

Eliades, N.-G.H.; Karayiannis, A.; Tsantopoulos, G.; Galatsidas, S. An Examination of the Leadership and Management Traits and Style in the Forest Fire Incident Command System: The Cyprus Forest Fire Service. *Fire* **2025**, *8*, 6. <https://doi.org/10.3390/fire8010006>

Supplementary Material S1:

Qualitative questionnaire

[The Department of Forests (DoF) in Cyprus adopted the incident command system (ICS) during the operation of the management system of forest fires (MSFF). For the purposes of this study the management system of forest fires in DoF is referred to as FFICS.]

Subject 1:

During the operation of the Forest Fire Incident Command System (FFICS – wildfire suppression) by the Department of Forests, various administrative operational structures are recorded, which are divided into: groups, branches, divisions, and sections of operations.

Based on your work experience and your scientific background, which leadership and administrative traits should characterise the employees in the administrative operational structures of the FFICS by the Department of Forests (Cyprus)? Describe these traits both during the preparation phase and during the implementation phase. Do you believe that leadership and administrative traits are common for all leadership levels, or should they be differentiated?

Subject 2:

In your opinion, in order to maximise the efficiency of the FFICS, what leadership traits should characterise the ICS leaders?

Subject 3:

In your opinion, in order to maximise the efficiency of the ICS, what administrative (managerial) traits should characterise the FFICS leaders?

Subject 4:

Recent studies on the development of leadership skills in decision-making under pressure, as is the case of leaders (heads) of various structures in emergency management systems (e.g. disasters, fires, earthquakes, etc.) argue that: (i) safety, (ii) speed in decision-making and (iii) immediate and correct decisions, eliminate the occurrence risk of intense stress phenomena, dubious hierarchy, insufficient operational capability and insufficient preparation in dealing with the phenomena.

- What is your opinion on the above position?
- How does the participation of executives with obvious administrative and leadership traits in the FFICS by the Department of Forests (Cyprus) contribute to preventing unfavourable conditions when dealing with and suppressing forest fires?