortable being willing to support outside of your norm
  - Lead the person - fight the urge to default to how YOU would want to be supported
- Get comfortable letting go
  - When a person expresses what support they need - especially when it's minimal, honor their request
  - If it goes wrong - open the space for feedback and next steps



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## Situational Leadership

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### The Conversation

#### Followers

- Get comfortable saying: I do not know how to do this
  - It does not mean you are failing - it means you've discovered an opportunity to learn
- Get comfortable being willing accept support as your leader can give it
  - In disaster times, we all default to "factory settings" - create the space for grace and seeking understanding
- Get comfortable accepting feedback
  - If you did not meet expectations - as we all face at times - what opportunities exist for you to learn and improve the way you clarify expectations



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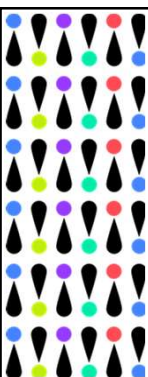
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## Putting it all together

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## Change + Teamwork = Resilience

- Change happens. We acknowledge change and how we may feel about it.
- Teamwork happens with leaders and followers and sometimes the roles switch.
- Apply Psychological First Aid as a framework, as needed.
- Situational Leadership (delegating, supporting, coaching, or directing) is a more inclusive path to teamwork.

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## Coping & Recovery

Create a Self-Care Action Plan

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## Wrapping Up

1. What are next steps for us?
2. What are next steps for me?
3. How can we celebrate?

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### Wrapping Up

Tell us how we did!





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### THANK YOU!

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