

# Making Decisions in the Green Zone

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Redmond Fire Department

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What is your size up and initial assignments?



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## Redmond Fire Department Decision-Making Template

1. Is this decision in the best interest of the **MISSION** we were hired to carry out?
2. Is this decision in the best interest of the **ORGANIZATION** as a whole (especially as related to *employee safety, organizational development and fiscal responsibility*)?
3. Can the organization benefit from this decision through increased **EMPLOYEE** satisfaction and dedication?
  - Is this decision in the best interest of the (individual and/or specific) shift - station - crew - firefighter?

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# Culture and Environment

*Is this a pivotal moment in your organization's history?*

*All that ails our organizations can be remedied, it starts with us.*

*We are the fix that we are waiting for!*

*It takes courage!*

*Is it time for a reset?*

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# WORDS

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Secrecy	Pettiness	Intolerance	Arrogance	Close mindedness
Retribution	Unsafe	Insolent	Disrespectful	Snapshots
Entitlement	Passive/aggressive	Rumor mongering	Unorganized	Self-centered
Disrespectful	Negative attitude	There is no "I" in team	"Me first" attitudes	Entitlement
<b>Disrespect</b>	Laziness	Incompetent	Selfishness	No communication
Jumping chain of command	Hypocrisy	Bullying	Intimidation	<b>Disrespect</b>
Blocking or censorship of info	<b>Gossip</b>	Self-serving	Self-promoting	Disregard for rules
Complacency	Obstructionist	Undermining	Sowing dissention	Selfishness
<b>Favoritism</b>	Holding grudges	Apathy	Indifference	Lying
Inaction	<b>Favoritism</b>	Unequal treatment	Bullying	<b>Inconsistency</b>
<b>Favoritism</b>	Disengagement	<b>Favoritism</b>	Overwhelmed	Unclearness
Fear of retribution	Self-serving	Pettiness	Insolence	<b>Disrespect</b>
Inflexibility	Self-serving	Greedy/entitled	Personal agendas	Dishonesty
Two-faced	Arrogance	Personal agendas	Cronyism	Passive/aggressive
Sexist	Deception	Hypocrisy	Gaming	Manipulation
Dominance	Lying	<b>Disrespect</b>	<b>Manipulative</b>	Insolence
Arrogance	Malingering	Cronyism	Providing partial truths	Withholding info
Blaming	Deflecting	Entitlement	Unethical	Autocratic decision making
Vindictive	Stirring	Inciting	Rumor-mongers	Destructive
Hidden agendas	<b>Favoritism</b>	Actively disengaged	Enabling bad behavior	Arrogance
<b>Aggressiveness</b>	Talk down to others	Lack of respect	Entitlement	Egos
Sarfishness	<b>Inconsistency</b>	Lack of communication	<b>Disrespect</b>	Not using chain of command
Improper use of rank structure		Not equal but fair		Failure to communicate
Hiring of people who are not fit to begin with		Failure to follow chain of command		The "I'm better than you" attitude

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# Working Together

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|----------------------------------------------------------|-----------------------------------------------------------------------|
| Revolving door                                           | Elimination of MSA                                                    |
| Leadership style (fuzzy / inconsistent)                  | Engine 17 staffing                                                    |
| No modified duty for off duty injury                     | Squishy testing                                                       |
| Relationships over performance                           | Reduction in recognized staffing models                               |
| Lack of support / funding and prioritization of training | KCFD34 operations – staffing                                          |
| Outsourcing of core functions                            | Devaluation of department chaplain                                    |
| Lowering standards / promotional requirements            | Duty chief position                                                   |
| Administrative leave                                     | Lack of presence at regional EMS level                                |
| Lack of trust                                            | Lack of respect for people                                            |
| Unclear expectations                                     | MSO in Training                                                       |
| Elimination of DC of Support Services                    | Lack of understanding of principles of a professional fire department |
| Inability / unwillingness to walk the talk               | Lack of respect at City Hall for FD based on stories told             |
| Battalion support                                        | Tendency to polarize factions                                         |
| Elimination of Fire Marshal                              |                                                                       |

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## Grounding

Culture

Internal and External Customer Service

Business Friendly

Fiscal Sustainability and Responsibility

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### City of Redmond Vision

- Live
- Work
- Play
- Invest

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### Why are we here?

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### What we won't discuss today

- The past that is irrelevant
- Blame
- Are there other things that should be off limits today?

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## What we will discuss

- Successes and failures
- Team vs. Group
- Are we a team or a group?
- Who's pushing the cart?
- Leadership style
- What are we trying to achieve?
- How do we get there?
- What's stressing you?

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## Successes and Failures

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Are we  
a **team**  
or  
a **group**?

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## Team vs. Group



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## Who's on YOUR Team?



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## Are they ready?

- **Performance Readiness Level R1**  
*Unable and insecure* - Follower is unable and lacks confidence
- **Performance Readiness Level R2**  
*Unable but willing* - Follower lacks ability but is motivated and making an effort
- **Performance Readiness Level R3**  
*Able but insecure* - Follower has the ability to perform the task but is insecure or apprehensive about doing it alone
- **Performance Readiness Level R4**  
*Able and willing* - Follower has the ability to perform and is committed

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## What is your leadership style?

*Is leadership one dimensional?*

- **Style 1 (S1) Telling**  
Above-average amounts of task behavior and below-average amounts of relationship behavior
- **Style 2 (S2) Selling**  
Above-average amounts of both task and relationship behavior
- **Style 3 (S3) Participating**  
Above-average amounts of relationship behavior and below-average amounts of task behavior
- **Style 4 (S4) Delegating**  
Below-average amounts of both relationship behavior and task behavior

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“Leadership is the art of accomplishing more than the science of management says is possible.”

*—Colin Powell*

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What are we trying to achieve?

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How do we get there?

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We must become good at resolving conflict



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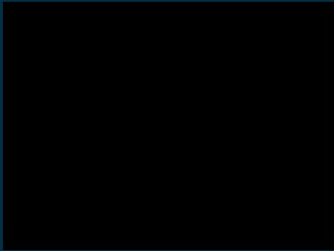
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How heavy is this glass of water?



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