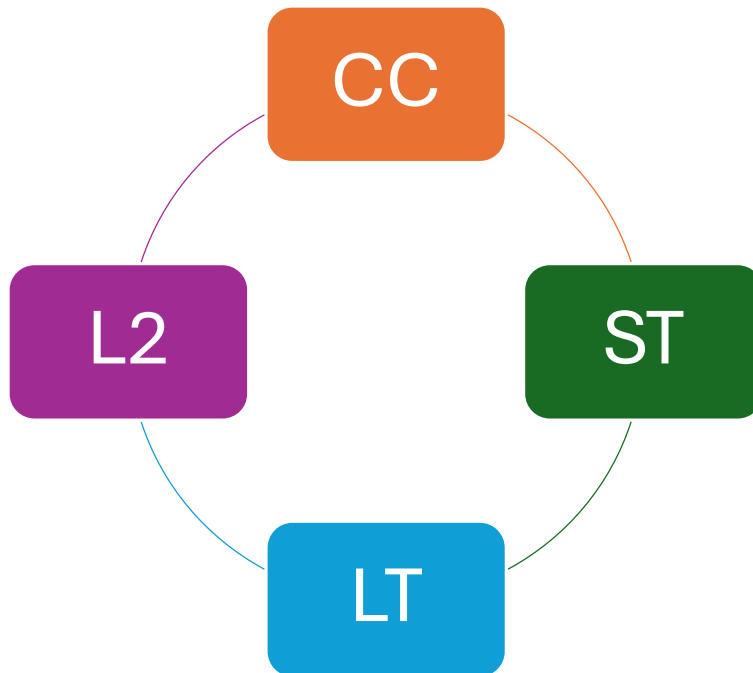


Which positions?

- **Supervisor**
 - Crew Chief (CC) holds decision-making authority
 - Focus on the overall situation, not individual tasks or individual pieces of gear
 - Liaison with client, venue and other trades/suppliers
- **Deputies**
 - Helps the Supervisor with supervisor duties
 - System Tech (ST) oversees systems, networks, consoles, equipment issues
 - Second Leaders (L2) direct workers (LT)
- **ALL Workers** take initiative:
 - Suggest actions and solutions. Rather than tell stories about problems.
 - ask smart questions. “Can you tell me more about...?” is a smart question.
 - says “I don’t know”. Does not pretend to know or hide that they don’t know



Leadership from All Positions

What is a Deputy?

The rule of threes says that people perform their best work when they only have 3 things to keep track of mentally. It's unreasonable to expect the **Crew Chief (CC)** to mentally track the design, on-site client care, troubleshooting, changes to the plan, other trades, and also be supervising & training crew. Innovation Lighting's strategy for this is to support our "Chiefs" with Deputies. Please be patient, as we perfect how to do this.

There are 2 kinds of deputies. **System techs (ST)** and **Squad Leaders (L2)**.

- The **ST** focuses on setting up the system and troubleshooting gear problems. Highly familiar with ILX equipment, power and data distribution and networking.
An **ST** doesn't need to be good at leading squads of **Lighting Technicians (LT)**, unless that **ST** also holds an L2 designation.
- The **L2s** focus on directing **Lighting Technicians (LT)** by taking projects or "chunks", off the **Crew Chiefs** plate. An **L2** should do more than just direct, they need to lead by example, uphold company values/culture, and practice conflict resolution techniques.
I do not expect someone with an **L2** designation to have the same equipment expertise as an **ST**, unless they also hold an **ST** designation.

One doesn't have to have an **ST** or **L2** designation in your profile to get assigned to a deputy role on a gig-by-gig basis. You might get assigned on a "1 job at a time" basis or a **CC** may ask you to step into the role once on site. There may also be trainee shifts for potential deputies/younglings. There's a spectrum of proficiency between when one gets a deputy designation in their profile and when one has mastered the Deputy role. You might be a padawan, knight or master. You don't have to be a master to be on the council. It's a journey of intersections and overlaps.

If you are a master as one kind of deputy and a knight as the other, that suggests that it may be time to talk about a **CC** designation. You might already be getting some "1 job at a time" shift requests before you get here.

If you don't know Star Wars lore, then compared to construction trades & crafts they'd say:

Youngling = Student Padawan = Apprentice Knight = Journeyperson Master = Master

Chain of command:

Anyone can talk to anyone

it's **not** an authoritarian hierarchy. A **CC** can talk to an **LT**, the **CC** ensures that the **L2** and **ST** are kept immediately informed of any such conversation. Unless that conversation was not relevant to today's projects.

Gripes go up, never down

A deputy never gripes to, in front of, or at an **LT**. Deputies don't gripe within earshot of others on site. A **CC** doesn't gripe to, or in front of, anyone on site.

One person is in charge, everyone uses their head

The **CC** is the "Head" but **everyone** takes initiative and uses their brain.

Typical responsibilities:

CREW CHIEF (CC)	SQUAD LEADERS (L2)	SYSTEM TECH (ST)	LIGHTING TECH (LT)
<p><u>Usually only one</u></p> <p>May not have time for hands-on-equipment, troubleshooting, or showing LTs how.</p>	<p><u>May be several</u></p> <p>Can independently direct squads of 3ish technicians (LT)</p>	<p><u>Maybe none or 1</u></p> <p>Highly familiar with ILX equipment, power and data distribution and networking</p> <p>Rarely has any LT under their direction</p>	<p><u>3ish per deputy / L2</u></p> <p>Basic hang and cable management</p>
<p><u>Decision-making</u></p> <ul style="list-style-type: none"> Facilitates input from crew Shares Relevant Information proactively Is the formal decision-maker Is held responsible for the decision 	<p><u>Decision-making</u></p> <ul style="list-style-type: none"> Has voice but not vote Facilitates input from crew Proposes actions and solutions Defers to the formal decision-maker & deputies Is not held responsible for the decision 	<p><u>Decision-making</u></p> <ul style="list-style-type: none"> Has voice but not vote Proposes actions and solutions Defers to the formal decision-maker & deputies Is not held responsible for the decision 	<p><u>Decision-making</u></p> <ul style="list-style-type: none"> Has voice but not vote Proposes actions and solutions Defers to the formal decision-maker & deputies Is not held responsible for the decision
<p><u>Mental focus</u></p> <p>Whole project</p> <ul style="list-style-type: none"> Workplace safety Client liaison Delegating directing LTs to the L2s Delegating troubleshooting & equipment to ST Awareness of the entire situation What the Deputies will be doing next Makes time to explain, show or coach crew Makes time for client care & service 	<p><u>Mental focus</u></p> <p>Upcoming tasks</p> <ul style="list-style-type: none"> Workplace safety Delegates & directs individual manual tasks Preparation of tasks the LTs will be doing next Trusting but also verifying tasks are done correctly Makes time to SHOW crew how Refers client service to CC Refers system troubleshooting to the ST 	<p><u>Mental focus</u></p> <p>Lighting System</p> <ul style="list-style-type: none"> Workplace safety Setting up and Maintaining networks Awareness of system status Power & Data distribution Troubleshooting equipment May not have time to teach crew Refers client service to CC Refers LTs needing direction to the L2s 	<p><u>Mental focus</u></p> <p>Manual task</p> <ul style="list-style-type: none"> Workplace safety Individual manual tasks