

“DYNAMIC LEADERSHIP FROM THE FIREHOUSE TO THE FIREGROUND”

Connecting Fire Service Leaders
with the future fire service

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INTRODUCTION/OBJECTIVES

- A little about me. No expert but a very diverse background in multiple areas
- This class evolved from an attempt to fix some risk taking on the fireground.
- Learned about the concept of exercising leadership and understanding the generation gap

THE LEADERSHIP DEVELOPMENT PROCESS

- Exercising leadership takes some courage
(No straight line and no way out)
- Understanding the relationship between what we do, the people and the organizational culture
- Understanding what is happening and what is going to happen
(Firehouse to Fireground)

THE COURAGE TO EXERCISE LEADERSHIP

Allegory of the Cave

LET'S TAKE A CLOSER LOOK AT TODAY'S FIRE SERVICE AND ASK...

- Will we be open enough and smart enough to re-define our mission and leadership to continue to have the trust of the public?
- How will leaders deal with a multi-generational gap that is bigger than ever?
- How will the US economy impact the future of the fire service?
- How will leaders role model the concept of "Extreme Ownership"?
- How will we deal with a culture of risk taking and understanding the strength of a fire service culture?

Fire Service Questions That Need To Be Asked

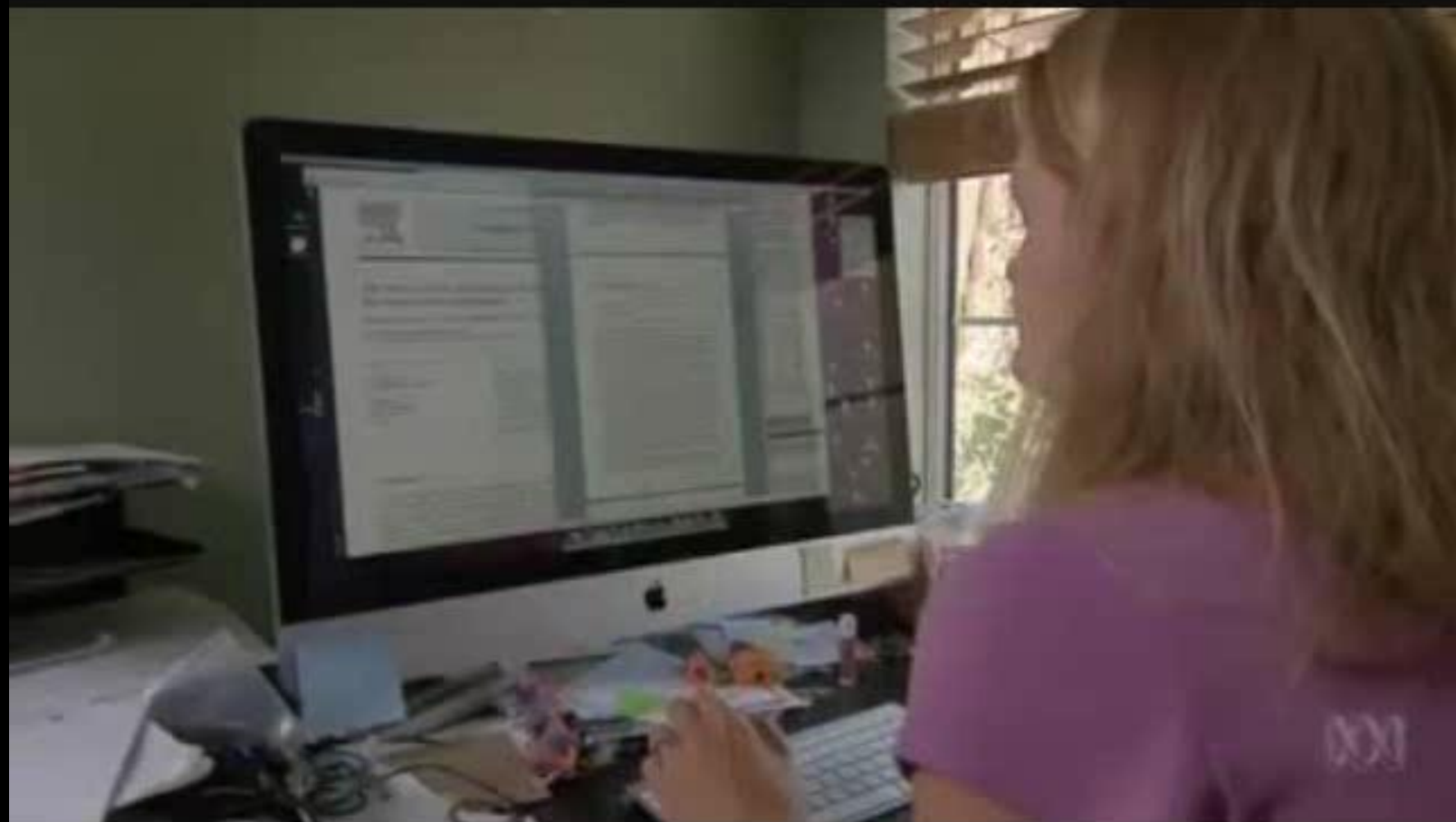
Will we be open enough and smart enough to re-define our mission and leadership to continue to have the trust of the public?

A photograph showing the silhouettes of several people against a bright, hazy sunset sky. The people are in the foreground, and their forms are dark against the glowing background. The text 'WHAT'S THE PROBLEM?' is overlaid in the center of the image.

WHAT'S THE PROBLEM?

Fire Service Questions That Need To Be Asked

How will leaders deal with a multi-generational
gap that is bigger than ever?



Fire Service Questions That Need To Be Asked

How will the US economy impact the
future of the fire service?

Fire Service Questions That Need To Be Asked

- How will leaders role model the concept of ‘Extreme Ownership’

Fire Service Questions That Need To Be Asked

How will we deal with a culture of risk taking
and understanding the strength of a fire
service culture?

OUR EVOLUTIONARY PROCESS...

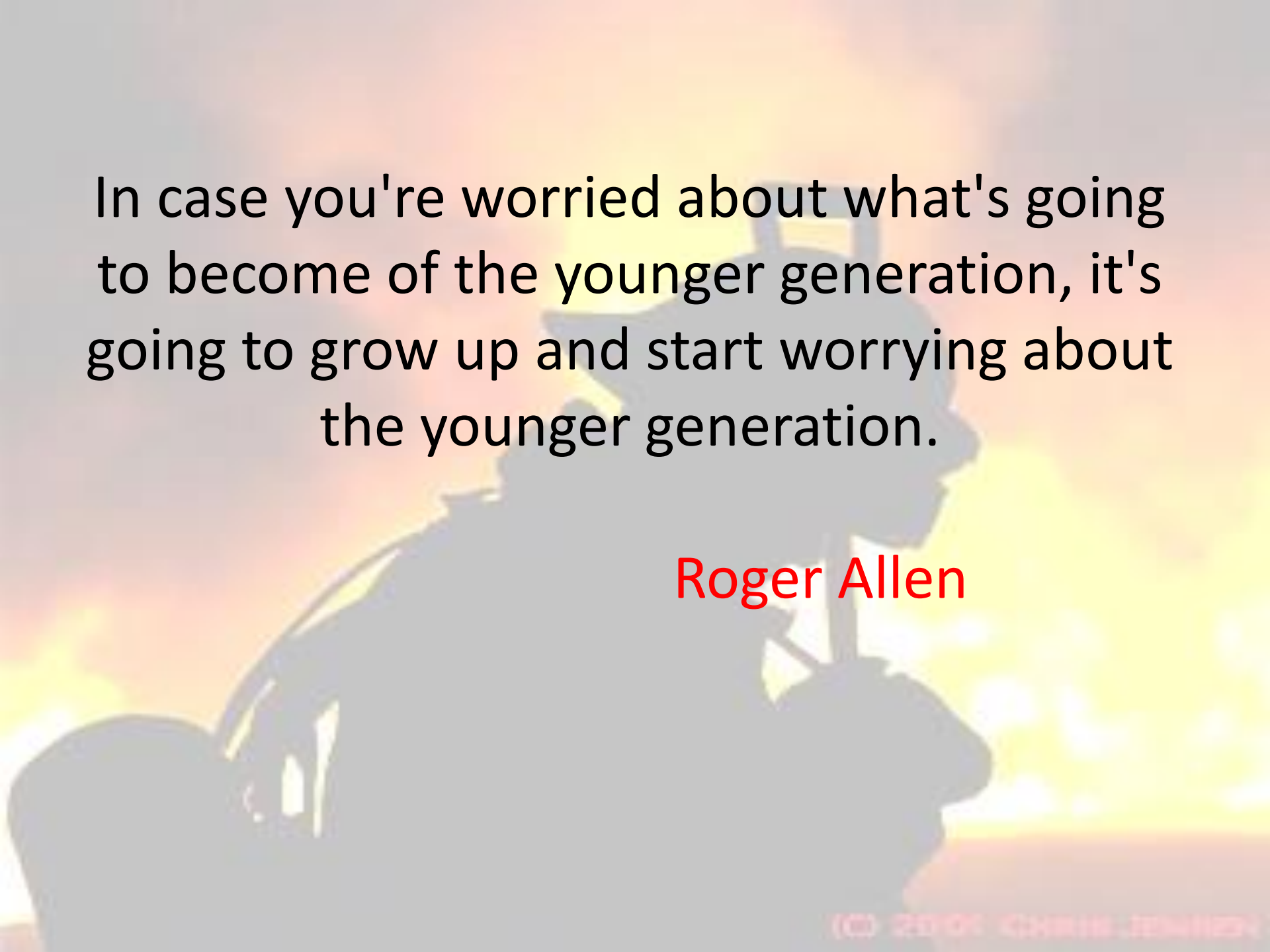
LET'S GO BACK A FEW YEARS

**CONNECTING FIRE SERVICE
LEADERS**

WITH THE

GENERATION GAP



The background of the slide features a soft, warm sunset or sunrise sky in shades of orange, yellow, and pink. In the foreground, there are dark silhouettes of a man and a woman. The man is on the left, looking towards the right. The woman is on the right, looking towards the left. They appear to be in conversation.

In case you're worried about what's going to become of the younger generation, it's going to grow up and start worrying about the younger generation.

Roger Allen

The background of the slide features a warm, golden sunset sky. In the foreground, the dark silhouettes of three people are shown in profile, facing right. They appear to be in a conversation, with one person's hand near their face as if listening or speaking. The overall mood is contemplative and collaborative.

Understanding the Multi-Generational Workplace

FACTS & STATS – U.S WORKFORCE

- For the first time in US history we have 4 generations working side by side. This has never happened before
- Over the next 10 years there will be over 22 million jobs available but only 17 million workers will enter the workforce
- In the next 5 years – for every 2 executives that retire there will only be one that is eligible.
- By 2025, 1 in 5 workers will be over age 55. The slowing of the workforce translates to an estimated shortfall of 20 million workers over the next 20 years

GENERATIONAL DIFFERENCES IN THE FIRE SERVICE

- Who they are
- Why they are different and how this impacts you
- Coaching & retention issues

The background of the slide features a warm, golden sunset or sunrise sky. In the foreground, there are dark silhouettes of firefighters. One firefighter is prominently shown in profile, wearing a helmet and holding a tool, possibly a pike pole. Another firefighter is visible behind them, also in silhouette. The overall mood is one of dedication and teamwork.

**LET'S TAKE A LOOK AT THE
GENERATIONS WORKING SIDE BY SIDE
IN THE FIRE SERVICE**

GENERATIONAL DEFINITIONS

THE SILENT OR TRADITIONALIST GENERATION

- Born before 1945
- Heavily influenced by the Military
- **35 million strong**
- Most affluent

GENERATIONAL DEFINITIONS

Baby Boomers

- Born 1945 – 1964 +/- 5 years
- **80 million strong**
- The people that are exiting the workforce right now. 10,000 a day for the next 15 years
- Very experienced
- Very competitive

GENERATIONAL DEFINITIONS

Generation X

- Born 1965 – 1980 +/-
- **Only 45 million strong**
- A generation whose attitude is “Prove it to Me”
- “Latchkey” generation
- A generation that has been jaded since it’s youth
- Mistrust with the institutions. Loyal to their work and co-workers, not the company!

GENERATIONAL DEFINITIONS

Millennial Generation

- Born after 1980
- The “New Workforce”
- **85 million strong.** A big part of the fire service in the very near future
- Attitude – raised in the most “child-centric time in history. Showered with attention and praise.
- Generation – “It’s not my fault”

KEY WORDS & PHRASES

- Boomers My Work Ethic = My Worth Ethic
Optimistic
- Gen X Prove It To Me
Skepticism
- Millennials I Can Be Anything I Desire
Narcissistic

The background of the slide features a soft, warm sunset or sunrise sky with a gradient from light yellow to pale blue. In the foreground, the dark silhouettes of a man and a woman are visible. The man is on the left, wearing a suit and tie, and the woman is on the right, also in professional attire. They appear to be in conversation or looking towards each other.

CAM MARSTON GENERATIONAL INSIGHTS





LET'S FOCUS ON THE MILLENNIAL'S

- They are the new workforce
- We have to find some common ground in the fire service between what our mission is and how the millennials see it
- It will be a struggle to fight the societal issues that have made their way into the fire service

UNDERSTANDING THE ROOTS OF NARCISSISM

The Narcissism Epidemic by
Jean M. Twenge and W. Keith Campbell

ROOT CAUSES OF THE EPIDEMIC

- Parenting: Raising royalty
- Superspreaders! The celebrity and media transmission of narcissism
- Look at me on Facebook:
- I deserve the best at 18% APR: Easy credit and the repeal of the reality principle



A silhouette of a person climbing a tree against a sunset background. The person is on the left, reaching up towards the branches of a tree on the right. The sky is filled with warm, glowing colors of orange and yellow, suggesting a sunset or sunrise. The overall mood is one of perseverance and overcoming challenges.


LEADERS DON'T TAKE THE
OBSTACLES AWAY

IT IS GOOD TO FALL AND FAIL



HOW DO YOU TREAT THE NARCISSISM EPIDEMIC

- Compassion
- Passion
- Responsibility

A man with dark hair, wearing a grey suit jacket over a light pink shirt, is shown from the chest up. He is looking slightly to his left and appears to be speaking. The background is a blurred studio setting with wood paneling and a screen displaying a landscape image.

A The Roots of Narcissism

"IT'S ALIVE!"

tvo

Generational Common Denominators

- Employees of all generations have one thing in common. They need one good reason they should put their full faith in any one company.
- Trust is common, no matter the age.
- Most Importantly – Fire Service leaders have to clearly and I mean **clearly articulate the expectations to the people in the organizations**

THE TRUTH ABOUT TRUST

The background of the slide features a soft, warm sunset or sunrise sky in shades of orange, yellow, and pink. In the foreground, there are dark silhouettes of a man and a woman. The man is on the left, wearing a suit and tie, and the woman is on the right, wearing a hat and a jacket. They appear to be in a conversation, with the woman's hand near her face.

Based on the foundation of two big things

- Compassion
- Competence

TRUSTWORTHINESS LEADS TO TRUST

- Basis for personal and interpersonal leadership
- Foundation of all true effectiveness
- We have to return to Character Ethic in the fire service

Inspiring the Trust of the Organization

- A – You Get It!
- B – Your willing to talk about it
- C – You have a plan to deal with it

**KEEP COMMUNICATING
NO MATTER WHAT!**

TODAY'S WORKFORCE

- Workplace is becoming increasingly hostile
- Rudeness is up, morale is down and stress is at an all time high
- Since 2007 the US Economy has lost over 7million jobs. People are working longer and harder
- Are we having an ethical meltdown?

UNCIVIL WORKPLACE

According to a recent study from Indiana Wesleyan University and Florida International University

- 86% of employees experienced rude behavior
- 90% of employees admitted to instigating rude behavior

WORKPLACE INCIVILITY WHO'S TO BLAME?

- 65% Leadership
- 34% Younger Employees
- 6% Older Employees

Source – Civility in America 2011

The background of the slide features a dramatic scene of a fire. In the foreground, the silhouettes of two firefighters are visible, one in the center and another to the left. They are wearing full protective gear, including helmets and jackets. The fire behind them is bright and intense, with a mix of yellow and orange flames. The overall atmosphere is one of bravery and service.

ETHICS AND MORALITY IN THE FIRE SERVICE

WHY IS IT IMPORTANT?



WE ARE THE AMERICAN HERO

We have a moral and ethical responsibility to live up to that perception that the public has about us



What images occur when people think of a
Firefighter



Duralast



Trashcan King

Duralast



Duralast

CHARACTER ETHIC PERSONALITY ETHIC

The late Steven Covey
(7 Habits of Highly Effective People) and the
understanding about character ethic and the
personality ethic

Understanding this concept is so critical for success
and happiness in your fire service career

CHARACTER ETHIC PERSONALITY ETHIC

- Study of the success idea in America and how it evolved
- 200 years worth of literature showed that we moved away from a character ethic to a personality ethic
- Shifting the focus away from developing character to techniques to develop the personality

CHARACTER ETHIC

- Integrity
- Fidelity
- Courage
- Compassion
- Contribution
- Responsibility
- Justice

INSIDE-OUT APPROACH

The background of the slide features a soft, warm sunset or sunrise sky in shades of orange, yellow, and pink. In the foreground, there are dark silhouettes of two people. One person is standing and facing right, while the other is seated or leaning forward, facing left. They appear to be in a conversation. The overall mood is contemplative and focused on personal growth.

- Give our first energies to our own character development
- Before we focus on techniques or how to be more effective with people

BOTTOM LINE

- An organization's culture is a direct reflection of the leadership
- Leaders have to role-model the correct behavior
- Leaders have to articulate what is accepted and not accepted
- Leaders have to be create input through all levels of the organization

(Not a Fire Service Norm)

A FINAL FEW QUESTIONS TO THINK ABOUT

Is it possible that we simply quit sharing the valuable traditions of the fire service with the younger generations?

- The value of truly being there for the public. Unselfish dedication to the public
- The value of sharing what we have learned over the years and the value of listening and respecting the experience

THE LEADERS NEED TO LEAD. WE HAVE TO SHOW THEM WHERE & HOW THEY FIT INTO THE MISSION OF THE ORGANIZATION

- What is the mission of the fire service?
- What is the mission of your department?
- What is the most important thing that we do as an organization?

4 THINGS TO STRIVE FOR

- Be Firm
- Be Fair
- Be Consistent
- Provide Clearly Delineated Expectations

DEVELOPING LEADERS FOR THE FIREGROUND

- There is no substitute for hard work, dedication and experience. Does the typical promotional system reflect that?
- Is it time to re-examine how we train our firefighters to become Company Officers & Company Officers becoming Chief Officers?
- There is a direct connection to the way we are at the firehouse and the way we will be on the fireground –“Extreme Ownership”

A close-up, slightly desaturated image of Keanu Reeves as Neo from the movie The Matrix. He is wearing his signature black sunglasses and a dark, textured jacket. The background is a blurred city street with rain falling, creating a moody and iconic aesthetic. The text is overlaid on the image in a white, italicized font.

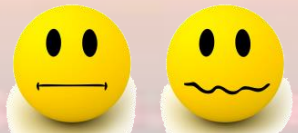
Conventional Wisdom

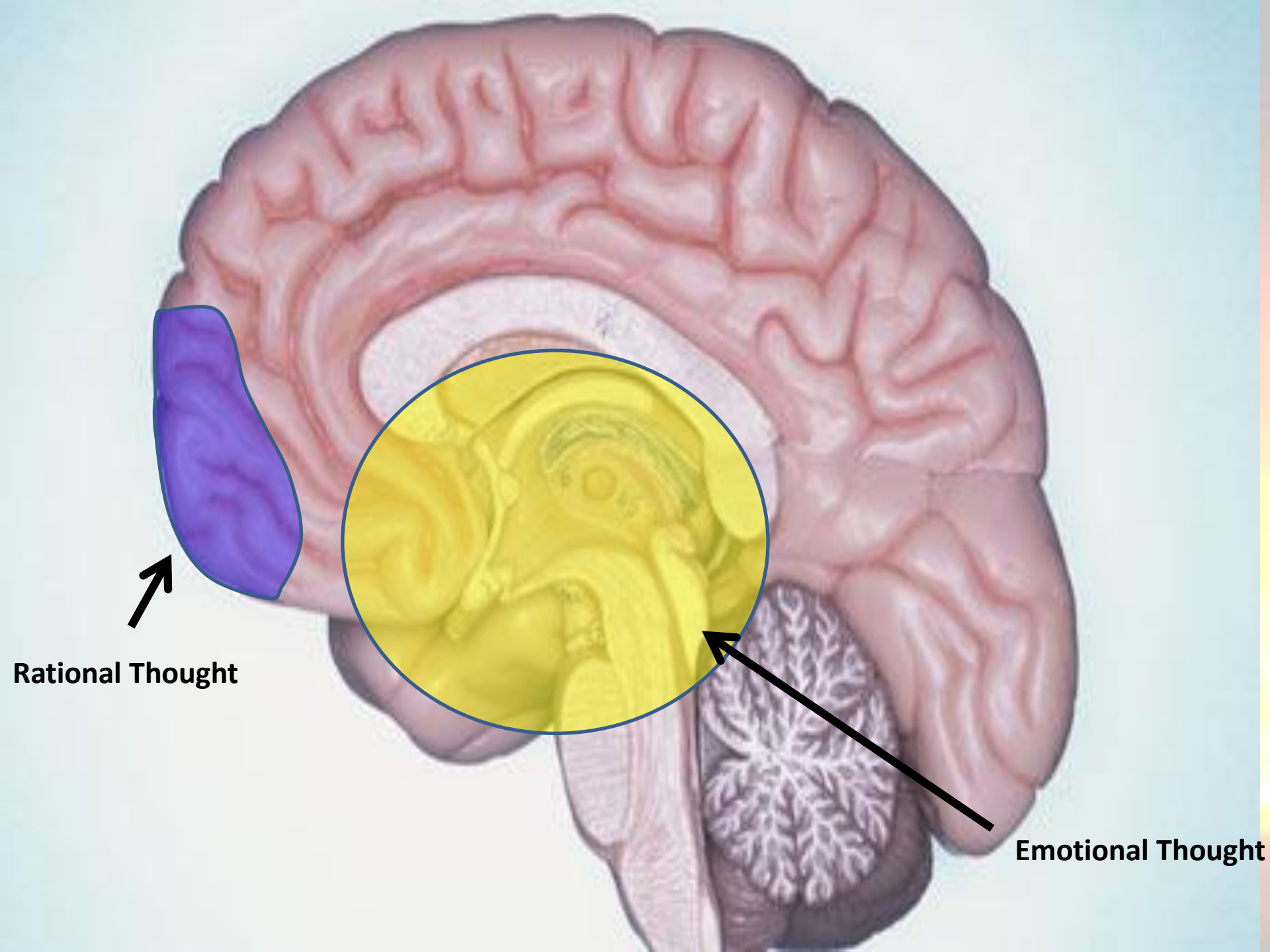
*Don't let your emotions get
in the way!*

Decision Making Under Pressure

Don't get emotional vs

- Understand the origin of emotion.
- Capitalize on what emotions do for us in the emergency decision making process.
- Recognize emotional states (in yourself and others) and work within them, don't try ignore them.





Rational Thought

Emotional Thought

Maintaining Composure

- PRACTICE “Thinking about thinking”
 - Understand the source of anxiety in the context of the event.

MYTH: “Good high-stress decision makers have less fear, know more about the emergency, and don’t get excited easy”.

What we really need in emergencies:
Resiliency, not perfection

Maintaining Composure

- PRACTICE “Deliberate Calm”
 - A process of engaging in a deliberate and focused awareness of your surroundings learned through conscious effort and regular practice.

Maintaining Composure

The background of the slide features a warm, golden sunset or sunrise sky. In the foreground, there are dark silhouettes of several people sitting around a table, engaged in a meeting or discussion. The silhouettes are positioned in the lower half of the frame, with their heads and shoulders visible against the bright light of the sun.

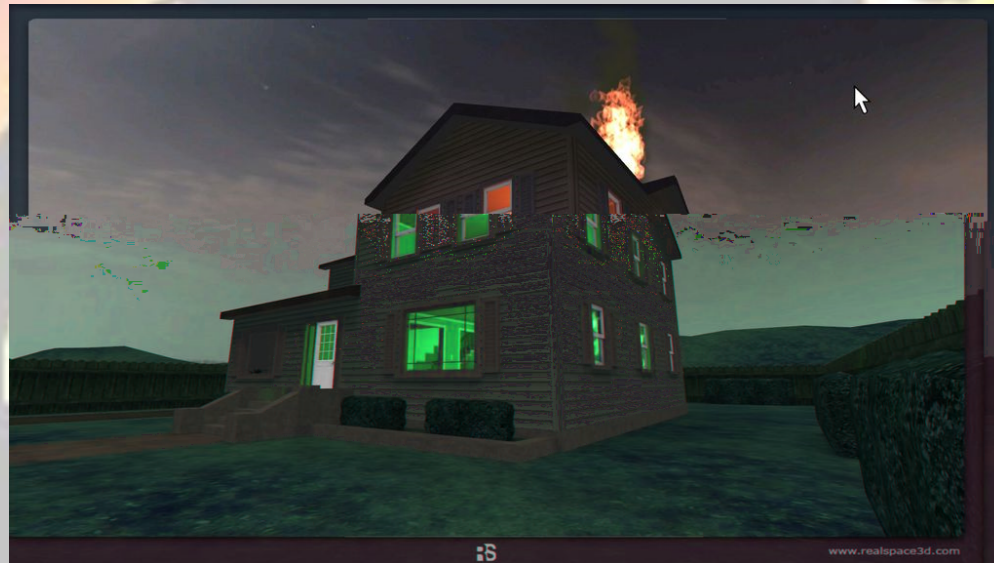
- PRACTICE Dealing With:
 - Unconventional challenges
 - Unpredictable outcomes and,
 - Developing flexible, innovative solutions

Acronyms, Mnemonics, and Rules

- SLICERS
 - Size-up, Locate, Identify, Cool, Extinguish, Rescue, Salvage
- REVAS
 - Rescue, Evacuation, Ventilation, Attack, Salvage.
- RECEO-VS
 - Rescue, Exposures, Extinguish, Overhaul, Ventilation, Salvage
- SCREEO
 - Size Up, Call for help, Rescue, Exposures, Extinguishment, Overhaul.
- SLEEVs
 - Situation, Life safety, Exposures, Extinguish, Ventilate, Salvage.
- COAL WAS WEALTH
 - Construction, Occupancy, Area, Life Hazards; Weather, Apparatus/Manpower, Special Conditions; Water Supply, Exposures, Age/Access, Location, Time, Height.
- FIRE SCALDS
 - Fire Weather, Instructions, Right Things First, Escape Plan, Scouting, Communication, Alertness, Lookout, Discipline, Supervision
- WALLACE WAS HOT
 - Water, Area, Life hazard, Location-extent, Apparatus-personnel, Construction-collapse, Exposures, Weather, Auxiliary appliances, Special matters, Height, Occupancy, and Time.
- BEERS
 - Basement, Exposure, Electrical/gas, Rescue, Seat of fire
- CHAOS
 - Chief Has Arrived On Scene
- TEQUILA

Fighting Fire by the Numbers

- Standard Firefighting Orders = 10
 - Watch-outs = 18
 - LCES = 4
 - Common Denominators of
Wildland fatalities = 4
 - Guidelines for indirect line Const. = 9
- TOTAL:* 45



SOME FINAL THOUGHTS ABOUT LEADERSHIP

I TRULY BELIEVE THAT WE NEED
DYNAMIC LEADERSHIP NOW MORE
THAN EVER



The image features a silhouette of a car in the foreground, with a person's head and shoulders visible in profile, looking into a rearview mirror. The background is a bright, hazy sunset or sunrise sky with warm orange and yellow tones. The text "Front Window or the Rear View Mirror?" is centered over the image.

Front Window or the Rear View Mirror?



The background of the slide features a warm, golden sunset or sunrise sky. In the foreground, there are dark silhouettes of three people sitting around a table, engaged in a meeting. One person is in the foreground, looking towards the right. Two other people are behind them, also looking in the same direction. The overall mood is professional and collaborative.

COLIN POWELL'S

13 RULES OF LEADERSHIP....

SOMETHING TO REALLY EMBRACE

Rule #1