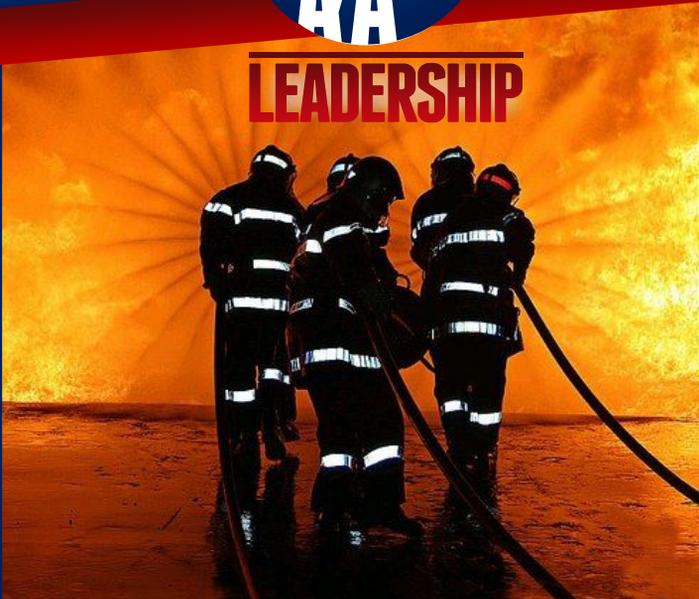


SUSTAINED EXCELLENCE
 HONESTY WISDOM
 EMPATHY HUMILITY
 INNOVATION
 CHARACTER
 COMMITMENT
 LEADERSHIP
 CONSISTENCY
 COLLABORATION
 ACCOUNTABILITY
 CONCERN FOR OTHERS
 I AM ONE OF MANY
 CARING
 CHALLENGE
 TRUST
 DETERMINATION
 INSPIRE
 VISION



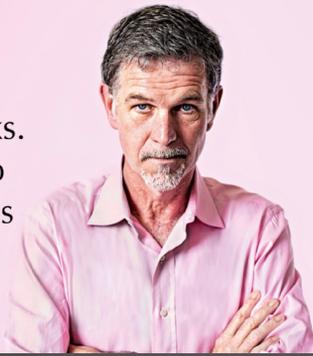
The Power of Ethos
Fire Leadership
in a Challenging World



WASHINGTON STATE FIRE MARSHALS
 FIRE PREVENTION INSTITUTE
 21 OCT 2019

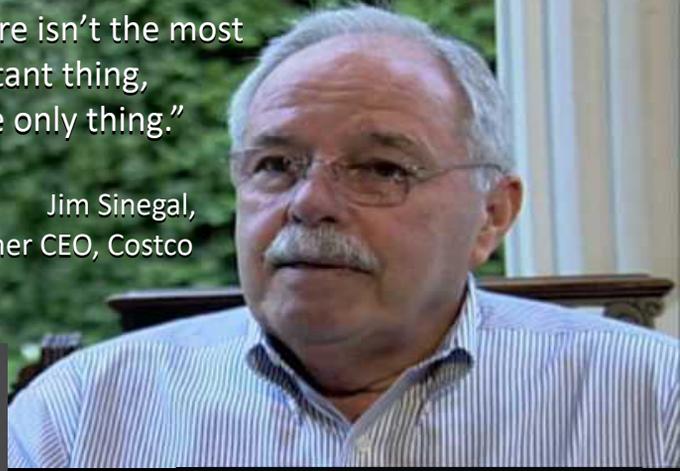
“Do not tolerate brilliant jerks. The cost to teamwork is too high.”

Reed Hastings
CEO Netflix



“Culture isn’t the most important thing, it’s the only thing.”

Jim Sinegal,
Former CEO, Costco



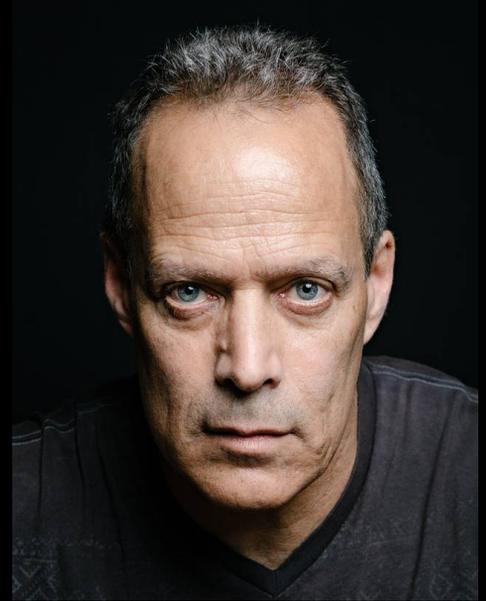
“Don’t *@#& up the culture.”

Peter Thiel
Co-Founder, PayPal



“The earliest and most basic definition of community – of tribe – would be the group that you both help feed and defend.”

Sebastian Junger
Author, Tribe,
On Homecoming and Belonging



If you’re not going to talk about culture, you might as well not talk about anything.”

- Anonymous

“Failure **IS** an option here. If things are not failing, you are not innovating enough.”

Elon Musk.
CEO, Tesla.



My name is _____, and I am with _____.

For me, culture is _____.

Welcome . . . and a Question

Introductions

Where are we Today?

What Does Right Look Like?

Bringing it all Together

What Next?

All American Leadership – Introduction

Our Purpose & Ethos



Why We Exist:

To inspire, empower and challenge leaders to
develop and sustain *Elite Cultures*.

Our Ethos

Character

Empathy

Trust

Ownership

Learning

The Power of ETHOS
Fire Leadership in a Changing World



All American Leadership – Introduction

Our Purpose & Ethos



High Performing Cultures . . .

. . . set the bar high and grow their people,
possess high levels of Trust and Alignment,
and consistently achieve their objectives . . .

. . . members Communicate Effectively,

. . . Assume Ownership, and

. . . Execute with Agility



The Power of ETHOS
Fire Leadership in a Changing World



All American Leadership – Introduction

Who we are

A unique team of experienced leaders, each committed to investing focused energy and guidance to inspire those we work with, empower them with the tools they need, and challenge them to do great things. We know what's required . . . whether to develop a leader of character, or to build and sustain an elite culture . . . because we've done it before. Our AAL team brings decades of real world leadership experience and success.



Service Academy graduates (West Point, Annapolis and Air Force), Navy SEALs, Decorated Combat Commanders, Marines, Aviators, PhD's, as well as senior business leaders, Fire Service leaders, global leadership expedition leaders, and others – AAL faculty members know what it takes to lead and develop leaders in dynamic, complex environments, it's what we do.



All American Leadership Introduction

Who we are: AAL Facilitator & Faculty



Rob Nielsen, CEO
All American Leadership

US Military Academy, West Point
Captain, US Army Aviation
Scout & Attack Helicopter Pilot
Paratrooper Qualified
All American Water Polo Player
Brigade Boxing Champions
Meritorious Service Medal



Culture & Leader Development work with:

U.S. Naval Special Warfare Center
Arthur J. Gallagher & Company
Wholesale Capital Corporation
Los Angeles Area Fire Chiefs Assoc.
San Diego County Fire Chiefs Association
U.S. Forest Service
South Snohomish County Fire & Rescue

Toyo Tires USA
Shearer's Foods
Spireon Corp.
Los Angeles Angels
Amazon/JLL
Lennox Commercial
California Fire Chiefs

Utility Trailer Mfg.
AIP Aerospace
Citizen's National Bank
Yokohama Rubber
WhiteHat Security
Complete Automation
Washington Fire Chiefs

Culture & Leader Development from Leaders who have led:

- Former Deputy Commandant of U.S. Military Academy at West Point
- Former Commandant of The Citadel
- Former Dir. Leadership & Professional Development, U.S. Naval Academy
- Former Exec. Dir. Character & Leadership Development, U.S. Air Force Academy
- Former Chief of National Leadership Training for Air Force ROTC
- Former Commander All SEAL Teams on the East Coast
- Former Air Force Rep. to Secretary of Defense on Ethics and Professionalism
- Former Commander, Naval Special Warfare Center
- Former Commander, Destroyer Squadron Nine
- Global Expedition Leaders (Incl. NASA, Google, USNA & Top U.S. Bus. Schools)
- Former Fire Chief: Cities of Anaheim, San Diego, Orange County Fire Authority
- Multiple Combat Commanders
- Multiple Recipients of the Legion of Merit
- Multiple Recipients of the Bronze Star for Valor
- Multiple Professors of Leadership
- Multiple Division I Collegiate Athletes

The Power of ETHOS
Fire Leadership in a Changing World



Where are we today?

Given our topic of Fire Culture in a Changing World

What do you see as YOUR greatest *Culture & Leadership* challenges today?

1. _____
2. _____
3. _____



Notes:

Where are we today?

Given our topic of Fire Culture in a Changing World

How do the following impact these challenges?

Basic Human Responses: 1. _____ 2. _____ 3. _____



Workplace Diversity



Information Overload



Divisive Politics



Gender Equality



Social Media



Climate Change



Global Terrorism



Artificial Intelligence



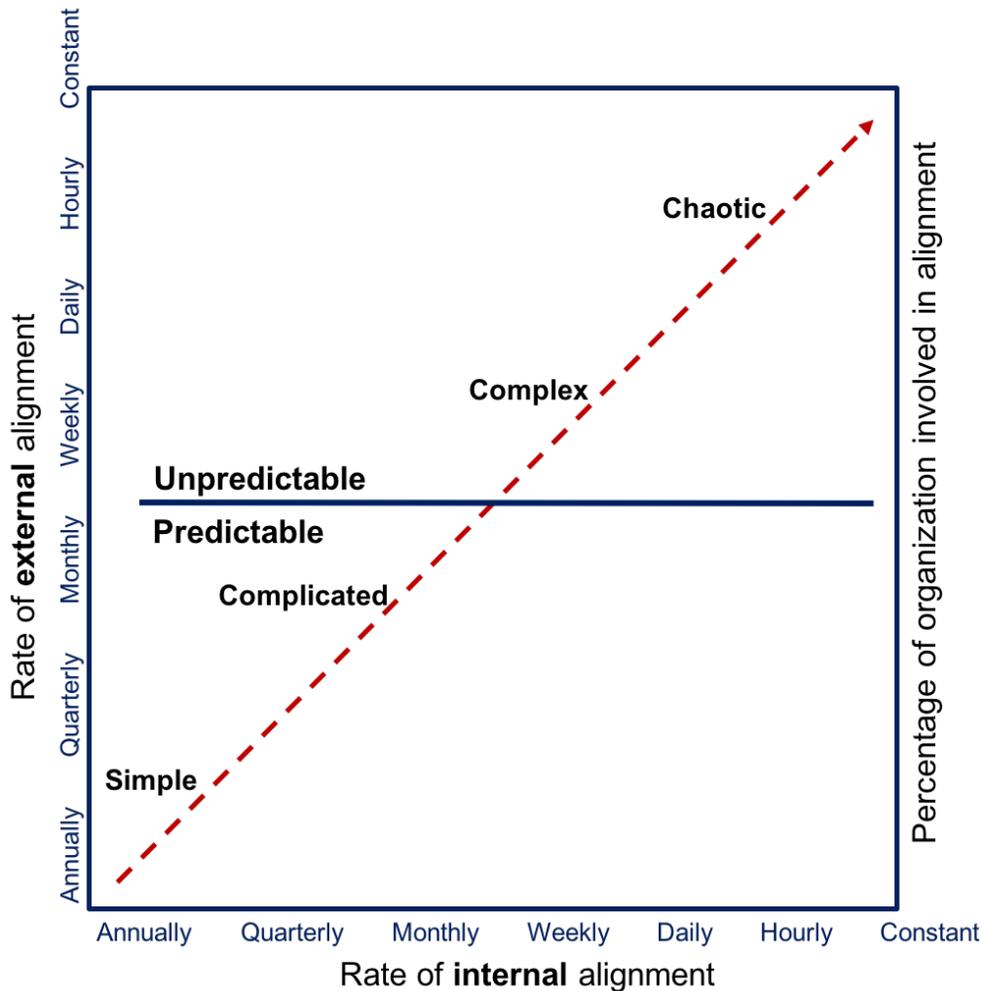
Multi-Generational Workforce



Domestic Terrorism

Where are we Today?

A Changing World: VUCA



VOLATILE: Subject to frequent, rapid and significant change.

UNCERTAIN: Events and outcomes are unpredictable.

COMPLEX: An infinite number of issues and factors, which may or may not be intricately interconnected.

AMBIGUOUS: Lacking clarity and understanding of the situation.

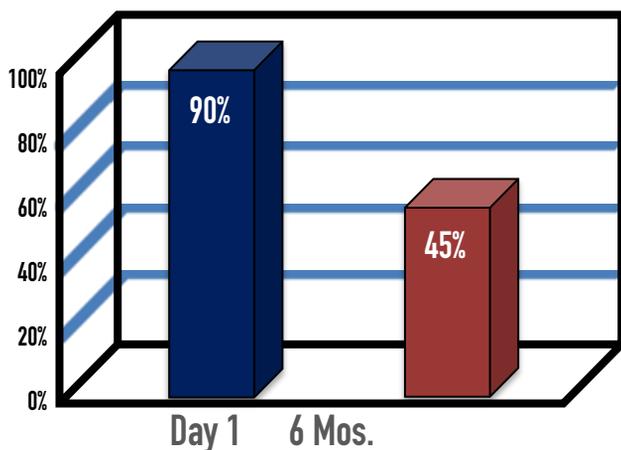
Where are we today?

Current Culture – The facts

Workforce Engagement:

“The degree to which employees are willing to give of their discretionary effort when they become emotionally and intellectually connected to someone or something in the organization.”

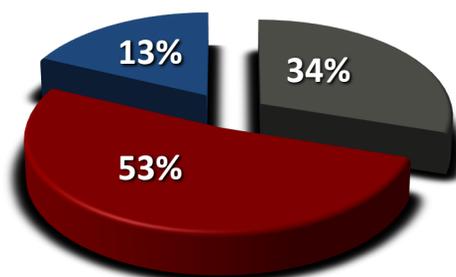
How do we keep employees engaged over time?



Gallup Statistics:

Engagement levels for new hires: 90% +
Quit rate in first 6 months: 31%
Engagement levels at 6 months: 45%

Employee Engagement Among the U.S. Working Population



Engaged 34%
Not Engaged 53%
Actively Disengaged 13%

According to the 2018 Gallup State of the American Workplace Study, roughly 2/3rds of all employees are not engaged. This has been a stagnant condition since 2000.

Where are we today?

“The Very Practice of Management no Longer Works”

Gallup data reveals an unsettling pattern in the U.S. workplace...
Employees have little belief in their company's leadership.



Percent of employees that strongly agree:

Leadership has a clear direction for the organization: 22%

Leadership makes them enthusiastic about the future: 15%

Leadership communicates effectively with the rest of the organization: 13%

“THE VERY PRACTICE OF MANAGEMENT NO LONGER WORKS. ”

The rulebook is being rewritten. Leaders must decide what role they want to play in their organization — now in the midst of change and in the future. They can be passive bystanders or active participants in creating and guiding an exceptional workplace.

The old ways — annual reviews, forced rankings, outdated competencies — no longer achieve the intended results. The American workforce has more than 100 million full-time employees. One-third of those employees are what Gallup calls engaged at work. They love their jobs and make their organization and America better every day. At the other end, 16% of employees are actively disengaged — they are miserable in the workplace and destroy what the most engaged employees build. The remaining 51% of employees are not engaged — they're just there. “

- Jim Clifton, Chairman and CEO, Gallup

Where are we today?

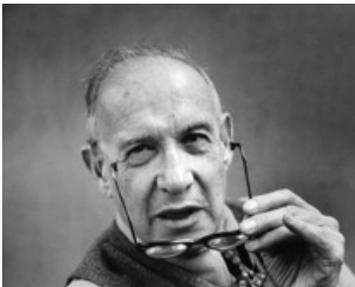
Given our topic of Ethos, Culture and *Leadership*...

What traits do leaders need today in a VUCA world, in order to grow successful teams in the face of continuous and seemingly insurmountable challenges and an insatiable demand for innovation?

1. _____
2. _____
3. _____



Notes:



“There are only three things that happen naturally in organizations: friction, confusion, and underperformance... everything else requires leadership.”

– Peter Drucker

What Does Right Look Like?

Tell us About That Person?

Visualize the most inspiring, influential, high performing leader you've ever known.

Think about them... Why are/were they unique?



Who are/were they? (Parent, Boss, Coach, etc.) _____

What 3 words would you use to describe them?

1. _____
2. _____
3. _____

As you reflect on that person, what emotions do you feel?

Have you ever let them know the influence they had on your life?

Are you leading today in such a way that ten years from now, someone else is going to mention *you* when they are asked this same question?

What Does Right Look Like?

How Much do we Care?

What words would you use to describe each quadrant?



- Do you consistently balance caring and challenging? Does it matter?
- Do you, team mates, your family and other people in your life *feel* that you care about their wellbeing?
- Do you care enough about these people to challenge them when they are not meeting the standard or not being good teammates?
- Can you effectively challenge people without caring about them and expect them to give their maximum effort?
- Does one need to come before the other?

What Does Right Look Like?

Tell us About That Team?

Now think back to the best team you have ever been a part of. Why are/were they unique?



How did people feel toward each other?

How did people act toward each other?

How did people talk to each other?

How did people disagree or challenge each other?

What 3 words would you use to describe that team?

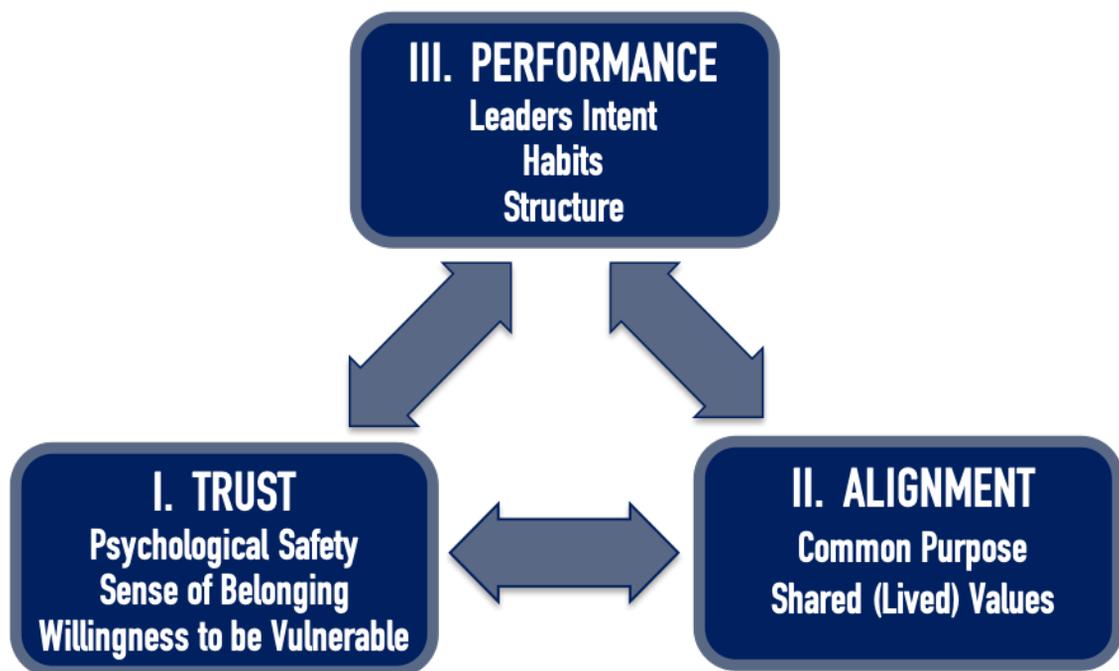
1. _____
2. _____
3. _____

Bringing it all Together

The Bottom Line

According to the most current research, data and observed experiences, sustained high performance is most dependent on *culture*.

High performing *cultures* start with Trust and then alignment around a unifying Purpose and Ethos, and then fine tuned through Leaders Intent, Habits and Structure. An easy process to describe, Incredibly rewarding once achieved and continually reinforced.



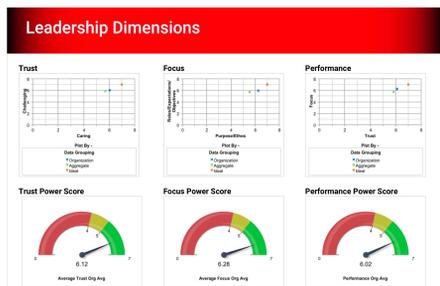
In high performing cultures, this cycle is continually reinforced through shared experiences, 'storytelling' and Values-Based Decision-making (VBDM).

A high trust, aligned culture is much more willing to embrace, tackle and overcome challenges, communicates more effectively and execute with greater agility .

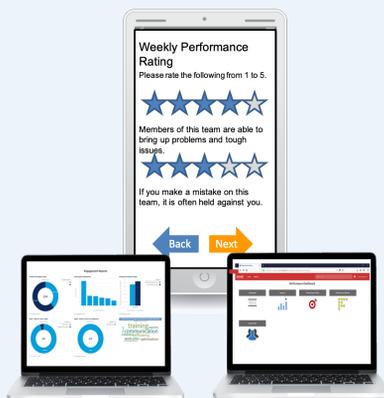
What Next?

AAL Culture Solutions

AAL Culture Survey



Culture Scanning Dashboard



AAL Forum for Culture & Leadership



AAL Purpose & Values Workshop purpose

AAL Culture

BOOT CAMP



THE



LEADERSHIP ACADEMY

The Power of ETHOS
Fire Leadership in a Changing World



What Next?

The AAL Reading Library

Core Curriculum Resources: Issued to each AAL Leadership Academy Participant



Supporting Resources that inform the AAL Leadership Academy Curriculum



The Power of ETHOS
Fire Leadership in a Changing World





Your Journey
Continues...

LEADERSHIP



© 2019 All American Leadership, LLC

If you have questions, or would like to further discuss anything covered today, please contact me directly any time:

Rob Nielsen: rnielsen@allamericanleaders.com

(708) 421-0162