



AFRICA
FIRE
MISSION

STEP UP and LEAD



IF SERVING IS
BELOW YOU,

LEADERSHIP IS
BEYOND YOU.

-ANONYMOUS



LEADERSHIP IS
WHO YOU ARE,
NOT WHAT
YOU'RE CALLED.

LEADERSHIP WORDS

IN THE BEGINNING, GOD...

What do these words tell us, not from a religious perspective, but from a leadership perspective?

- ✓ They tell us.....It is not about you!

WHO'S IN CHARGE?



PERMISSION TO LEAD

NO ONE ANOINTS A LEADER

*“A LEADER OF ONE CAN ONE DAY BE A LEADER OF MANY,
BUT IF YOU CAN’T LEAD ONE, YOU’LL NEVER LEAD ANY.”*

NO ONE TRAINED ME!

NO ONE TOLD ME THAT.....

PETER PRINCIPLE

INEFFECTIVE LEADERS USUALLY DO LITTLE OR NOTHING TO TRAIN THEIR SUCCESSORS.

LEADERS IN THE FIRE SERVICE

“IF YOU HAVE A BAD DAY HERE, SOMEONE DIES”

BIG CORPORATIONS WOULD LOVE TO EMULATE TWO THINGS THAT ARE DEEPLY INSTILLED IN THE FIRE SERVICE:

- ✓ BROTHERHOOD
- ✓ RESPECT OF THE PUBLIC



**LIKE A WORKING FIRE, THE FIRE SERVICE IS NEVER STAGNANT OR
CONTENT, WE ARE CONSTANTLY CHANGING AND ADAPTING.....**

SOMETIMES NOT BY CHOICE.



LEADERSHIP TRAITS

- DEVELOP YOUR PEOPLE SKILLS
- “I SEE YOU; I HEAR YOU. WHAT YOU SAY IS IMPORTANT TO ME.”
- GREAT LEADERS SHOULD HAVE:
 - ✓ VISION
 - ✓ INTEGRITY
 - ✓ COURAGE TO COMMUNICATE HONESTLY

Leadership traits don't come with a title and Promotion



LEADERS TEACH

Loyal

Educated

Adaptable

Determined

Enthusiastic

Reliable

Selfless

Tough

Empathetic

Assertive

Courageous

Honorable

LOYAL

- WITH PRIDE COMES A CERTAIN DEGREE OF LOYALTY.
- LOYALTY BREEDS PRIDE IN YOUR JOB.
- A GOOD FIREFIGHTER TAKES OWNERSHIP OF “HIS” ENGINE.
✓ PRIDE AND OWNERSHIP.
- LOYALTY CAN HELP CREATE THE RIGHT CULTURE.
- LEADERS DON'T POINT FINGERS AND BLAME.
- WITH LOYALTY COMES COMMITMENT.

**“THE STRENGTH OF A FAMILY, LIKE THE STRENGTH OF AN ARMY,
IS IN ITS LOYALTY TO EACH OTHER”**

EDUCATE

- STARTING WITH THE FIRE ACADEMY.
- YOU HAVE TO KNOW YOUR ENEMY.
- LEARNING: READING BOOKS, SEMINARS, OTJ, AND PIA
- KNOW YOUR DUTIES, POLICIES, AND THE SCIENCE OF FIREFIGHTING.

**“IT’S BETTER TO BE LUCKY RATHER THAN SMART,
BUT IF YOU’RE SMART, YOU HAVE A BETTER
CHANCE OF BEING LUCKY”**

-Vincent Dunn, FDNY

SLIDE I-15

ADAPTABLE

- LEARNING NEW THINGS
- A SOP



- ADJUST QUICKLY TO RAPIDLY CHANGING CONDITION.

“TODAY’S LEADERS ARE EXPECTED TO BOTH ANTICIPATE PROBLEMS AND MEET THEM AS THEY COME”

DETERMINED

- WE RISK A LOT TO SAVE A LOT (savable lives).
- WE RISK LITTLE TO SAVE A LITTLE (savable property).
- WE RISK NOTHING TO SAVE NOTHING (lives & property already lost).
- A TRUE LEADER HAS VISION, CLEARLY SEEING THE END RESULT.
- DETERMINATION MEANS A LASER-SHARP FOCUS ON THE GOAL!!!



“WE WILL EITHER FIND A WAY OR MAKE ONE!”



Nothing GREAT
was ever achieved
without enthusiasm

Emerson

ENTHUSIASTIC

- SINCERE INTEREST AND EXUBERANCE IN THE PERFORMANCE OF YOUR DUTIES.
- ARE WE STILL ENTHUSIASTIC ABOUT WHAT WE DO?
- BEST JOB, CAREER, OR PROFESSION ON EARTH.
- ENTHUSIASM IS A GOOD TOOL TO HELP MOTIVATE OTHERS.
- ENTHUSIASM KEEPS PEOPLE ENGAGED.
- HAVE THE RIGHT ATTITUDE.



**“ENTHUSIASM WILL TAKE YOU FURTHER THAN
TALENT, TITLE, OR SKILL”**

-Robin Crow

SLIDE I-19

RELIABLE

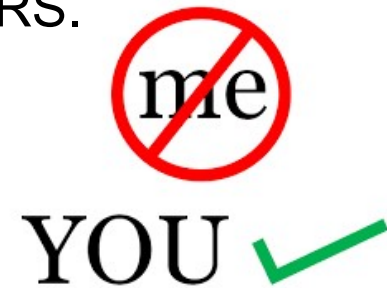
- ABILITY OF A PERSON TO PERFORM AND MAINTAIN HIS OR HER FUNCTIONS IN ROUTINE CIRCUMSTANCES AS WELL AS HOSTILE OR UNEXPECTED CIRCUMSTANCES.
- GET THE JOB DONE, EVERY TIME.



**“IF YOU CAN’T BE COUNTED ON TO TAKE OUT THE GARBAGE,
WASH THE APPARATUS, OR COMPLETE YOUR REPORTS
ON TIME, HOW DO YOU EXPECT TO CONSIDERED RELIABLE AT THE
STRUCTURE FIRE”**

SELFLESS

- CONCERNED MORE WITH THE NEEDS AND WISHES OF OTHERS THAN WITH ONE'S OWN; UNSELFISH.
- WE HAVE TAKEN AN OATH TO RISK ARE LIFE FOR STRANGERS.
- LEADERS ARE SELFLESS IN ALL AREAS.
 - ✓ DON'T CARE ABOUT GETTING THE CREDIT
 - ✓ "LEADERS ARE DEALERS IN HOPE" *Napoleon Bonaparte*
- "LEADERS DON'T CREATE FOLLOWERS; THEY CREATE MORE LEADERS."



**"A GREAT LEADER NEVER SETS HIMSELF ABOVE HIS FOLLOWERS
EXCEPT IN CARRYING RESPONSIBILITIES"**

-Jules Ormont

SLIDE I-21

**LEADERSHIP IS NOT ABOUT BEING THE
BEST,**

**LEADERSHIP IS ABOUT MAKING EVERYONE
ELSE BETTER**

TOUGH

- TO BE STRONG AND RESILIENT, ABLE TO WITHSTAND ADVERSE CONDITIONS.
- LEARN TO LOVE THE FIGHT ITSELF

FOR THE LOVE OF THE FIGHT



**“YOU NEVER WILL BE THE PERSON YOU CAN BE, IF
PRESSURE, TENSION, AND DISCIPLINE ARE TAKEN
OUT OF YOUR LIFE.”**

-Herbert Bayard Swope



SLIDE I-23

EMPATHETIC

- SHOWING AN ABILITY TO UNDERSTAND AND SHARE THE FEELINGS OF ANOTHER.
- A TRUE LEADER WILL ALSO LOVE THE PUBLIC BECAUSE WE ARE SERVANTS.
- EMPATHY ENABLES YOU TO KNOW PEOPLE



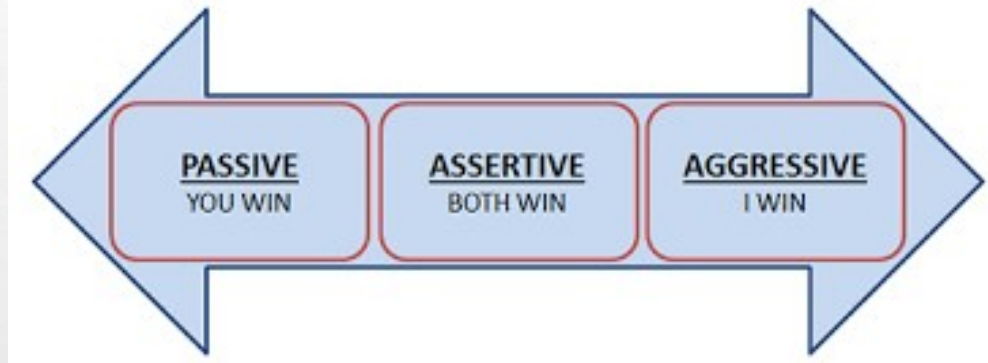
“I BELIEVE EMPATHY IS THE MOST ESSENTIAL QUALITY OF CIVILIZATION.”

-Roger Ebert



ASSERTIVE

- TO HAVE OR SHOW A CONFIDENT AND FORCEFUL PERSONALITY.



- AGGRESSIVELY SELF-ASSURED AND STRONG IN YOUR CONVICTIONS WITH OUT VIOLATING THE RIGHTS OF OTHERS.
- NOT AGGRESSIVE.

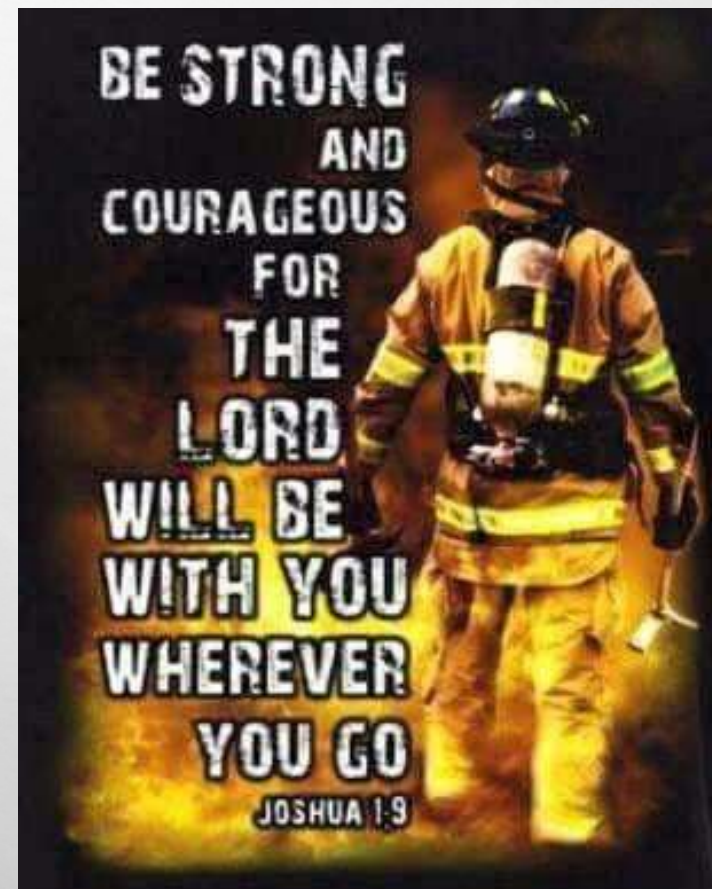
“ASSERTIVE LEADERS EXPRESS THEMSELVES EFFECTIVELY AND STAND UP FOR THEIR POINT OF VIEW, WHILE ALSO RESPECTING THE RIGHTS AND BELIEFS OF OTHERS.”

COURAGEOUS

- NOT TO BE DETERRED BY DANGER OR PAIN; BRAVE
- COURAGEOUS IS WHAT ALLOWS YOU TO REMAIN CALM WHILE RECOGNIZING FEAR.
- MORAL COURAGE
- PHYSICAL COURAGE
- COURAGEOUS COMMUNICATIONS

“ONE MAN WITH COURAGE IS A MAJORITY.”

-Thomas Jefferson



HONORABLE

- WORTHY OF HONOR AND HIGH RESPECT.
- HONESTY,
- INTEGRITY,
- SENSE OF DUTY.
- SOUND MORAL PRINCIPLES ABOVE ALL ELSE

-THEN YOU ARE OPERATING IN AN HONORABLE AND ETHICAL WAY.

**“NO PERSON WAS EVER HONORED FOR WHAT HE RECEIVED.
HONOR HAS BEEN THE REWARD FOR WHAT HE GAVE.”**

-Calvin Coolidge

SLIDE I-28



LEADERS TEACH

THE 13TH LEADERSHIP TRAIT

1. RESPECT THE JOB.
2. ARRIVE EARLY.
3. BE SOCIAL.
4. RESPECT AND LEARN.
5. BE PROACTIVE AROUND THE FIREHOUSE.
6. FIND A MENTOR.
7. KNOW YOUR POSITION AND RESPONSIBILITIES.
8. CHECK YOUR EQUIPMENT DAILY
9. WEAR YOUR SAFETY GEAR
10. ASK QUESTIONS.
11. TALK TO THE OFF-GOING CREW.
12. LEAD BY EXAMPLE.
13. DON'T FORCE ACCEPTANCE.
14. LEAVE EGO AT THE DOOR.
15. RESPECT YOUR ELDERS.
16. STAY PHYSICALLY FIT.
17. STAY MENTALLY FIT.
18. STRESSED, TALK TO SOMEONE.
19. HAVE FUN.
20. BE A TEAM PLAYER.
21. BE ACCOUNTABLE.
22. RESPECT THE PUBLIC.
23. MAKE SAFETY A PRIORITY.
24. PAY IT FORWARD.

LEADERSHIP FAILURES

1. LACK OF PASSION.
2. UNCLEAR VISION.
3. POOR COMMUNICATION SKILLS.
4. AVOIDING TAKING RISKS.
5. CALLOUSNESS.
6. UNETHICAL BEHAVIOR.
7. POOR SELF-MANAGEMENT.
8. INCOMPETENCE.
9. PLAYING THE VICTIM.
10. TEARING OTHERS DOWN.
11. MICROMANAGING.
12. FIRST TO TAKE THE CREDIT.
13. LAST TO TAKE THE BLAME.

- *I am your constant companion.*
- *I am your greatest helper or heaviest burden.*
- *I will push you onward or drag you down to failure.*
- *I am completely at your command.*
- *Half of the things you do you might as well turn over to me and I will do them—quickly and correctly.*
- *I am easily managed—you must be firm with me*
- *Show me exactly how you want something done and after a few lessons, I will do it automatically.*
- *I am the servant of great people, and alas, of all failures as well.*
- *Those who are great, I have made great. Those who are failures I have made failures.*
- *I am not a machine though I work with the precision of a machine plus the intelligence of a person.*
- *You may run me for profit or run me for ruin it makes no difference to me.*
- *Take me, train me, be firm with me, and I will place the world at your feet.*
- *Be easy with me and I will destroy you.*
- *Who am I? ... I am Habit.*

LEADERSHIP SKILLS

LEADERSHIP – THE ACT- IS A SKILL, AND LIKE ANY SKILL IT NEEDS TO BE DEVELOPED.

TALENTS, SKILLS, AND ABILITIES

INTEGRITY



Do the right thing,
even when no one
is looking.

It's called integrity

LEADERSHIP SKILLS



DISCRETIONARY TIME

TALENTS, SKILLS, AND ABILITIES



WHO DO YOU WANT ON YOUR BUS?

EGO CAN BE A PROBLEM



DELEGATION





HOW TO DELEGATE

1. ESTABLISH AND MAINTAIN AN ENVIRONMENT THAT IS FAVORABLE TO DELEGATING:

- A LEADER SHOULD UNDERSTAND THE TASK TO BE DELEGATED.
- WHEN YOU DELEGATE, YOU ARE NOT RELINQUISHING RESPONSIBILITY.....YOU ARE STILL IN CONTROL OF THE OVERALL PROJECT....

2. SELECT THE RIGHT PERSON FOR THE JOB

- A LEADER NEEDS TO BE AWARE OF THE STRENGTHS AND LIMITATIONS OF HIS OR HER MEMBERS
- THE PERSON SHOULD HAVE TALENT, SKILL, ABILITY, KNOWLEDGE, ENTHUSIASM, AND TIME NEEDED TO GET THE JOB DONE.

➤ WHO CAN I TRUST TO DO THE JOB.

3. ASSURE THE PERSON UNDERSTANDS THE JOB BEING DELEGATED

4. KEEP AN OPEN-DOOR POLICY

5. BE PREPARED TO ACCEPT AND DEAL WITH THE CONSEQUENCES

6. ALWAYS REWARD PERFORMANCES

DEALING WITH SUBORDINATE PROBLEMS



Increase Productivity, Profits, and Your Own Prosperity

The 01 One Minute Manager

**Kenneth Blanchard, Ph.D.
Spencer Johnson, M.D.**



- GATHER THE FACTS
 - GET IN WRITING – IF IT ISN'T IN WRITING, IT DIDN'T HAPPEN
 - SCHEDULE A MEETING
 - CONDUCT THE MEETING
 - GET THE INDIVIDUAL'S SIDE
 - LOOK FOR AN UNDERLYING PROBLEM
 - DETERMINE THE 3US
 - DISCUSS PROGRESSIVE DISCIPLINE
 - DEVELOP A SOLUTION TOGETHER
 - SUMMARIZE
 - SET A FOLLOW-UP MEETING
-
- INFORM THE INDIVIDUAL OF THE APPEAL PROCESS
 - CLOSE ON A POSITIVE NOTE
 - DOCUMENT THE MEETING & MONITOR PROGRESS



CRITIQUING OTHERS

“Any fool can criticize, condemn and complain and most fools do.”

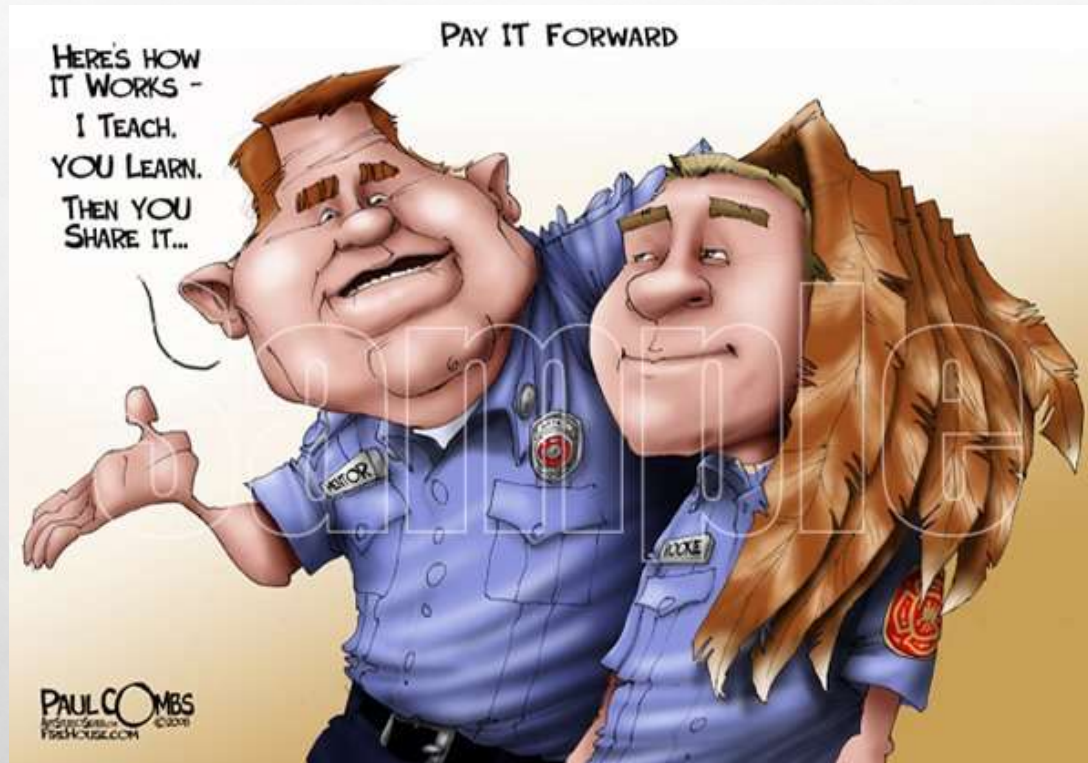
– *Benjamin Franklin*

FREELANCING



SLIDE I-43

MENTORING

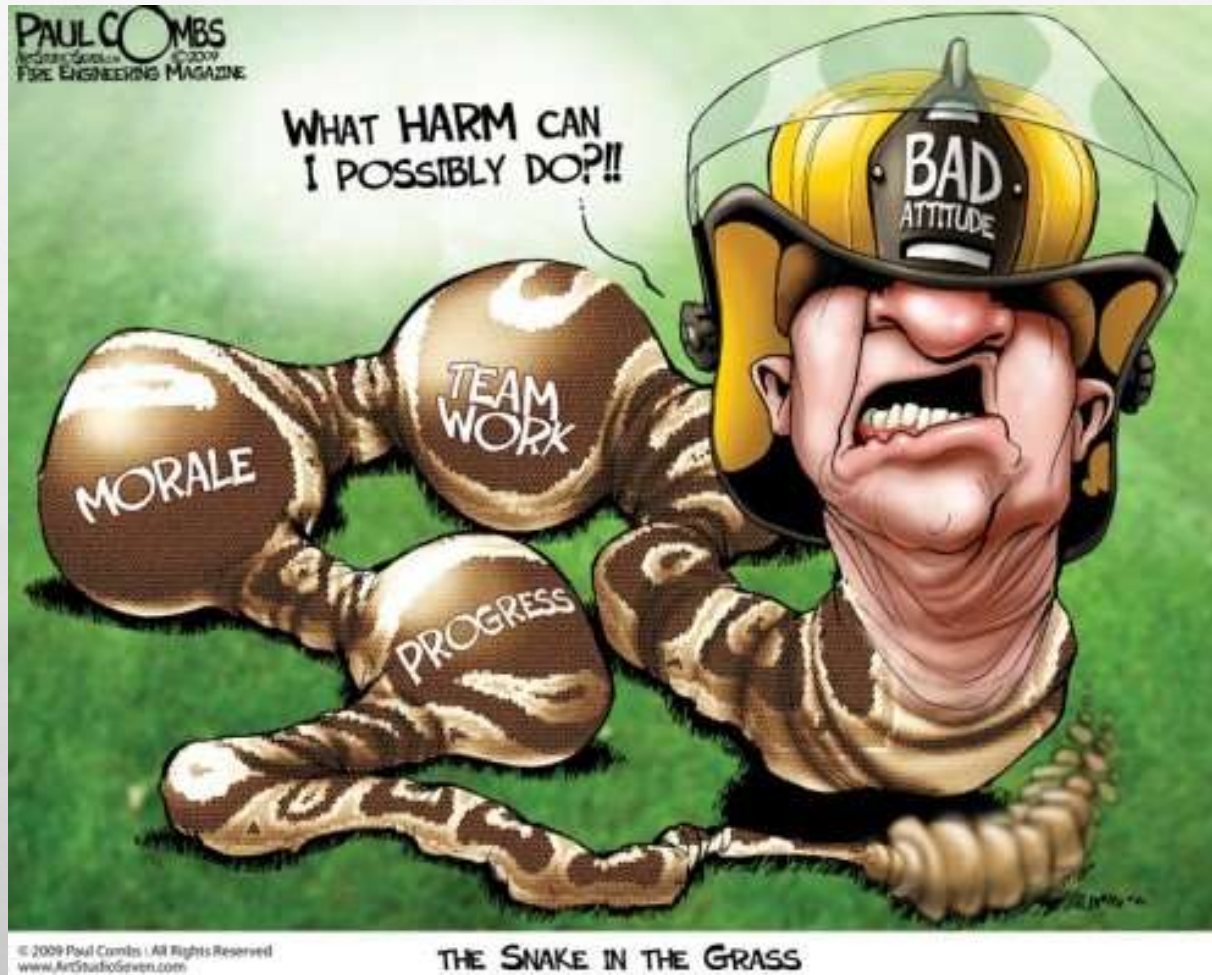


Investing in the right people will benefit you, the individual, and the organization as a whole.

COUNSELING



IMPROVING MORALE



PRAISE AND RECOGNITION



Acknowledge the actions and achievements of those who perform above and beyond the of duty.

PERFORMANCE EVALUATIONS



Performance evaluations can be a valuable tool.

Conducting Effective Meetings



CONDUCTING EFFECTIVE MEETINGS

1. Start on time
2. Have an agenda
3. Be prepared
4. Be clear/specific
5. Stick to the agenda
6. Separate and subjugate
7. Never end late

ADMINISTRATIVE TASKS AND CREATING PROGRAMS



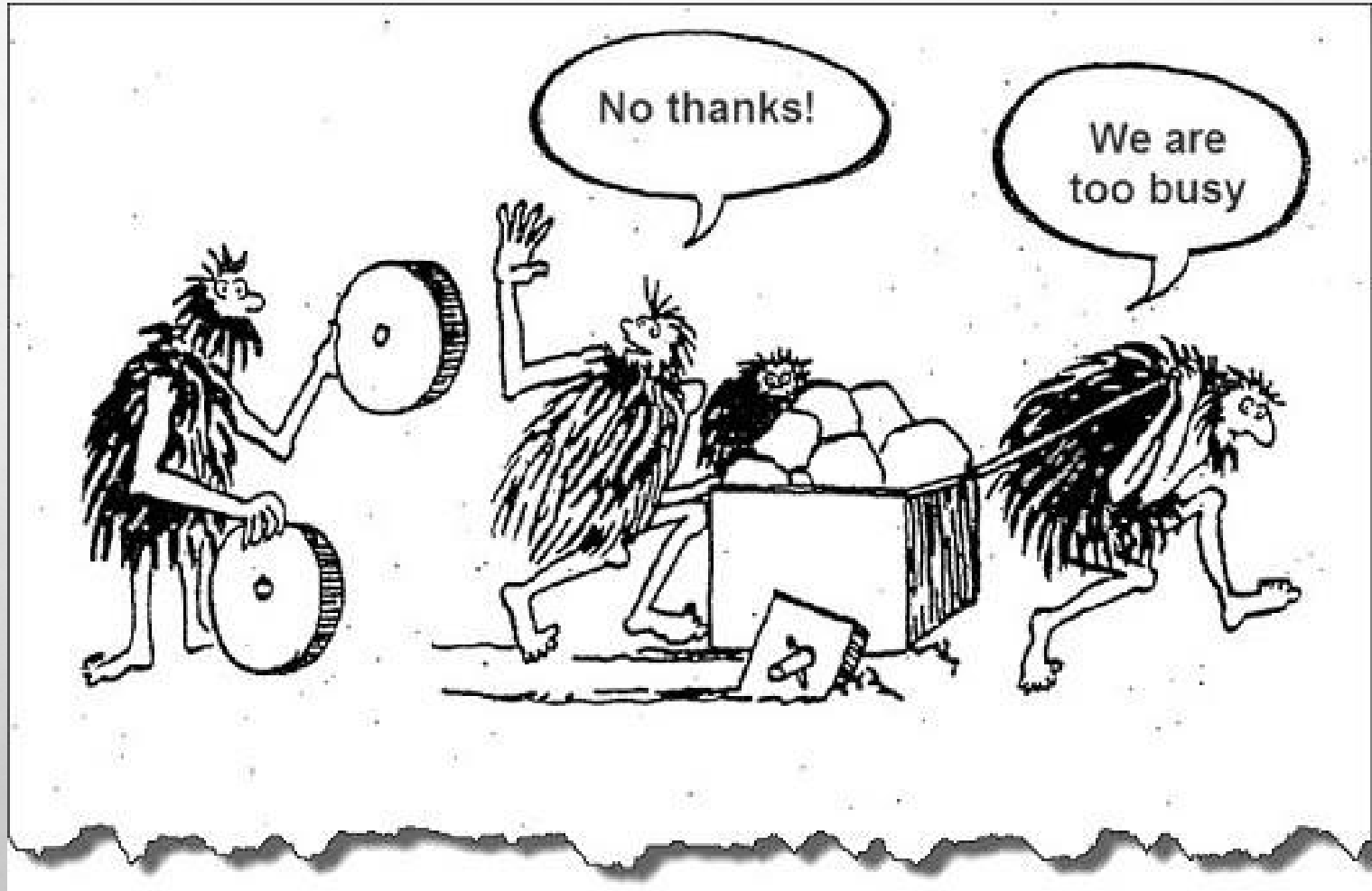
Developing new SOPs or programs

1. Plan
2. Research
3. Develop
4. Implement
5. Evaluate
6. Modify / change



How would you start a new exercise program?

RESEARCH NEW PROGRAMS



ADMINISTRATIVE TASKS AND CREATING PROGRAMS



Developing new SOPs or programs

1. Plan
2. Research
3. Develop
4. Implement
5. Evaluate
6. Modify / change



How would you start a new exercise program?

COMMUNICATIONS AND PRESENTATIONS

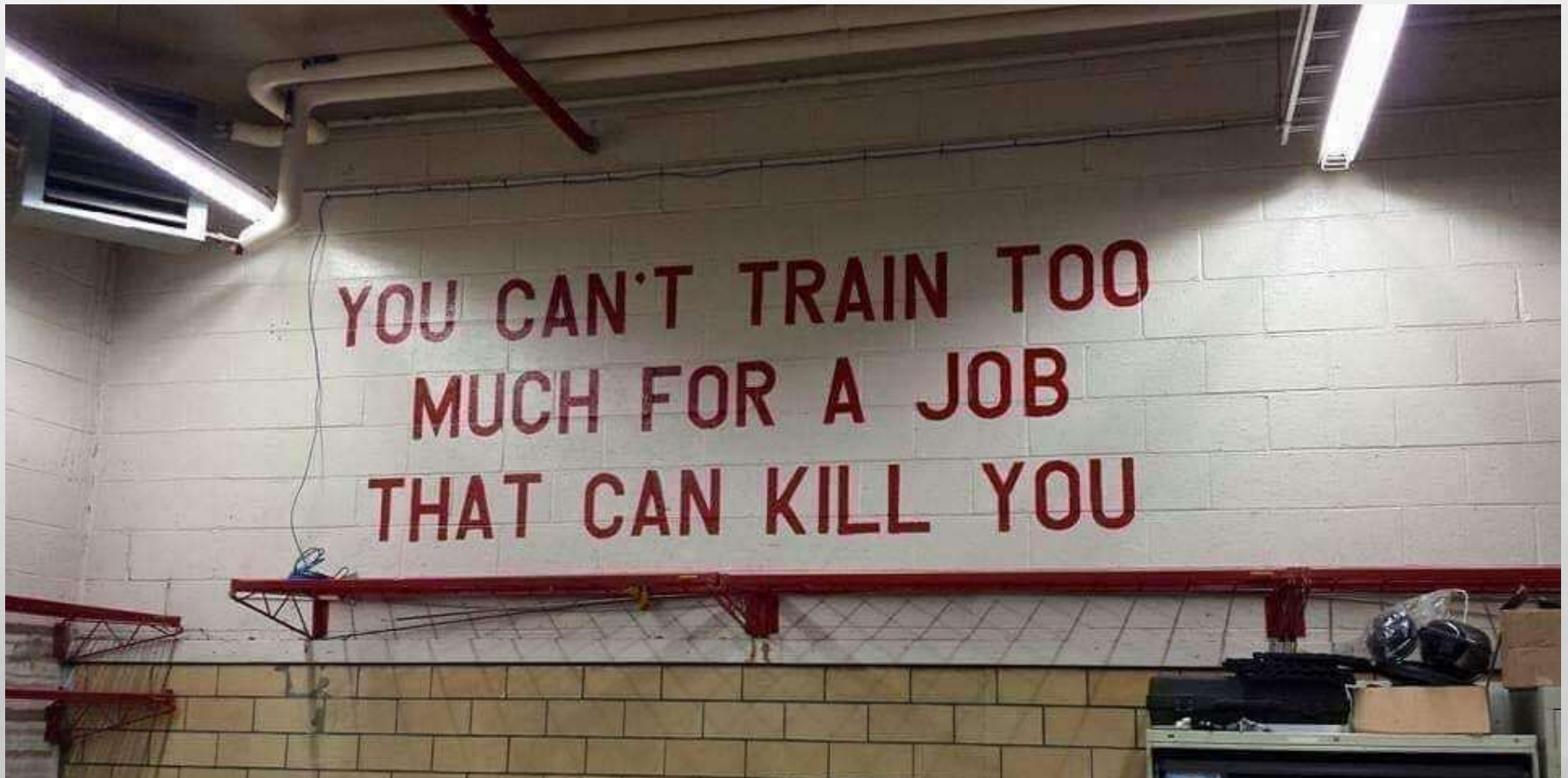
*The number one fear in America is public speaking,
number two is death?*

Your voice
Body language
Appearance

The 3 Ps:



ACQUIRING TOOLS FOR TRAINING



*Train until
you can't get it
wrong!*



*Document
all training!*



TECHNICAL REPORT WRITING

- Accurate and detailed report writing essential to the emergency services
- **Liability**
 - ✓ To educate those that were not at the incident but need to know
 - ✓ To help you recall the incident months/years later
 - Suggest you use a well-crafted format:

Sample format

1. Write your report when the incident is fresh in you mind
2. Don't use acronyms, spell everything out.
3. Use word processing and copy paste
4. Use spell check and/or proofreader!!!
5. Reread before submitting
6. Imagine that your report will be used for a Post Incident analysis.

Helpful Tips

1. En Route
2. Establish Command
3. Size-up factors
4. Initial radio report
5. Requested Resources
6. Incident Command System
7. Tactics and Strategies put in place
8. Problems encounter
9. Under control
10. Transfer or termination of Command
11. Additional information

LEADERSHIP ON THE FIREGROUND



The fireground is not the place to ask for subordinate input

Always pray to have
eyes that see the
best in people,
A heart that forgives
the worst,
A mind that forgets
the bad,
And a soul that never
loses faith in God.

CULTURE

FIREMEN HATE TWO THINGS.



imgflip.com

CUSTOMER SERVICE

As a leader, you create the right customer service culture:

