“DYNAMIC LEADERSHIP
FROM THE FIREHOUSE TO THE FIREGROUND”

Connecting Fire Service Leaders
with the future fire service

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City of San Bernardino Fire Department
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 COURGAE 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?
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”
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
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
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
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
CAM MARSTON
GENERATIONAL INSIGHTS
LET’S FOCUS ON THE MILLENIAL’S

• The are the new workforce

• We have to find some common ground in the fire service between what our mission is and how the millennial’s 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
LEADERS DON’T TAKE THE OBSTACLES AWAY

IT IS GOOD TO FALL AND FAIL
HOW DO YOU TREAT THE NARCISSISM EPIDEMIC

- Compassion
- Passion
- Responsibility
The Roots of Narcissism

"IT'S ALIVE!"
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

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 7 million jobs. People are working longer and harder

• Are we having and ethical meltdown?
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
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
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

• 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”
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.
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

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

- Size Up
- Call for Help (Upgrade Alarm)
- Save Lives (Search/Rescue)
- Cover and Contain
  - Fire Attack
  - Exposures
- Ventilation
  - Horizontal
  - Vertical
- Rapid Intervention Team
  - IRIT
  - RIT
- Extinguish
  - Water Supply
  - Back Up Line
- Overhaul
- Salvage

**Engagement Evaluation**

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**Incident Strategy**

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**Fire Flow**

- ____ GPM
- L x W / 3 (per floor)

**Add. Considerations**

- O Adequate EMS
- O REHAB Established
- O Utilities
- O Police
- O Investigators

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**Structural Stability Check**

10 min. ___ 15 ___ 20 ___ 25 ___ 30 ___
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
- **SCREEEO**
  - 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**
- **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
Front Window or the Rear View Mirror?
COLIN POWELL’S

13 RULES OF LEADERSHIP....

SOMETHING TO REALLY EMBRACE
Rule #1