

## Tips for Being a Strong Guardian Manager, Leader, and Mentor

1. Communicate openly, respectfully, and set out clear expectations for projects, data gathering protocols, and deliverables.
2. Debrief with your crew regularly and encourage your team to proactively voice their concerns, questions, or need for more training or information.
3. Prioritize and follow strict safety protocols and set clear expectations of the team to maintain a safe working environment.
4. Be organized and expect the same of your crew.
5. Be able to accommodate fluctuating staff needs and have backup plans (e.g., plans to keep crew busy when weather is poor, equipment needs and repair, etc.).
6. Recognize team members for their contributions, celebrate results and success, and connect accomplishments back to the purpose of Guardian work.
7. Know team members' individual strengths and experience levels and encourage your team to be the best they can be and to stretch themselves in new ways.
8. Trust your team to take on work and new responsibilities and allow the team to make and learn from mistakes.
9. Encourage a hands-on learning mindset and increase responsibility and delegate more as the team succeeds.
10. Support crew members to gain the skills they need to feel fully ready and confident to undertake the work (and watch for signs of discomfort or fear).
11. Provide regular training, drills, and skills refreshers. Involve the crew in work planning (e.g., understanding budgets and other constraints, safety planning, emergency procedures, etc.).

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