

Leadership Handouts

By **Dr. Kimberly Alyn**

Fire Presentations

800-821-8116

www.FirePresentations.com

Twitter.com/KimberlyAlyn

Facebook.com/KimberlyAlyn

LinkedIn.com/in/KimberlyAlyn

YouTube.com/KimberlyAlyn

email: Kim@FirePresentations.com

**The number one
issue facing the fire
service today is:
LEADERSHIP**

Why Does it Matter?

©Fire Presentations

**Only 15% of your success is due
to your technical knowledge~
85% of success is attributable to
your ability to express ideas,
arouse enthusiasm and lead people**

--Carnegie Institute of Technology

Where Your Time is Spent

Time Spent on Emergency Calls

4%

**Time Spent Back at the
Station Dealing with
Each Other, Leadership
and Management
Issues, and
Interpersonal Problems**

96%

Where Your Training Budget is Spent

**Emergency
Calls/Fire
Ground Training**

96%

**Leadership, Conflict
Resolution, and
Interpersonal Skills
Training**

4%

LEADERSHIP ASSESSMENT

©Fire Presentations

To what extent would you or others describe you in each of the following 20 areas?
Write down the following scores next to each statement:

This NEVER describes me: (0)
This describes me once in awhile (2)
This describes me normally (4)
This describes me all the time (6)

1. You willingly step up to significant challenges, you set high standards, you are driven to achieve results, and you hold yourself accountable for adding value to your department.
2. Others see you as supporting the mission, vision, and goals of your fire department. You are able to articulate the mission and how it applies to you and your position.
3. You show a passion and a love for your job. Others see your enthusiasm about your work and are positively influenced by your attitude.
4. You set a strong role model example when it comes to work ethic and following department policies.
5. You are willing to stand up and be counted. You step forward to address difficult issues and you are not afraid to take negative action when appropriate (like discipline)

LEADERSHIP ASSESSMENT

©Fire Presentations

6. You create a vision and purpose which others buy into and share. You take action that inspires confidence that the vision is being achieved.
7. You create cohesive relationships personally and professionally with people based on a thorough first-hand understanding of what creates value for others and not just yourself.
8. You use informal networks to get things done through others and you rely more on your ability to influence others than on the hierarchy of the organization.
9. You create an environment where teamwork is supported and you create a feeling of belonging to the team.
10. When you disagree with management, policies, or the chief, you complain up the chain, not down or across. You take responsibility for not spreading negativism throughout the department.
11. You refrain from leading by intimidation. You don't yell at people, talk down to people, or criticize people in public.
12. You hold yourself to a higher level of accountability as a leader for both your on duty and off duty actions.
13. You practice good communication skills as a leader. You listen when others are talking without interrupting, interjecting, or judging. You openly share your thoughts, views, and opinions in an honest, respectful, and humble way.

LEADERSHIP ASSESSMENT

©Fire Presentations

14. You allow others to give you input as to your leadership abilities, including supervisors, friends, family and subordinates. You see this type of input as beneficial to your growth as a leader.
15. As a formal or informal leader, you take responsibility for helping to bridge the gap that exists between management against labor and that with the us “against them mentality.” You strive to improve relations between management and labor.
16. You inspire trust through ethical behavior in the workplace. You show consistency between your principles, values, and behavior, and others see you as authentic.
17. You act as a catalyst of change and you stimulate others to change — you challenge the status quo and are results-oriented.
18. You learn from your mistakes and experience and you actively pursue learning and self-development and you encourage others to do the same.
19. You hold yourself accountable for your actions and decisions both up and down the chain.
20. You show and foster respect and appreciation for every person whatever their background, race, age, gender, disability, values, personality, etc. You make others feel valued for their ideas and contributions regardless of your differences.

SCORING

©Fire Presentations

0-10

You really suck as a leader right now, and chances are no one would want to follow you. However, you're not completely a lost cause. Great leadership skills can be developed, so pursue learning and develop those leadership skills.

SCORING

©Fire Presentations

12-44

You are practicing some good leadership skills once in awhile, but people would still find it difficult to get behind you as a leader. To be a truly effective leader, you need to practice these behaviors more often and more consistently.

SCORING

©Fire Presentations

46-100

You are using top leadership skills some of the time. You need to be more consistent and look for opportunities to sharpen your skills. When things get stressful, you might fall back into old bad habits, so practice using great leadership skills more often.

SCORING

©Fire Presentations

102-118

You have strong leadership skills that you use consistently. People will generally view you as a good leader and will find it easy to get behind you're your vision, and your ideas. Keep learning and adapting as you continue to grow in your leadership role.

SCORING

©Fire Presentations

120 **You're lying
to yourself!
GET REAL!**

What is Leadership?

©Fire Presentations

▲ The Ability to Influence Others

- ✓ Positively
- ✓ Negatively

▲ What are Leadership Principles?

- ✓ Laws of leadership that do not change with time

▲ What Defines an Organization?

- ✓ The quality of the leaders that make up the organization

▲ Are Great Leaders Born or Made?

- ✓ BOTH

What Makes Someone A Leader?

▲ People want to follow that person

- ✓ The person has demonstrated an ability to influence others
- ✓ They have DECIDED to become a great leader
- ✓ People naturally want to follow that person

▲ Positional Leadership VS Real Leadership

- ✓ **Positional leadership:** people follow because of the position or title
- ✓ **Real leadership:** people follow because they are positively influenced

Positional Leadership

©Fire Presentations

➤ **Positional Leaders Tend to:**

- ✓ **Yell at people**
- ✓ **Use force or threats to get things done**
- ✓ **Lead and manage by intimidation**
- ✓ **Talk down to people**
- ✓ **Criticize people in public**
- ✓ **Become threatened by people who pursue learning and self-development**

Leadership Quotes

**“It’s not the position that makes the leader,
it’s the leader that makes the position.”**

– Stanley Huferty

**“Being in power is a lot like being a lady. If you
have to tell people you are, then you aren’t.”**

– Margaret Thatcher

**“Great leaders don’t create more followers,
they create more leaders.”**

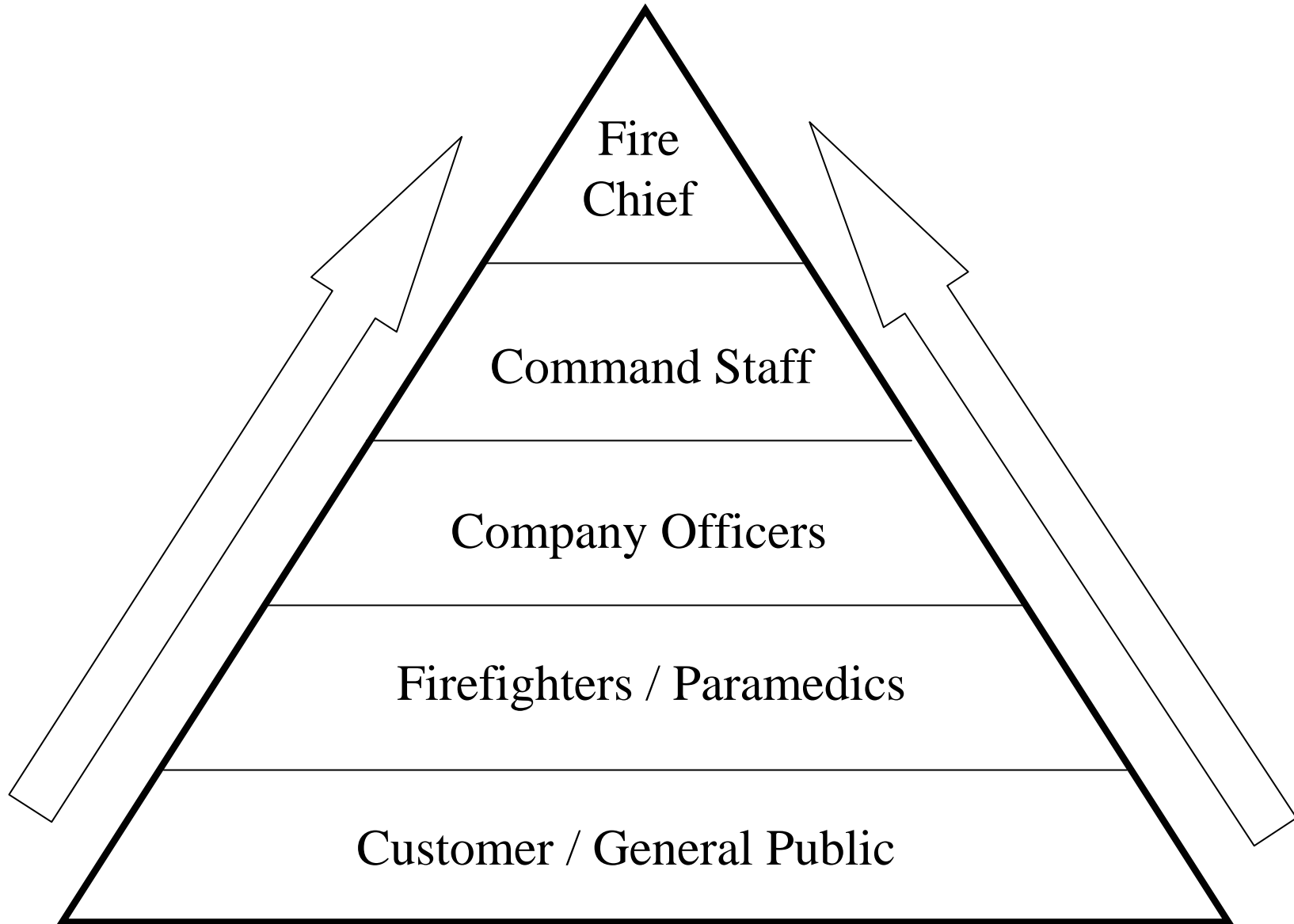
– Tom Peters

How Do You Influence Others?

- ✓ **By demonstrating strong values, beliefs, and vision**
- ✓ **By setting the example**
- ✓ **By inspiring others and creating enthusiasm (talking about the vision)**
- ✓ **This is what creates a strong culture (changes: 6 mo- 1yr)**
- ✓ **People respond more to what they see than what they hear!**

What Most Departments Look Like

©Fire Presentations



What They SHOULD Look Like

©Fire Presentations



Universally Desirable Attributes

©Fire Presentations

✓ **The GLOBE Study**

✓ **17,000 People**

✓ **62 Countries**

✓ **22 Valued Leader Attributes**

✓ **8 Negative Leader Attributes**

✓ **Top 10 Positive / 8 Negative**

Universally Desirable Attributes

✓ **Trustworthy**

✓ **Excellence-Oriented**

✓ **Honest**

✓ **Motivational**

✓ **Team Builder**

✓ **Foresight**

✓ **Communicator**

✓ **Win-win Problem Solver**

✓ **Decisive**

✓ **Administrative Skilled**

Universally Negative Attributes

✓ **Loner**

✓ **Anti-Social**

✓ **Irritable**

✓ **Dictator Style**

✓ **Ruthless**

✓ **Non-Cooperative**

✓ **Vague**

✓ **Egomaniac**

Why People Resist Certain Leadership

- ✓ **The leader is self-serving**
- ✓ **The leader is a hypocrite**
- ✓ **The leader loses vision or purpose**
- ✓ **The leader becomes a positional leader and manages by intimidation**
- ✓ **The leader lacks character and integrity**
- ✓ **The leader lacks competency**
- ✓ **The leader lacks initiative and doesn't produce results**

Characteristics of a Good Leader

- ▲ Honesty and Integrity**
- ▲ Decisiveness**
- ▲ Humility**
- ▲ Role Model**
- ▲ Mentor & Coach**
- ▲ Effective Communicator**
- ▲ Takes Initiative**
- ▲ Initiates Positive Change**

Characteristics of a Good Leader

- ▲ Takes Input from Others**
- ▲ Continues Self-Development**
- ▲ Creates a “Team” Atmosphere**
- ▲ Enthusiastic, Passionate & Motivated**
- ▲ Has Vision and Takes Action**
- ▲ Self-Sacrificing**
- ▲ Empowers Others**

Characteristics of a Good Leader

- ▲ **Has Strong Values**
- ▲ **Competent**
- ▲ **Sense of Humor**
- ▲ **Accessible**
- ▲ **Approachable**

Nine Key Leadership Competencies

- 1. Character**
- 2. Personal Skills**
- 3. Interpersonal Skills**
- 4. Change Agent**
- 5. Command Presence**
- 6. Combines Vision with Action**
- 7. Results-Oriented**
- 8. Technology Proficient**
- 9. Ability to Develop Others**

The Rise of Greed and Decline of Personal Responsibility

- **1950 the average home size was 900-1000 square feet- today it's 2,500!**
- **The average family size was bigger but homes were smaller**
- **1950 average percent of income spent on non-necessities 30% - today it's over 50%**
- **1950 average American saved 9% of their income – today the savings rate is -1%!**

The Rise of Greed and Decline of Personal Responsibility

- **\$300 billion a year difference between what Americans owe in taxes and what they actually pay (over \$2,500 per household)**
- **Today, an American living at the US poverty level is still in the top 5% of income earners worldwide**
- **We want more, bigger, faster, and we want it now! Super size it!**

*SOURCES: U.S. Bureau of Labor Statistics, Consumer Expenditure Survey, U.S. Census Bureau, U.S. Department of Commerce International Labour Organization

The Rise of Greed and Decline of Personal Responsibility

- **The trend starts with over indulging children**
- **Let your kids learn the value of hard work, sacrifice, and savings!**
- **Over indulged children become over indulged adults who don't appreciate what they have!**

**It's easier to
build strong
children than
to repair
broken adults!**

--unknown

Real Leadership Often Goes Against Popular Culture

...out of 48 Laws of Power...

- ✓ Conceal your intentions
- ✓ Crush your enemy totally
- ✓ Get others to do the work for you but always take the credit
- ✓ Never put too much trust in friends—learn how to use enemies
- ✓ Keep others in suspended terror—cultivate an air of unpredictability
- ✓ Be royal in your own fashion—act like a king to be treated like one
- ✓ Pose as a friend / work as a spy
- ✓ Play on people's need to believe to create a cult-like following

- ✓ **Be prepared for the next generation**
- ✓ **The E Generation**
- ✓ **Rapid Rate of Change**

- **1991 less than 50% of all U.S. jobs required skilled workers**
- **By 2015 it is estimated that over 75% of all jobs will require highly skilled workers**

- **To achieve a 25% saturation rate in U.S. homes it took 35 years for the telephone**
- **25 years for television**
- **16 years for personal computers**
- **7 years for Internet**
- **3 years for PDAs**

- **The number of text messages sent and received every day now exceeds the population of the planet**
- **A weeks worth of New York Times contains more information than a person would come across in a lifetime in the 18th Century**

- **It is estimated that more unique, new information will be generated worldwide this year than in the previous 5,000 years combined**
- **The amount of new technical information is doubling every 2 years... it is predicted to double every 72 hours within the next 5 years**

- **It is predicted that by 2013 a supercomputer will be built that exceeds the computational capability of the human brain**
- **By 2049 it is predicted that a \$1,000 computer will exceed the computational capabilities of the human race**

How REAL Leaders Build Teams

- ▲ They make everyone feel like a valued team member
- ▲ They facilitate the free-flow of information up and down the chain
- ▲ They allow individual freedom to reach team results
- ▲ They coach people to work together to achieve the mission, vision, and goals
- ▲ They are not threatened by the success of others
- ▲ They give away credit to the team and accept responsibilities for team failures
- ▲ They foster and cultivate an atmosphere of TRUST

How To Cultivate Trust

- ▲ **Be Honest**
- ▲ **Be Dependable**
- ▲ **Be Consistent**
- ▲ **Be Confidential**
- ▲ **Be Loyal**
- ▲ **Be Accountable**
- ▲ **Be Humble**

Problem Solving Requires Creative Thinking

- ▲ **Teams are the best approach**
- ▲ **Start With a SAFE environment:**
 - ▲ **Suspending judgment**
 - ▲ **Aiming high**
 - ▲ **Forgetting cynicism**
 - ▲ **Encouraging others**

Higher Accountability

- ▲ **REAL Leaders take ownership in the department and have a higher standard and level of accountability to:**
 - ✓ Support and live out the mission, values, and goals
 - ✓ Step up or step down!
 - ✓ Model great customer service
 - ✓ Keep their behavior in check (on and off duty)
 - ✓ They step up or they step down!
 - ✓ Love what they do! They have a passion for it!

Real Leaders Complain Up the Chain

- ▲ Real leaders don't bad mouth policy, chiefs, subordinates, supervisors, peers, or the public
- ▲ Real leaders don't complain down or across the chain
- ▲ Real leaders challenge others to do the same
 - ✓ Small minds talk about people
 - ✓ Average minds talk about events
 - ✓ Great minds talk about ideas

Real Leaders Bridge the Gap

- ▲ **Real leaders bring people together**
- ▲ **Real leaders bridge the gap between management and labor**
- ▲ **Real leaders help diffuse the “us against them” mentality**
- ▲ **Real leaders think about the big picture and constantly ask the question “Why are we here?”**

Real Leaders Can Lead from Anywhere in the Organization

- ▲ The majority of all long-term employees end up in the middle of the organization**
- ▲ A tremendous amount of leadership takes place HERE! Remember, leadership is INFLUENCE**

What Derails Leaders

- 1. Specific performance problems**
- 2. Insensitivity to others**
- 3. Failure to delegate or build a team**
- 4. Overdependence on a single mentor or advocate**

Five Fatal Flaws

©Fire Presentations

Possessing one or more of these flaws makes it nearly impossible to be viewed as an effective leader:

- 1. Lack of honesty and integrity**
- 2. Inability to learn from mistakes**
- 3. Lack of initiative**
- 4. Lack of accountability**
- 5. Lack of openness to new ideas or suggestions**

**adapted from The Extraordinary Leader*

Curing Fatal Flaws

Using 360 degree evaluations will give you the input you need to recognize and change necessary behavior

- 1. Use on yourself**
- 2. Use on people you coach and mentor**
- 3. Have managers, subordinates, and peers fill it out**
- 4. Enter into spreadsheet to see results**
- 5. Initiate changes in behavior as needed**

**To get the leadership
assessment/evaluation tools, go to:
www.FirePresentations.com/Assessment.htm**

Confidence and Competency

©Fire Presentations

▲ Managers or leaders that have a high level of confidence and a low level of competency are rated as the worst managers and leaders

- ✓ They tend to deny feedback
- ✓ Everyone else is wrong or “out to get them!”
- ✓ They are reluctant to change behavior
- ✓ Self-confidence is imperative, but it must accompany competence
- ✓ Both self-confidence AND competence can be improved

Real Leaders Develop Others

- ▲ **Start by developing YOURSELF**
- ▲ **Establish a self-improvement plan**
- ▲ **Establish a career plan with your vision and goals**
- ▲ **Set up an action plan to reach goals**
- ▲ **Share your self-improvement and career plan with those you want to develop**
- ▲ **Formulate a mentoring and coaching plan**

Mentoring in the Fire Service

- ▲ **Mentoring is the process of sharing experience and expertise to assist someone in his/her personal and professional growth**
- ▲ **It is statistically proven that mentoring plays a large role in firefighter success, career satisfaction, and retention**

Who Should be a Mentor

©Fire Presentations

- ▲ **Someone who leads by example, is a role model, and has actions congruent with values**
- ▲ **Someone with strong work ethic, good leadership skills, and a positive attitude**
- ▲ **Someone loyal to the vision, mission, and goals of the fire department**
- ▲ **Someone who is willing to invest the time and energy**
- ▲ **Someone who is experienced and competent**
- ▲ **Someone who is seen as a formal or informal leader**

Key Elements to Good Mentoring

©Fire Presentations

- ▲ **Meet once a week for 30 min. - hour**
- ▲ **Map out a career development plan**
- ▲ **Have specific objectives for each meeting**
- ▲ **Be open and honest with each other**
- ▲ **Mentors offer guidance and input**

Barriers to Effective Leadership

©Fire Presentations

- ▲ **Us against them mentality**
- ▲ **Arrogance/cockiness**
- ▲ **Never admitting wrongs**
- ▲ **Lack of vision and purpose**
- ▲ **Lack of follow through**
- ▲ **Indecisiveness (too long to make decisions)**
- ▲ **Lack of accountability (take ownership)**
- ▲ **Lack of effective communication skills**

Barriers to Effective Leadership

- ▲ **No humility/not taking input on ideas**
- ▲ **Lack of time spent with troops**
- ▲ **Lack of trust**
- ▲ **Lack of influence**
- ▲ **Lack of personal integrity**
- ▲ **Fear of retaliation (no team environment)**
- ▲ **Free thinking leaders are squashed**
- ▲ **Lack of mentors**

Barriers to Effective Leadership

©Fire Presentations

- ▲ **Lack of mutual respect**
- ▲ **Failure to lead by example**
- ▲ **Two standards (one for us/one for them)**
- ▲ **Takes comments/suggestions personally instead of objectively**
- ▲ **Failure to develop good working relationships with everyone (not just those you get along with)**
- ▲ **Lack of empowerment**
- ▲ **Lack of standardized discipline**
- ▲ **Micro-managing**

Barriers to Effective Leadership

- ▲ **Lack of composure in crisis**
- ▲ **Reactive management/leadership instead of proactive**
- ▲ **Inconsistency between Battalions and shifts (handling priorities/operating procedures)**
- ▲ **Managing by intimidation/position**
- ▲ **Decisions involving/affecting line issues are made without line input**
- ▲ **Stupidity and incompetence**

Situational Leadership

©Fire Presentations

Adapting your leadership style to your diverse fire department workforce

- ▲ **Employees have to be led differently to achieve the best results**
- ▲ **Based on employee's development level, leaders can choose between directing, coaching, supporting, and delegating**

Leadership Styles

©Fire Presentations

**Situational leadership is based on two fundamental concepts:
Leadership Style and Development Level**

▲ **S1: Directing:** Leader defines roles and tasks of follower and supervises closely. Decisions made by leader/communication: one-way

▲ **S2: Coaching:** Leader defines roles and tasks but takes input/ideas from follower. Decisions made by leader or shared/communication: two-way

Leadership Styles

©Fire Presentations

- ▲ **S3: Supporting:** Leader passes day-to-day decisions to follower (task allocation and process determination). Leader may take part in decision making, but most of the control is with the follower.

- ▲ **S4: Delegating:** Leader passes total control of task/project to follower. Follower decides level of leader involvement.

Development Levels

©Fire Presentations

▲ **D1: Low Competence / High Commitment:**

Follower lacks specific skills but is eager to learn

▲ **D2: Some Competence / Low Commitment:**

Follower has some relevant skills but cannot complete task without direction. May be apprehensive about new task.

▲ **D3: High Competence / Variable Commitment:**

Follower is experienced and capable but lacks confidence or motivation.

▲ **D4: High Competence / High Commitment:**

Follower is skilled, competent, and confident

The Key to Successful Situational Leadership

Don't mismatch style to development level!

- ▲ **Rookie at a D1: You can't use an S4**
- ▲ **Veteran at a D4: You can't use an S1**
- ▲ **Both the styles and development levels are situational**

Where Do You Start

©Fire Presentations

- 1. Start with the 360 Evaluation**
- 2. Write down the areas you need to work on – start working!**
- 3. Familiarize yourself with the mission, vision, and strategic goals of your department**
- 4. Establish a vision for your career, your position, your life**
- 5. Look for ways to serve, develop, and encourage others**

BE A LEADER!

Love What You Do!

Excel in Competency

Act with Integrity

Demonstrate Accountability

Empower Others

Respond Humbly

Need to contact Kimberly Alyn?

800-821-8116

www.FirePresentations.com

Email: Kim@FirePresentations.com

**FOR MORE FREE INFORMATION: Go to
www.FirePresentations.com/FreeInfo.htm**