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Company Cohesion
Patton on Cohesion.....

- Discipline: A disciplined company will fight through adversity, fear and overwhelming odds.
- Team is #1: When the team becomes #2, achievement of mission goals will typically fail.
- No Individuals: Individuals and Team cannot coexists.
- Pride: Pride is the foundation and first element in motivation.

Trust, Respect, Rapport

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Company Cohesion
Four Principles to Effective Cohesion

Leaders creates cohesion by creating belief!!

- Unit: Leaders must create a vision for the unit. Vision is a goal with a plan to back it up.
- Mission First: The Mantra of all we do.
- Each Other: When we believe in each other, we refuse to let each other down.
- Creating belief inside each individual: Is the responsibility of the Leader. Don't delegate this responsibility.

Trust, Respect, Rapport

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Company Cohesion
Four Indicators of Cohesion

- > Proficiency
(Doing this commonly well under uncommon circumstances)
- > Discipline
(Give a Shirt is broken)
- > Esprit de Corps
(Vision)
- > Moral
(Break down barriers/Blank Canvas)

Trust, Respect, Rapport

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Company Cohesion
Leadership Model
Command Officers must be "Officers".

- > Establish a common set of Core Values.
- > Common Values provide a model of what's right.
- > Invest early in probationary firefighters.
- > Acknowledge that mistakes are part of the learning process.
- > Partner with other programs and organizations.

Trust, Respect, Rapport

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Company Cohesion
Mentorship Model

"It is incumbent upon the Marine officer to be constantly teaching his men, his junior officers and himself."
-General Leonard F. Chapman, Jr.,
24th Commandant of the Marine Corps

Trust, Respect, Rapport

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Company Cohesion
Attributes of Cohesion

- Force of Personality
- Social Energy / Familiarity
- Coaching / Mentoring
- Virtue of Shame: "Hadfield's Favorite"
- Modify Behavior / Habit

Trust, Respect, Rapport

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Company Cohesion
Coaching Model

- Every leader: A coach.
- Every error: A free lesson.
- Every mission: A learning opportunity.
- Leaders need to train their successors.

Trust, Respect, Rapport

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Company Cohesion
Coaching Model

- Offer honest praise.
- Understand the consequences of mistakes and how they affect the unit.
- Don't always offer immediate feedback.
- Set performance standards and goals.
- Acceptance of half-ass performance is acceptance of failure.

Trust, Respect, Rapport

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Company Cohesion

Trust, Respect, Rapport

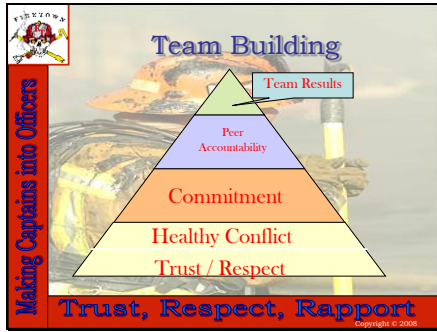
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Company Cohesion
Ethics

- Bear in mind, today's firefighters carry with them differing ethics than those that supervise them. We live in a world of "ENTITLEMENT", and the Fire Officer has become the "Parent" of today's firefighters.
- The key to success for the Fire Officer in today's ever changing work environment, is to utilize the organizations bona-fide, written, documented ethics statement as his/her guideline.

Trust, Respect, Rapport

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Team Building

What Key Element is the foundation of Team building and its affects on Company Cohesion?

- **Communication:** Communication builds trust and trust / respect build cohesion.
- 1. Establish clear lines of authority.
- 2. Demonstrate Unity of Command at all times.
- 3. Provide clear intent and directions.
- 4. Demonstrate support.

Trust, Respect, Rapport

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Company Cohesion

Trust, Respect, Rapport

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Create a Culture of Accountability

Your actions speak so loudly, your personnel can't hear what your saying.

Trust, Respect, Rapport
