

Quality Decisions in a Dynamic Environment

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What is your size up
and initial assignment?



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?

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?

WORDS

Working Together

Revolving door

Leadership style (fuzzy / inconsistent)

No modified duty for off duty injury

Relationships over performance

Lack of support / funding and prioritization of training

Outsourcing of core functions

Lowering standards / promotional requirements

Administrative leave

Lack of trust

Unclear expectations

Elimination of DC of Support Services

Inability / unwillingness to walk the talk

Battalion support

Elimination of Fire Marshal

Elimination of MSA

Engine 17 staffing

Squishy testing

Reduction in recognized staffing models

KCFD34 operations – staffing

Devaluation of department chaplain

Duty chief position

Lack of presence at regional EMS level

Lack of respect for people

MSO in Training

Lack of understanding of principles of a professional fire department

Lack of respect at City Hall for FD based on stories told

Tendency to polarize factions

Grounding

Culture

Internal and External Customer Service

Business Friendly

Fiscal Sustainability and Responsibility

City of Redmond Vision

- Live
- Work
- Play
- Invest

Why are we here?

What we won't discuss today

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

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?

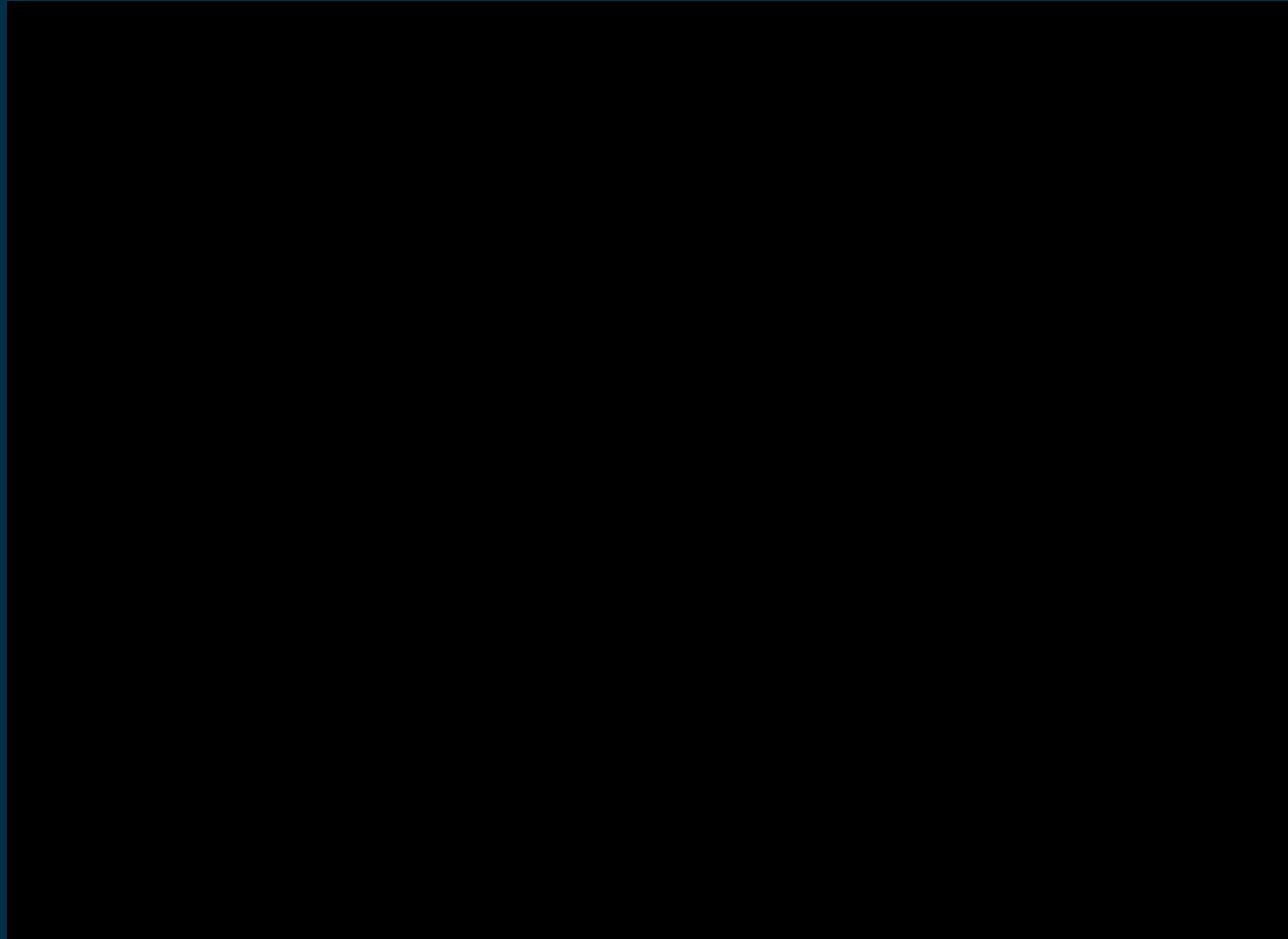
Successes and Failures

Are we
a team
or
a group?

Team vs. Group



Who's on YOUR Team?



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

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

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

--Colin Powell

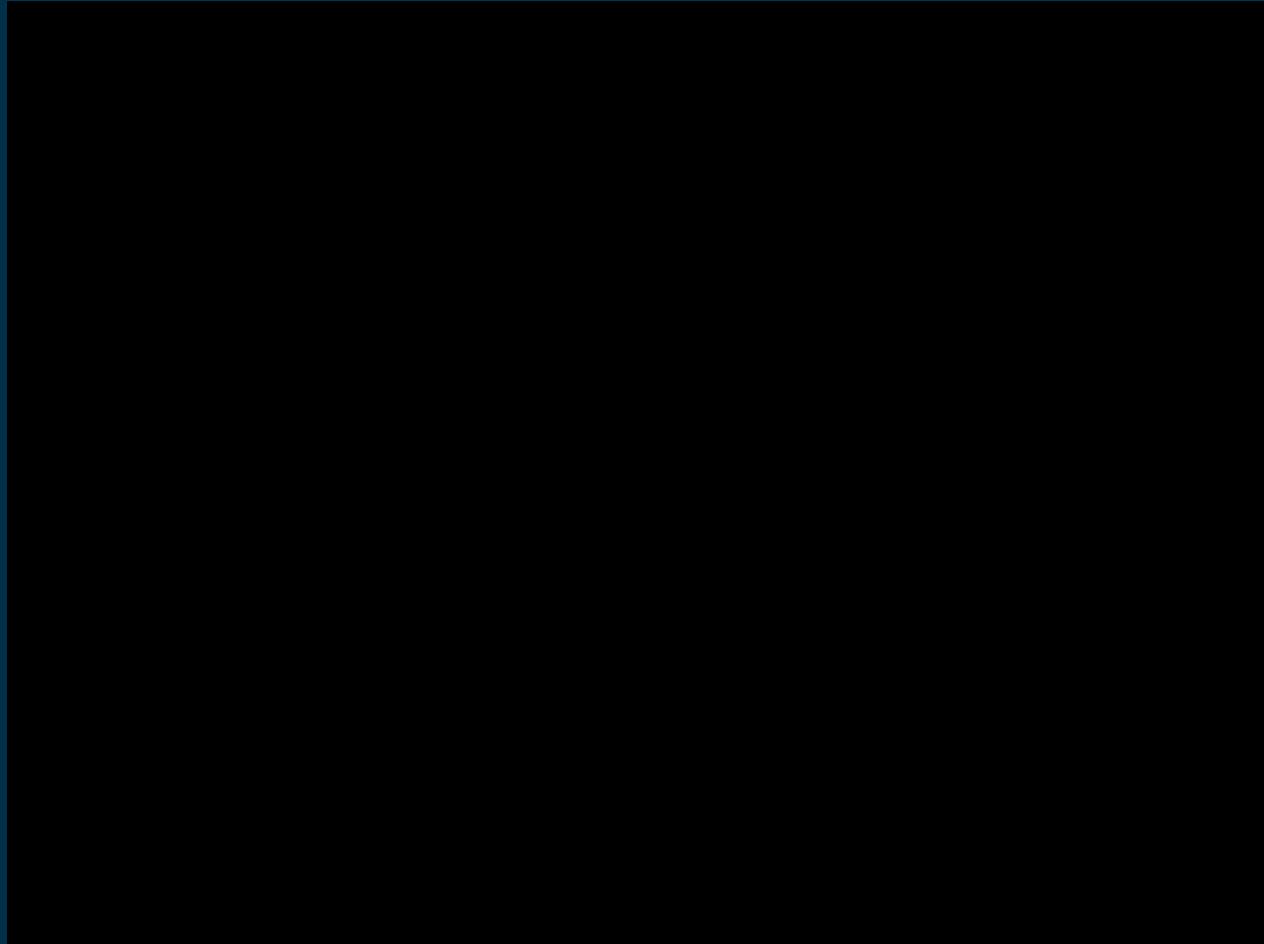
What are we trying
to achieve?

How do we get there?

We must become good at
resolving conflict



How heavy is a glass of water?



Goalcast





Thank You

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