Quality Decisions IN O Dynamic Environment

Tommy Smith Fire Chief Redmond Fire Department

What is your size up and initial assignment?



Redmond Fire Department Decision-Making Template

1. Is this decision in the best interest of the **<u>MISSION</u>** 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 **<u>EMPLOYEE</u>** 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?

WW RDS

Secrecy Retribution Entitlement Disrespectful Disrespect Jumping chain of command Blocking or censorship of info Complacence Favoritism Inaction Favoritism

Fear of retribution

Inflexibility

Two-faced

Sexist

Dominance

Arrogance

Blaming

Vindictive

Hidden agendas

Aggressiveness

Selfishness

Improper use of rank structure

Hiring of people who are not fit to begin with

Pettiness Intolerance Passive/aggressive Negative attitude **Hypocrisy** Obstructionist Holding grudges Apathy Favoritism Disengagement Self-serving Self-serving Arrogance Deception Malingering Deflecting Inciting Favoritism Talk down to others Inconsistency

Fad

Unsafe

Laziness

Gossip

Lying

Stirring

Arrogance Insolent Disrespectful Rumor mongering Unorganized There is no "I" in team "Me first" attitudes Incompetent Selfishness Bullying Intimidation Self-serving Self-promoting Undermining Sowing dissention Indifference Unequal treatment Bullying Favoritism Overwhelmed Pettiness Insolence Greedy/entitled Personal agendas Personal agendas Cronvism Hypocrisy Gaming Manipulative Disrespect Cronyism Providing partial truths Entitlement Unethical Rumor-mongers Actively disengaged Enabling bad behavior Lack of respect Entitlement Disrespect Lack of oc Not elate ailure to communicate ognimand

Close mindedness Snapshots Self-centered Entitlement No communication Disrespect Disregard for rules Selfishness Lying Inconsistency Unclearness Disrespect Dishonesty Passive/aggressive Manipulation Insolence Withholding info Autocratic decision making Destructive Arrogance Egos Not using chain of command The "I'm better than you" attitude

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



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?

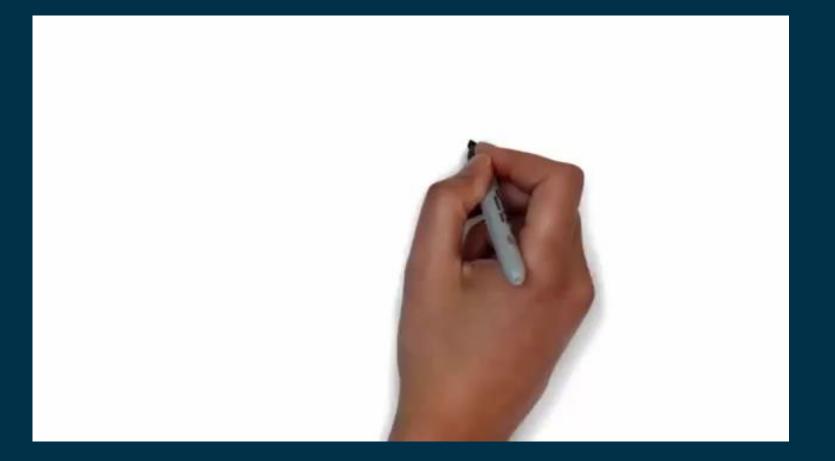
What we will discuss

- 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?

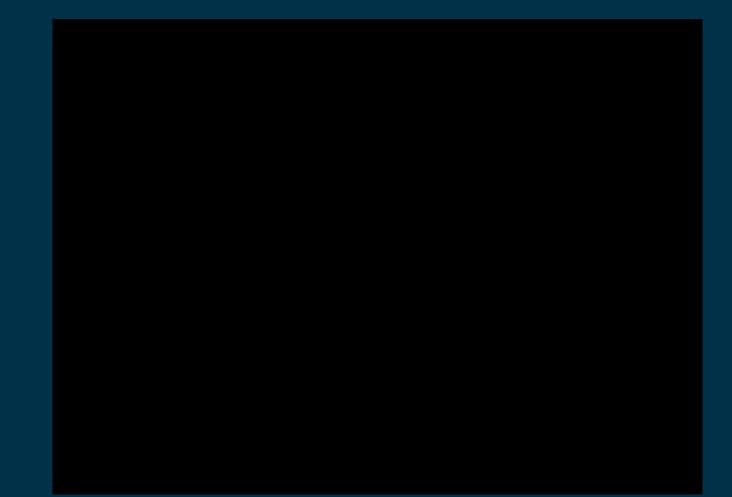
Successes and Failures

Are we d 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

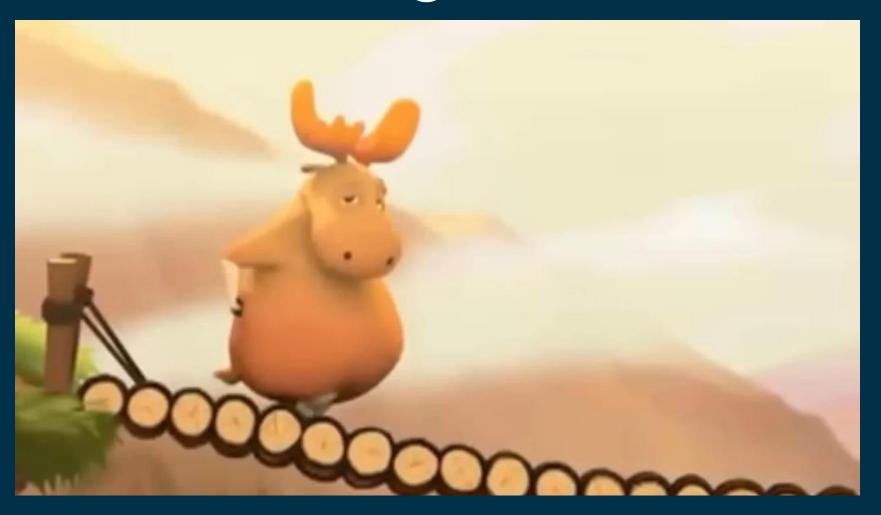
"Leadership is the art of accomplishing more than the science of management says is possible."

--Colin Powell

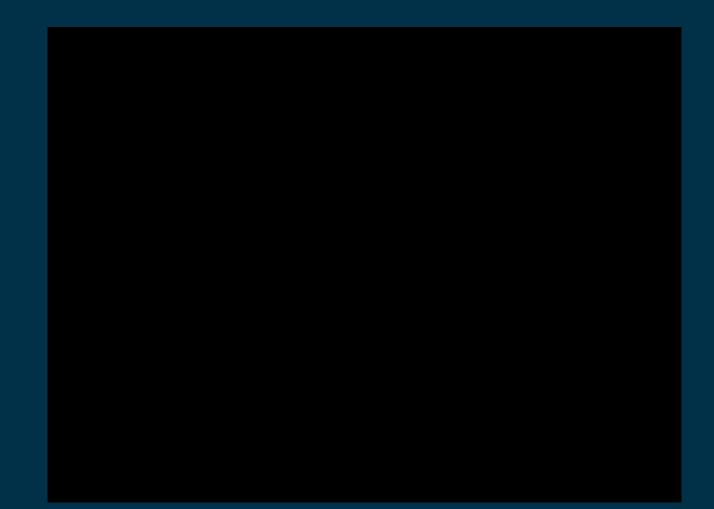
What are we trying to achieve?

How do we get there?

We must become good at resolving conflict



How heavy is a glass of water?







Thank You

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