

Slide 1



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Slide 2



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Slide 3



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Slide 4

**Leadership**

- The Sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and control a group of people successfully
- The qualities of character that everyone possesses in some capacity
- Good Leaders have developed these qualities as strengths

**"Lead, Follow or get the hell out of the way!"**

**Trust, Respect, Rapport**

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Slide 5

**14 Leadership Traits**

- Justice
- Judgment
- Dependability
- Integrity
- Decisiveness
- Tact
- Initiative
- Enthusiasiam
- Bearing
- Unselfishness
- Courage
- Knowledge
- Loyalty
- Endurance

**JJ DID TIE BUCKLE**

**Trust, Respect, Rapport**

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Slide 6

**14 Leadership Traits**

- Giving reward and punishment according to the case in question. The ability to administer a system of rewards and punishments impartially.
- The ability to weigh facts and possible solutions on which to base sound decisions.

**Justice Judgment**

**Trust, Respect, Rapport**

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Slide 7

**14 Leadership Traits**

- The certainty of proper performance of duty.
- The ability to make decisions promptly and announce them in a clear, forceful manner.

**Dependability      Decisiveness**

**Trust, Respect, Rapport**

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Slide 8

**14 Leadership Traits**

- The ability to deal with others with respect.
- Taking action in the absence of orders.

**Tact      Initiative**

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Slide 9

**14 Leadership Traits**

- The display of sincere interest and exuberance in the performance of duty.
- The creation of a favorable impression in carriage, appearance, and personal conduct at all times.

**Enthusiasm      Bearing**

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Slide 10

**14 Leadership Traits**

- Avoidance of providing for one's own comfort and personal advancement at the expense of others.
- The mental quality that recognizes fear, danger or criticism, but enables a man to proceed in the face of it with calmness and firmness.

**Unselfishness      Courage**

**Trust, Respect, Rapport**

*Making Captains into Officers*

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Slide 11

**14 Leadership Traits**

- The understanding of a science or art. The range of one's information.

**Knowledge**

**Trust, Respect, Rapport**

*Making Captains into Officers*

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Slide 12

**14 Leadership Traits**

- The quality of faithfulness to country, Community and to your seniors and subordinates.
- The mental and physical stamina measured by one's ability to withstand pain, fatigue, stress and hardship.

**Loyalty      Endurance**

**Trust, Respect, Rapport**

*Making Captains into Officers*

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Slide 13

 **11 Leadership Principles**

**Making Captains into Officers**

- Know yourself and seek self improvement.
- Be technically and tactically proficient.
- Seek responsibility and take responsibility for your actions
- Make sound and timely decisions.
- Set the example.
- Know your men and look out for their welfare.
- Keep your men informed.

"You're making the wrong assumption that a Marine by himself is outnumbered." - Gen Peter Pace

**Trust, Respect, Rapport**

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Slide 14

 **11 Leadership Principles**

**Making Captains into Officers**

- Develop a sense of responsibility in your subordinates.
- Ensure that the task is understood, supervised and accomplished.
- Train your men as a team.
- Employ your unit in accordance with its capabilities.

"We're not accustomed to occupying defensive positions. It's destructive to morale. Lt. Gen H. M. Smith

**Trust, Respect, Rapport**

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Slide 15

 **It all adds up to performance:**

**Making Captains into Officers**

Motivation  
Trust  
Training  
Communication  
Evaluation  
Improvement  
PERFORMANCE!!!

**Trust, Respect, Rapport**

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Slide 16

**What most Firefighters want...**

- Tell me what you want me to do
- Train me how to do it
- Give me the tools
- Get out of my way (tough part)
- Tell me how I did...(rarely happens)

**Trust, Respect, Rapport**

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Slide 17

**What else do today's FF's want???**

- To fight fire (duh)
- To learn
- To feel important
- To feel empowered
- To be valued
- To be supported (part of valued)
- To be in charge
- Be honest with me
- Be fair
- Be consistent
- Keep me informed
- To Be Respected!

**Trust, Respect, Rapport**

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Slide 18

**Real World Motivation**

**How do we get them to fall on the sword without pushing???**

**Trust, Respect, Rapport**

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Slide 19

**Leadership**  
**Personal Characteristics**

- Integrity must be the bedrock.
- Trust yourself and your men.
- Respect for the craft of fire.
- Lead from the front, set the tone.
- Commitment to the mission and men
- Being there when all other turn tail and run for the hills.

**Trust, Respect, Rapport**

*Vertical text on the left: Making Captains into Officers*

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Slide 20

**Leadership**  
**Duty & Purpose**

- Mission or Me?
- Willingness for the team and others first.
- Honor is more than a motto, it's a way of life.
- Servant leadership starts at home.

❖ A leader who shows confidence, enthusiasm and encouragement is a force multiplier and can make the difference.

**Trust, Respect, Rapport**

*Vertical text on the left: Making Captains into Officers*

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Slide 21

**Leadership**

- ❖ A leader who consistently demonstrates selfless service gives credit for success to others and accepts responsibility for failure themselves.
- Own it.
- Care about it.
- Fix it.
- Make the call each and everytime.

**Trust, Respect, Rapport**

*Vertical text on the left: Making Captains into Officers*

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Slide 22

**The Be, Know and Do of Leadership**

Leaders inspire others toward a common vision and never lose sight of the goal.

- What are three tasks which you feel most Command Officers must accomplish in order to be successful?

**Trust, Respect, Rapport**

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Slide 23

**Leadership Ethos**

Leadership Ethos: Practical skills & wisdom.

- Strive to be the best you can be. (Your people deserve nothing less from you)
- Better to sweat in training, than to bleed in war. (Their families expect you to take care of their loved one. This is a daunting task, don't take it lightly)
- Develop and support your personnel. (Achievement of their goals is as important as achievement of yours)
- Reduce exposure of **Risk and Liability** to the Community, City, Organization and Stakeholders in and outside the service.

**Trust, Respect, Rapport**

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Slide 24

**Four Components to Developing Leadership Skills**

- Education
  1. Department sponsored
  2. Self-Directed Learning
  3. Mentorship
  4. Staff Ride
- Training
  1. Functional Training Plan
  2. Performance Based Training
  3. Reality Based
  4. Seat-Time
- Experience
  1. On-going
  2. Failures are learning opportunities
  3. Learn from others mistakes
  4. Acknowledge success and failures
- Knowledge (Put it all together and share)

**Trust, Respect, Rapport**

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Slide 25

**Leadership**  
Success rest solely in the hands of Leaders!

- > Personnel will NOT rise to the occasion, they will rise to the mastery of their last training.
- > Realistic Training is the difference.
- > A plan is NO good until its been shot at!
- > Rigorous training modalities develop initiative, self-confidence and better decision makers. Videos and gameboy are for the weak.
- > "Zero-Defects" mentality is over-control.
- > Fundamentals over fluff and flavor-o-day

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Slide 26

**Leadership**  
Discipline is essential to esprit de corps

- > A discipline team does things right as a standard and habit.
- > Habit is ingrained in hard training exercises.
- > Success or failure, lives or dies as a result of the toughness encountered in training and the competence of the leader.
- > The team will accept the hardships and rigors of tough training if they understand the intent and the purpose.

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Slide 27

**Leadership**  
Motivation is an inside job

- > Motivation comes from a desire to accomplish something important.
- > Every firefighter MUST be prepared for battle, for his community, the unit and himself, otherwise he is nothing more than an awaiting casualty.

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Slide 28



**Leadership**

- Your personnel enter into the fire service with their own values, developed in childhood and nurtured through experience. Understand their values to achieve common values as a unit.
- Initially, firefighters learn organizational values through fear. Not living up to the organizational values, bosses and peers will discipline them through formal and informal means. This is not to be overlooked or forgotten.
- As personnel adapt and become part of the Fire Family, they live up to the stated values because of a desire and want.

**Trust, Respect, Rapport**

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Slide 29



**Leadership**

- Leaders must live the standard everyday.
- Know the standard and its application.
- Enforce the standard fairly.
- Be the standard constantly.
- ❖ Standards are formal details from which we establish a baseline.
- ❖ Be specific in stating the intent and expectations of the standard.
- ❖ Communicate constantly and enforce regularly.

**Trust, Respect, Rapport**

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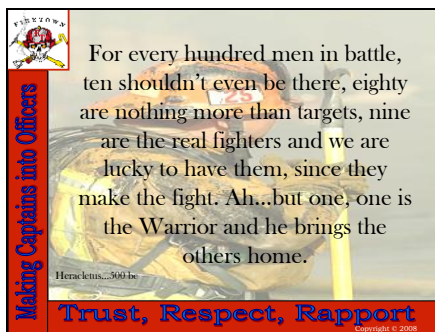
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Slide 30



**Leadership**

For every hundred men in battle, ten shouldn't even be there, eighty are nothing more than targets, nine are the real fighters and we are lucky to have them, since they make the fight. Ah...but one, one is the Warrior and he brings the others home.

Heraclitus...900bc

**Trust, Respect, Rapport**

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Slide 31



A slide titled "Leadership Values" with a background image of a firefighter. The slide includes a list of values and a footer with the text "Trust, Respect, Rapport".

**Leadership Values**

- > Love
- > Development
- > Respect
- > Servant
- > Home
- > Integrity
- > Purpose

**Trust, Respect, Rapport**

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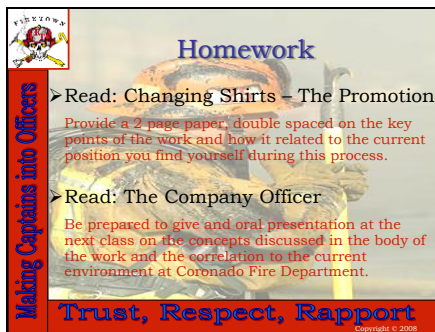
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Slide 32



A slide titled "Homework" with a background image of a firefighter. The slide includes two reading assignments with instructions and a footer with the text "Trust, Respect, Rapport".

**Homework**

- > Read: Changing Shirts – The Promotion  
Provide a 2 page paper, double spaced on the key points of the work and how it related to the current position you find yourself during this process.
- > Read: The Company Officer  
Be prepared to give and oral presentation at the next class on the concepts discussed in the body of the work and the correlation to the current environment at Coronado Fire Department.

**Trust, Respect, Rapport**

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