

# SWANNANOVA FIRE & RESCUE



**"I always wanted to be somebody,  
but I should have been more specific."**

*Lily Tomlin*

# Forward

## ◇ **Purpose and how to use this guide**

Everyone is a leader. All the other people in that organization, group or field are the ones that judge whether that person is a poor, somewhere in between or an excellent one. The status of being a leader varies with other's opinions of the quality of leadership provided to them.

This guide is intended to help give direction to those who want to obtain a leadership status and for those who wish to retain it and improve. Even if the department was full of members that were experts in every field, the group still must be lead by different levels to put all that talent to work.

It is worth mentioning, although covered in the "Evaluating your Powerbase - formal power" section, that you do not have to be called an Officer title to possess a "leadership" status among our Fire Department's culture.

There are a ton of books, videos and classes that can be used to educate people on leadership principles and each person should strive to learn what they can from them. Although some of these classes are listed as recommendations to help achieve a certain Officer's position, simply taking the class and receiving a certificate does not assure that you apply the principles involved from that class. Leadership status is rated by those who surround you.

This is only the beginning. A collection and a direction. Some of this information comes from classes I have attended and had an impact on me. Other information was discovered during writing this manual that helped me summarize a belief I already had or out of the sheer experience of learning some new concepts.

## ◇ **People may be reserved when providing this type of information.**

So a leader is essentially giving people all the tools that they will need to evaluate themselves and give them a path for leadership improvement. This also gives people the tools and information needed to effectively evaluate how they view the people that lead them. You will certainly begin to observe those leaders already present around you and judge them and perhaps understand their strengths and weaknesses. The information is not designed to be used to point fingers at the faults of others. It is designed to help support them in their growth as well as your own. Through evaluation of myself over the years as a leader, I have been able to identify my own areas that need improvement. After reviewing and absorbing the material in this manual, I may ask your opinion and views of me as a leader and hopefully you can give feedback that has real substance, terminology and ways that make your opinion more expressive and productive. Inversely, I can give you the same value back when there is a basic understanding of the principals of leadership.

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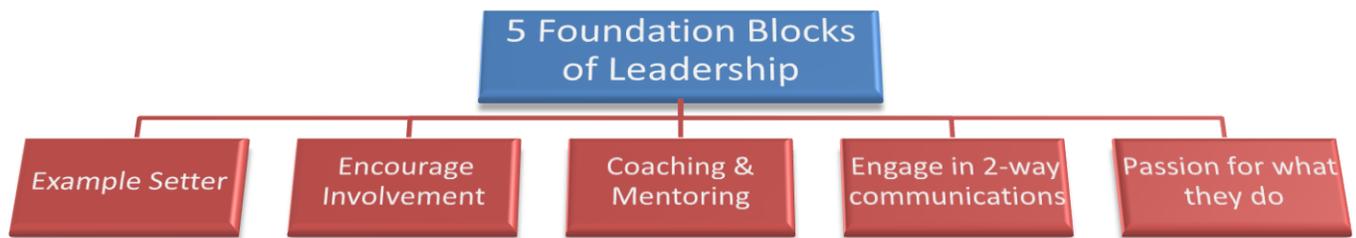
Administrative, strategy & tactics responsibilities

# Where have all the leaders gone?

VFIS Newsletter, Volume 1 Number 3, Written by Jack W. Snook

There has probably been more written about leadership and leadership skills than any other management topic. Why then, is “lack of leadership” one of the concerns most often expressed by employees about their organizations? It’s not as if the “how-to” information isn’t out there. The problem is that good leadership isn’t based on clichés you cough up from a textbook or business journal. It’s being able to consistently apply sound practices and principles in a real-world environment.

The basic elements are fairly predictable: Like inspecting a house, one need only look as far as the foundation to get a good feel for how the home is built. With this in mind, let’s look at the five basic skill sets that make up the “foundation” for being a strong leader:



- ◇ **First and foremost, leaders set the example.**
- ◇ **Second, they encourage people to be involved.**
- ◇ **Third, they possess coaching and mentoring skills (they bring the best out in people).**
- ◇ **Fourth, they engage in regular two-way communication.**
- ◇ **Finally, they have a passion for what they do, and what the group is trying to accomplish.**



Leaders set an example in many ways. Their acceptance usually starts with how they carry themselves and whether they present a leadership “image.” There is an old saying, “It’s hard to be a leader if you don’t look like one.” This is probably truer than we would like to admit. People judge others on first impressions and mental assumptions. This also carries over to behavior and mannerisms. Good leaders are always aware that people are watching them and taking their lead based on what they see, especially during a crisis. Leaders also possess and demonstrate very high personal standards such as integrity, honesty, loyalty, and trust.

Involvement or “participation” is a second key element of leadership. Leaders give those around them the opportunity to utilize their knowledge and skill set on a regular basis. The goal is to keep people focused on the big picture while letting them do what they do best, so they function at a high level of initiative. Leaders also recognize that people will make mistakes.



***Particularly during organizational change***, it is important to let people “invest” and try out new methods or techniques. Most leaders also do a lot of formal and informal coaching, and, when an employee comes along with great potential, they intuitively shift into a mentoring mode. One only has to reflect back to a favorite teacher, coach, or other adult influence to get a good feel for the attributes that set a leader apart.

***Good leaders understand the importance of two-way communication.***

They take the time to understand the other person’s position and the situation before they comment or make a decision. They appreciate the fact that collective thinking and discussion normally result in a better outcome. Experts maintain that managers should spend about 80% of their time listening and 20% talking. Not only do they gain the knowledge and experience that others possess, they also give the group an opportunity to “invest” in the decision-making process. One of the most important attributes of true leaders, and the one least written about, is having a genuine passion for what they do, their organization, and the cause. This sense of excitement and enthusiasm is not only noticed by others, it is catching. People tend to get more accomplished and enjoy their work more when they are having fun and feel they are working for someone who truly wants to make a difference.



There is probably no end to the skills, attributes, and dimensions of good leadership. But these five characteristics pour a pretty solid foundation — a foundation that can be built on for a lifetime.

*Experts maintain that managers should spend about 80% of their time listening and 20% talking*



# Comparing Authority Granted vs. Leadership Skills

When you are promoted to any rank or responsibility for organizing a group, you are granted a certain amount of authority (Also referred to as Formal Power in the Power base section). "Authority" is like a loaded pistol that you have purchased to help protect yourself, you hope you never have to use it but know that you will if justified and it's a last resort.

In a leadership role here, you are expected to follow the 5 foundation blocks of leadership but at the same time, you will have to display a sign on your home that reads "This house protected by Swith & Wesson". People will need to know that you use authority if they fail to respond to good leadership skills. Before using that authority you should review your foundation blocks and make sure you were actually a leader during problem solving and at times you may want the advice of a peer officer to help assure that you have not contributed to the problem.

Some incidents may require immediate action to be taken in an authoritative manner. Those situations should be obvious and something that will still be justified the next day. When you do have to resort to authority, you still must be a leader.

You must use caution when a situation arises in which you have to use authority. You should never display or reference to the authority you are going to use with one member in front of members that are not involved with the situation. Rumors will spread quickly that you are going to be authoritative and someone is "in trouble". The rumors may have already ruined your chance for a productive approach with that person. If your supervisor felt that you had done something wrong, would you want them talking about it first in front of others?

As soon as a member realizes they have done something wrong, which perception they have of you would be more productive? That you are going to be mad or that you are going to be disappointed. For the leaders that you respect, you would never want them to be disappointed in you.

## Which will you rely on first? Leadership skills or authority



*If authority has to be used, either your leadership skills have failed, an individual fails to respond to them or a combination.*

# Supervisory Concepts

**1. You manage other's time.** No longer are you accountable for only your time, but your group's time. Priorities and consistency of effort among the whole group really count.

**2. Satisfaction becomes more abstract.** Often the job involves solving people related problems and handling complaints. Too often it seems you do not get the recognition you deserve.... yet you are expected to motivate others. Satisfaction must often come from an inner sense of knowing that you have helped someone develop, you have managed a crisis effectively or you just got the job done with very little hassle.



**3. Your problems are long term.** Almost as soon as you finish one project, several more pop up to demand attention. It seems like you never quite get them all out of the way. Developing your people may seem like an endless process.

**4. Your key resources are people.** Sink or swim you are in it together. Your personal evaluation can be influenced by how your team performs.

**5. There is a shift in your job evaluation.** The supervisor is cast into a different role (different pay grade, benefits, perks and access to information).

**6. A group's attitude reflects leader's ability.** Often, the condition of a team, good or bad, will be the direct result of a leader's actions and behaviors. There are certainly cases in which the group's needs are not being met and certain issues are out of certain leaders hands. As well, leaders must make choices which are not always "popular" so even when a leader must actually fulfill their duties and responsibilities, the group may not be happy. If there seems to be a dip in morale, review every detail, especially your own foundation blocks of leadership. If the problem realistically comes from another source, try your best to fix it and whether you can or not, help the group get through the crisis.



**"Leadership is a long & smoky hallway"**

*An unclear path, an unknown end... but the hope of accomplishment on the other side.*

*To survive you will rely on what has been learned and to your dedication to others.*

# POWER



People who feel like they have very little control over their lives crave power so they can take control. People who have power typically would like some more. People who have a lot of power want even more. Are all of those statements true?... and just what is power?

Before deciding whether those statements are true, make sure that the word "Power" does not have a negative meaning to you. The typical view of power is more on the lines of the individual that wants to control the world, be a dictator or the individual that wants full control over people and property with little regard for others. Those are abuses of power.

**Power is being able to influence the attitudes and/or behavior of others**

## Power has a relationship to Leadership in the following ways

1. Appropriate use of power is an essential leadership skill.
2. Leadership is influencing others toward the accomplishment of organizational goals.  
*"Persuade rather than dictate"*
3. Leader's effectiveness is dependent on cooperation of others.
4. Power can fluctuate based on your leadership skills

## There are certain obligations with the use of power.

1. Ethical power usage excludes exploiting others, influencing others to illegal or immoral conduct and reducing other's self-esteem.
2. Positive power assumes sensitivity, preference for win-win solutions, effective interpersonal skills.

The statements about power in the first paragraph of this page are for the most part true. Everyone does want a sense of control over their own lives. When an Engine is drawn up to send out for bids, members want to give input. Members may want to change a rule that they disagree with but feel like they have little power to change it. People want to have "connections" that give them special deals or benefits when buying a car, house or other item. A firefighter wants to have their idea on a strategy & tactics issue when they see that the current is not effective. A lack of power during certain circumstances can be extremely frustrating.

## ***Although everyone wants it, not everyone will express the desire for it.... why?***

**First**, if a person being supervised agrees with their supervisor's management practices, is very comfortable with the way they balance their power and so on, then most likely they have been granted their own sense of empowerment by a good leader or they don't see the need for themselves to have more of it.... things are going well. The only time these individuals will challenge the current structure of power is if their personality is geared towards always challenging for power. The desire may be more selfishly motivated than at looking at the needs of others and the organization.

**Second**, the greater the power, the greater level of responsibility should come with it. Almost nobody wants to deal with certain responsibilities and headaches that come with the power by nature of rank. It is more about the willingness to accept it, whether you like it or not. Although an individual may desire certain benefits that come with the power, the negatives outweigh the decision to accept.

**Third**, a false front of "perceived power". They have observed others that have assumed "power" in the organization, accepted the responsibility of it but in reality they are not given the power that they were lead to believe would come with the position.

## TYPES OF POWER

There are 5 types or areas of power that, throughout your career, will determine exactly how much or how little power you have. It will fluctuate. It should be observed closely. Even whether your career is going good or bad, you should pay attention to them. If you are powerful in the organization.... why is that? If you feel no power.... why is that?

### Formal power.

1. Tied to your position.
2. Your position guarantees a certain level of authority .
3. You can direct or order subordinates.
4. The higher your position the more formal power.
5. Others comply because they believe you have the right to tell them what to do and they have an obligation to do it.



### Reward power.

1. The ability to give rewards in exchange for compliance.
2. Rewards can be official or informal.
3. Rewards must be meaningful.
4. Others comply because they want to obtain some benefit which you control. The benefit may be as simple as the power to help someone feel good about themselves.

### Coercive power.

1. The ability to punish for noncompliance.
2. Punishments can be official or informal.
3. Punishments must be meaningful.
4. Others comply because they want to avoid some punishment which you control.

### Expert power.

1. Having more knowledge and/or ability than others in some specific area and using it to your advantage.
2. Others must be aware of your expertise without flaunting.
3. Others comply because they respect your expertise.



### Referent power.

1. Being liked, admired, and trusted by others.
2. Using charisma to your advantage.
3. Others comply because they want to please you and/or want your approval.



## SOURCES AND LIMITS OF POWER

### Two sources of power:

1. **Ascribed or position power.** The power goes with an individual's position. Generally, your rank or position determines the amount of formal, reward, and coercive power you possess.  
***Subordinates comply because they must!***
2. **Achieved or personal power.** The power is earned. Expert and referent powers are in this category.  
***Subordinates comply because they want to!***

### Power has limits.

1. Formal and coercive powers only work downward .
2. Formal power is limited by your assigned scope of authority.
3. Reward power is limited by the desirability of the reward.
4. Overuse of coercive power leads to covert resistance.
5. Expert power is limited by other's perception of how important/useful the area of expertise is.
6. Reward power works downward but sincere compliments to supervisors can be power

### Other facts:

1. Expert and referent powers can work downward, across, and upward.
2. Individuals with low self-confidence rely more on formal and coercive power.
3. Most effective leaders prefer referent and expert power.
4. Less visible/more creative tasks demand expert or referent power.
5. More sophisticated/capable individuals respond better to expert or referent power.
6. The more formal or coercive you use, the more you lose.

***The following chart is a handy guide to help you predict how subordinates might respond to your use of power in varying situations.***

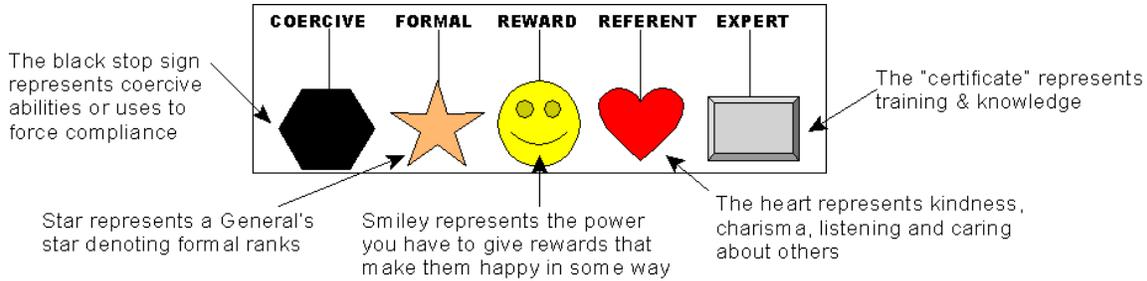
<b><i>When You Use.....</i></b>	<b>TYPES OF OUTCOMES</b>		
	<b><i>Their commitment Is....</i></b>	<b><i>Their compliance Is .....</i></b>	<b><i>Resistance Is.....</i></b>
<b>Referent Power</b>	<b>LIKELY</b> If request is believed to be important to leader.	<b>POSSIBLE</b> If request is perceived as important to leader.	<b>POSSIBLE</b> If request is perceived as harmful to person.
<b>Expert Power</b>	<b>LIKELY</b> If request is persuasive and subordinates share leader's goals.	<b>POSSIBLE</b> If request is persuasive but subordinates don't care about goals.	<b>POSSIBLE</b> If leader is arrogant or insulting or if subordinates oppose goals.
<b>Formal Power</b>	<b>POSSIBLE</b> If request is polite and appropriate.	<b>LIKELY</b> If request is seen as appropriate.	<b>POSSIBLE</b> If request is arrogant and/or inappropriate.
<b>Reward Power</b>	<b>POSSIBLE</b> If used in a subtle, very personal way.	<b>LIKELY</b> If used in a routine, impersonal way.	<b>POSSIBLE</b> If used in a manipulative, arrogant way.
<b>Coercive Power</b>	<b>VERY UNLIKELY</b> Regardless of how it's done!	<b>POSSIBLE</b> If used in a helpful, nonpunitive way.	<b>LIKELY</b> If overused or used in a hostile or manipulative way.

# So how do you balance power?

Balancing power does not mean that all 5 types of power should be equally divided, each representing 20% of whatever total amount of power that you have. Balancing power means each of the 5 types should be proportioned appropriately for given situations and that on an average daily basis, the percentages of different powers you have are effective in helping the organization reach the main goals.

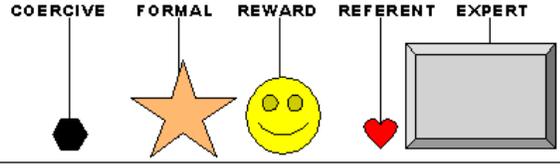
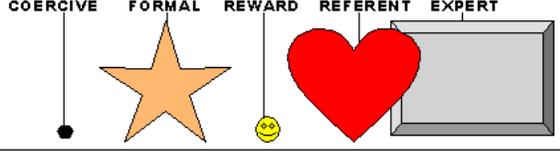
Think of the 5 areas of power as a team with 5 members. It is your team, each player has their own strengths, weaknesses and skills. Such as a competitive sports team, each member has their specific function and purpose at different times of the game and for or against different teams.

Lets look at some samples of "Power Teams" that some individuals may have. Below are some symbols representing each type of power. In examples, the larger a symbol, the more of that type power they have and the smaller the less they have.



## How do you characterize an individual with these powers

	<p><b>Frank</b> - A new firefighter with no experience/training has been on the FD 2 months but has fit into the social structure incredibly well. He makes people laugh, listens closely to others, seeks out people to get to know them and people just really like being around him.</p>	
<p><b>Shane</b> - A 15 year fire service veteran who has taken every possible class, experienced multiple types of fires and rescue situations and understands strategy &amp; tactics like the back of his hand. His is not mean but never talks to others and acts like he does not care about other people. Mostly, people do not like him although they respect his experience. He has never held an officer's position because of his skills dealing with people.</p>	<p><b>Shane</b> - A 15 year fire service veteran who has taken every possible class, experienced multiple types of fires and rescue situations and understands strategy &amp; tactics like the back of his hand. His is not mean but never talks to others and acts like he does not care about other people. Mostly, people do not like him although they respect his experience. He has never held an officer's position because of his skills dealing with people.</p>	
	<p><b>Don</b> - A 7 year veteran, trained pretty hard since day one, ran calls and gained experience above what was expected. He was promoted to Lieutenant 2 years ago and will take time out to "hang with the guys" and laughs along with things. He makes good contact with his crew and his crews says he takes good care of them but can't reward them more than "thanks" and "good jobs".</p>	
<p><b>Carl</b> - 10 year veteran and was an average trainer and responded here and there to calls. He was promoted to Lt. and then Captain 1 year ago. Since he got his Captain's position, he consistently flaunts his authority ... "By gosh, I'm a Captain and you are going to do what I say or you'll be out of here". People do like to hang around him, he has a great sense of humor but they dread the "Authority" use. Since he is Captain, he is able to hand out a certain award plaque that he makes decisions on.</p>	<p><b>Carl</b> - 10 year veteran and was an average trainer and responded here and there to calls. He was promoted to Lt. and then Captain 1 year ago. Since he got his Captain's position, he consistently flaunts his authority ... "By gosh, I'm a Captain and you are going to do what I say or you'll be out of here". People do like to hang around him, he has a great sense of humor but they dread the "Authority" use. Since he is Captain, he is able to hand out a certain award plaque that he makes decisions on.</p>	

	<p><b>Valerie</b> - 19 years at the department. She has gradually gained training and experience over the years and is knowledgeable in just about any area of the department. Members frequently come to her to get answers for the “tough” questions and she always seems to have them. During emergency calls, she has been credited with making tough decisions that made a positive outcome and even higher ranking officers look for her advice during crisis. She is strictly business though. Conversations with her about your personal problem are not allowed. No joking at all is permitted and anything fun is seen as a waste of department time. Disciplinary actions from her are usually considered very appropriate and are handled professionally. She was promoted to Assistant Chief 5 years ago and has a large influence on raises and major awards that are given out.</p>	
	<p><b>Kevin</b> - 13 years of service. Average amount of training and experience has come in enough time to answer most basic questions about strategy &amp; tactics and the business side fo the fire service. He was just hired as Chief last month and came from another department from another state. He is taking careful steps coming into this new group but tends to resort to authority type statements to clearly identify that he is in charge. People like him, he is charismatic and laughs at funny things but people don't quite trust him yet with information or deep conversations and they are not sure if he really cares about them because of the newness of the relationship. His input will have a direct effect on raises and he makes the decision on 90% of awards and promotions.</p>	
	<p><b>John</b> - 20 years of FD service. Considered the expert in the county on every issue of Fire &amp; rescue, written manuals and set national standards. People love being around him and look forward to coming by the station especially if he is there. He has helped members through high stress times and has a passion for taking care of others. He does not have decision power for promotions, raises or awards at all, the city council handles that with little input. He was promoted to Chief with a standing ovation from all members of the FD. He never wants to discipline employees and even if he had to, he is not a person that would.... it would break his heart.</p>	

Above is such a small fraction of power teams that are out there. Some may remind you of people you know with a few different details or remind you of certain aspects of yourself. How would these individuals be viewed on an average, daily basis? Opinions about these individuals could vary depending on the views of the person judging them but here are some points that would likely be said.

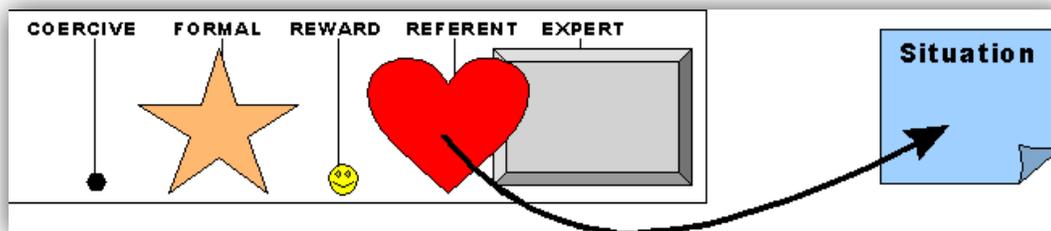
- About Frank** - “Everybody likes him, if he gets training and comes to calls he will end up going far”
- About Shane** - “Man... if only I had half the experience he has..... I just wish he was not such a pain to be around and I may be able to learn something from him” .....“If he could just get his attitude screwed on straight he would probably be Assistant Chief now, but I doubt that will ever happen”
- About Don** - “He has done a good job leading his crew and I think he is going to definitely get promoted as the opportunities come” .... “ I think he is on a good path”
- About Carl** - “Who does he think he is ..... Mr. Control” “His position sure went to his head... does he think he is better than everybody below him?”..... “I would tell him what I think but it would seriously affect my chances of getting the Nozzleman of the Year award”
- About Valerie** - “When the big kahoona of all fires hits, I sure hope she isn't out of town.... it would be scary without her” ..... “Even though she has had to get onto me for something I did, I respect the way she handled it” ..... “I just wish she would lighten up and join the group a little.... she is professional but work could be a little more enjoyable”.
- About Kevin** - “I think he is doing a pretty good job..... I guess good enough but the way he wants to act like the big-shot is gonna cause me to tell him to shove it one of these days.... I don't have to put up with that” ..... “It's gonna take everybody a while to trust him but it seems most of that will be up to him” ..... “If I don't go along with him, I can kiss my raise goodbye”

**About John** - "It is so cool that our department has him, everybody talks about how cool it is to have his knowledge here in our little department" ..... "I wish he was the one that gave awards, he knows what is going on but I guess we need to show the town council how good we are" ..... "I am forever indebted for him for helping me get through my divorce, he was really there for me" ..... "He is such a nice guy but when Joe kept showing up for work late, cussed out that lady at the MVA the other day and even stole the drink machine money... he still did nothing... what's up with that, he needs to know when to put his foot down"

***If you were them how would you put their powers to use in different situations?***

Of course I am not referring to any real aspect of leadership as a "game" but for this analogy to work ... it is game time. How will you use the "players" of your power team to good use and do you have to use them all, all of the time?

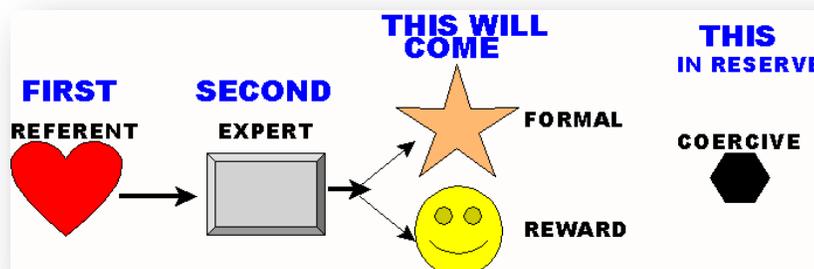
Suppose you have the power levels as indicated on the box below. The situation you are handling is a Firefighter who has a family problem that you have become aware of and it seems to be affecting their work performance. Your best chance and hopefully first approach would be with your high level of referent power. Perhaps your conversation may send the FF in a positive direction or caring enough about them to encourage use of the EAP or spur you to think of an action that can help. Without this high referent power, you probably would not be able to give productive actions, maybe just by listening. You have no options to say "Well if you don't get you life straightened out, you don't need to come back to work ever or at least you will be demoted". Your formal position requires that you take some kind of action. Expert power, regarding fire & Rescue issues does not come into play here but an expert power of knowledge of relationships and handling such issues suddenly may become very useful. Coercive power in the graphic shows an almost absence of it. There may need to be some coercive power used in subtle ways such as..... "This problem is definitely affecting your work... we need to figure out a way to help you through it or it could eventually have a negative impact on your career".



Regardless of the situation, you must evaluate your realistic powers you possess (don't sugar-coat it), evaluate the situation and decide how much or what combination of powers you can use to have the best outcome. Think of scenarios ahead of time or evaluate ones you have actually experienced and apply these principles.

**How do I get Power?**

The path I suggest starts with what I would call a natural progression approach. Every person has the chance to build a high referent power, from the new rookie to the veteran FF, an acceptable level of this power is an individual's choice. Expert power is also obtainable and the control of it has more to do with you than with other excuses that you could come up with. Perhaps you may end up in an organization that does not support training and it's opportunities and you can't afford to send yourself to a school. Books, magazines, listening to experienced FFs are all ways of gaining Expert Power. These two powers, if built well will most likely lead you on a path that eventually brings formal power, thereby giving you chances to give higher levels of reward power. Coercive power is a necessity in management but it should be last resort. It should be carefully placed on a shelf and only brought out when other options are not effective and at appropriate levels for the level of formal power that you have.



# How in tune are you with your team?

## Some Interesting factoids on Perception

**Our natural senses give us perceptual sensitivity that is incredible. Biologically, if your physical senses are working normally, you can:**

- ⇒ See a burning candle from 28 miles away if you are dark-adapted
- ⇒ Feel on your fingertips a pressure that depresses your skin .00004 inch
- ⇒ Smell one drop of perfume diffused through a three room apartment
- ⇒ Feel the weight of a bee's wing falling on your cheek from less than half an inch away
- ⇒ Distinguish among more than 300,000 different colors
- ⇒ Accurately gauge the direction of a sound based on a .00003-second difference in its arrival from one ear to another

**As you can see, we have the physical sensitivity to be very perceptive. But we block our sensitivity; we often limit ideas for improvement *because we already know the Answers.***

By limiting discussions with others and generating different perspectives, we limit possibilities and innovations as well as ownership and self-esteem of others. The nature of how our brains process information means that we cannot sometimes see what is obvious. And that prevents us from improving.

**Suspend judgement and become more open to possibilities.**

***"Don't Just Do Something, Stand There."***

We often ask for firefighters and officers to have "**Situational Awareness**"  
You cannot have that unless you exert effort by observing your surroundings.....

***On the fireground,.....***

***At the station,.....***

***And at home***



# What is a Team & Team Building?

In the late 80s and 90s, 'Team Building' has been recognized by many companies as an important factor in providing a quality service and remaining competitive. Yet the term 'team building' can sometimes seem rather ambiguous - people often know that they need it, but aren't quite sure what it is.

## What is a team?

Here are some terms that are often used to describe 'a team'. Which ones do you think defines what a team is?

- A group of people
- Synergy
- Having one aim
- The whole is greater than the sum
- Co-operation
- Flexibility
- Working together
- Reporting to one boss
- Serving one customer



**Some of these terms are features of good teams.** For example, 'The whole is greater than the sum' is a feature of a team that is working well together - but there are some teams whose collective performance falls short of what you might expect given the quality of individuals. The Apollo Syndrome is a good example of this - where a team composed of highly intelligent people often performs worse than teams made of up 'less-able' members.

The term 'reporting to one boss' can be a misleading one. In a well-designed organizational structure, people reporting to one boss do often form 'teams'. But reporting lines are frequently designed within the constraints of grading structures. Of necessity, there is often a compromise between pay structures or traditional reporting lines, and grouping people together who are a team. In reality, team structures are often complicated, and people can be members of several teams, because *a team is a group of people working together towards a common goal.*

*"A team is a group of people working toward a common goal"*



# Common Goals

## Consider the example of our fire department. Who is a member of the team?

For the definition of a team, you first have to define the common goal before you can define who is in it. Let us suppose that the goal is “to provide fire & rescue services to individuals in the district”. Who contributes to that goal directly or indirectly? There are many people:

<b>Firefighter</b>	Actually carries out the direct end product of service, they are the ones that open and close a nozzle or hydraulic rescue tool, they apply a C-Collar to a suspected spinal injury patient, digs line on a wildfire, maintains equipment with hands on aspects and passes on needs to supervisor so they can continue to provide the end product
<b>Chairman of Board</b>	Acts as the formal position to lead the Board of Director’s meetings and functions. Essentially acts as the leader role for the board as well as a liaison between the community and the department’s interests.
<b>Captain</b>	Depending up on resources at the time of an emergency, may perform the function similar to a Firefighter or Lt. but their main role is to supervise Lts. At this level, certain administrative functions are carried out as well as operational supervision. It is often considered a desired balance position where they are given the responsibilities of supervising larger groups of people and administrative input but maintaining aspect of “being in the trenches”.
<b>FD Personnel’s families</b>	They play an important role in the outcome of the team. Their support, or lack thereof, can have a tremendous impact on a FD member’s ability to balance their time between family and FD function. Families are as well affected by our emotional stresses of work and our accomplishments. Although an indirect effect on the main goal, their relationship with the firefighter ultimately causes the firefighter to have a direct effect on their participation toward the main goal.
<b>Chief</b>	The most often asked for individual from the public. The Chief is a pivot point of representation, a liaison between all FD operational/administrative personnel and the Board of Directors..... the Fire Department as a whole with the community and other agencies. The Chief takes directions from the Board and filters their goals or polices through the channels, as well, having his/her goals for the department become reality by filtering them in all directions. This position can be considered the focal point that teams stem from, and how affective they are.
<b>Treasurer of Fireman’s Fund</b>	Manages funds that are designed more for the use and desire of the group in special ways that may include needy families in the community, fellow firefighters in need or special activities for the group. As well, other accounts managed are also for the benefit of the group as a whole and how, financially, the team can reach the main goals.
<b>Driver/Operator</b>	Safely responds a needed piece of equipment and personnel to a scene where they perform skills that put the piece of equipment to use effectively, makes it pump water, deliver hose or support equipment. This individual delivers “the product” to the emergency or routine situation and when the product arrives, actions are directly carried out that relate to the main goals.
<b>Taxpayer (Fire Tax)</b>	They collectively provide funds that form the budget of the fire department allowing it to function for the services they need. They also act as representatives during elections for Board members. Their vote may influence the direction or goals that the fire department undertakes by the board member they vote for.
<b>Lieutenant</b>	Considered the first-line supervisor. They directly supervise more personnel than any other position. Lts. supervise a crew of Firefighters with certain aspects of administrative duties for them as well as directing a crew of firefighters on a hoseline or other operational function at that level. They orient new members after they are recruited and can have a tremendous impact because every FD member most likely is supervised by a Lt. at some point in their career.
<b>Training Officer</b>	Coordinates training activities, manages funds and keeps records for training. This is an important dispersal point for making the FD’s goals happen. Assessments by management for a needed improvement in an area are forwarded to the T.O. and he/she finds special classes or integrates the need into training activities and programs and help these adaptations occur. From new recruits on through the ranks, needs for training are evaluated from an individual’s spoken desire or the T.O.’s observation and as well, these become integrated into training activities.

<b>Industrial Safety Officer</b>	They are not on the FD roster but their relationship can greatly affect the FD's goals being carried out in the industrial/commercial setting. They may allow us entry and coordination for planning in a facility or be an important liaison during operations at their facility.
<b>Deputy Chief</b>	Essentially acts as the right hand person to the Chief and fulfills the Chief's function in their absence. Mostly responsible for operational aspects and managing incidents, he/she also is the first flow from the Chief's desire to carry out an idea or action that works toward the main goals. On an administrative aspect, the Deputy Chief evaluates most functions of the department and disperses information, programs or assistance to individuals that help a member carry out their duties towards the main goal.
<b>FD Accountant</b>	Manages funds, writes checks and prepares budget information to allow the Board of Directors to make decisions.
<b>FD Auxiliary</b>	Typically takes care of logistical aspects of the station, primarily food during emergency operations. Although they greatly assist in organizing special events for the department, their direct effect of feeding the "troops" during calls certainly effects the function and morale of the team.
<b>Safety Officer</b>	The extra eyes and ears for an Incident Commander, focusing on how operations are conducted safely. They may evaluate programs, plans and policies for proper safety content as well as keeping up to date on safety information and requirements. Their role helps team members complete the department's main goals in a safe manner.
<b>EMS Unit</b>	Although not on the FD organization chart, their role of transporting and caring for patients at a higher level directly affects the how well the department's goals are met with each individual patient. Without cooperation and a team approach when they function with us, an adverse result could occur in reaching our goals. They are part of the team when they respond to us.
<b>FD Treasurer of Board</b>	With some of the same financial responsibilities as the accountant, the treasurer is more focused on the budgeting aspect of how the funds are managed, reporting the budget status each month to the Board. Either financial role that is played in the team is crucial towards maintaining and paying personnel to staff the FD, managing funds to keep the station running and purchasing needed equipment to help the FD maintain their main goal

Even though many more positions/functions that make up the team, in this example, it is easy to see the need for a fire department culture that recognizes and values the contribution that everyone makes to the fire & rescue services, and other important goals. The whole organization is truly a team, and working together towards a set of common goals. The example also shows the hierarchy of goals that exists within the department as well as "outside" individuals which contribute to reaching goals.



# Back to the original question ..... What is team building?

A team is a group of people working towards a common goal. **'Team Building' is the process of enabling that group of people to reach their goal.** It is therefore a management issue, and the most effective form of team building is that undertaken as a form of management consultancy, rather than as pure training (though there is a role for training within a program of team building).

In its simplest terms, the **stages involved in team building are:**

- 1. To clarify the team goals**
- 2. To identify those issues which inhibit the team from reaching their goals**
- 3. To address those issues, remove the inhibitors and enable the goals to be achieved**

The primary skills in this process are recognizing the right issues, and tackling them in an appropriate way and an appropriate order. Team building can also take a different form depending on the size and nature of the team.



**In a project environment**, where team composition is continually changing, the emphasis must be on developing the skills in individuals to be effective team members. The 'scale' involved is 1 person, and the team leader is endeavoring to change the skills and abilities of the individual at operating within a team (or within multiple teams).

**In teams where membership is static** - typically in management teams - how the individuals within the team relate can have a big bearing on team performance. If a member leaves, or another joins, the dynamics of the team can be changed greatly. Here, the scale is small - say, 2 to about 12 - and the team leader endeavors to improve relationships between team members.

**A larger scale operates between teams**. Where the teams do not relate well, they are called 'team islands', and it is the relationship between the teams that becomes the focus

The largest scale is that of organizational team building. With the exception of the senior management team, the ability of individuals to make an impact on the corporate culture is very limited. One of the key aims of the team building consultant is to change the behaviors and attitudes prevalent in the organization, which are almost independent of who actually works there - new recruits who are 'different' often start behaving in accord with the existing culture.

	<b>Scale</b>	<b>What is changed</b>
<b>Individual</b>	1 person	Individual skills and perceptions
<b>Small Team</b>	2-12 people	Relationships between people
<b>Team Islands</b>	2 or more teams	Relationships between teams
<b>Organization</b>	15+ people	The culture of the organization

## Summary

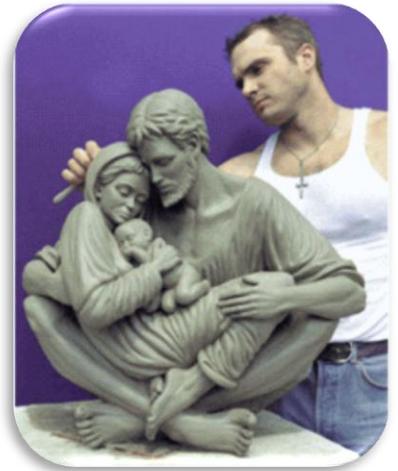
- ◇A team is a group of people working towards a common goal.
- ◇Team building is a process of enabling the team to achieve that goal.
- ◇The stages involved in team building including clarifying the goal, identifying the inhibitors and removing them.
- ◇The nature of the team building varies in terms of scale, and what you are trying to achieve.

# Which team roles are you going to perform today?

**Sculptor, Coach, Scientist, Crusader,  
Explorer, Innovator, Curator, Conductor**

## Sculptor

Sculptors bring things to **fruition** by getting things done, and getting them done now! They are very action-oriented, dealing with whatever tasks the current situation presents, and spurring others into action as well. They make use of their experience and utilize tools which they already have knowledge. They try to have an immediate impact, injecting a sense of urgency, and aiming to achieve clear goals and tangible results.

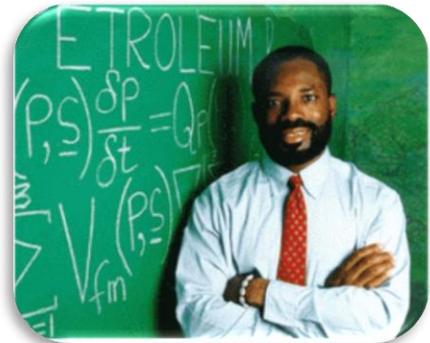


## Coach

Coaches try to create **harmony** in the world around them, by building rapport with people, creating a positive team atmosphere, looking after people's welfare, motivating people and/or providing a service to the satisfaction of others. They value people's contributions, seek to develop the role that others play, and invest a lot of effort in building positive relationships. They try to overcome differences of opinion and find ways in which the team can agree.

## Scientist

Scientists provide **explanation** of how and why things happen. They bring structure and organization into the inner world of ideas and understanding. They analyze things, formulating hypotheses and explanations of how they function, and gather evidence to assess how true those explanations are. They produce mental models that show how particular aspects of the world works. They try to understand the full complexity of situations.



## Crusader

Crusaders give **importance** to particular thoughts, ideas, or beliefs. They are value driven, and in a team discussion they often bring a sense of priority that is derived from their strong convictions. They seize upon and emphasize ideas or thoughts that have the greatest import, bringing them to the fore and stressing their significance. They assess the inherent value or importance of new ideas, focusing on those about which they feel most strongly.

## Explorer

Explorers promote **exploration** of new and better ways of doing things, to uncover hidden potential in people, things or situations. They break new ground, and are often looking one step beyond the current situation to pursue unexplored avenues, until all the possibilities have been exhausted. Explorers often challenge the status quo and experiment with the introduction of change, to see if the situation can be improved or new potential uncovered.



## Innovator

Innovators use their **imagination** to create new and different ideas and perspectives. They observe the world around them, then use their imaginations to consider what they have observed from a number of different perspectives, and dream up new ideas and insights. Innovators often produce radical solutions to problems, develop long-term vision and demonstrate an apparent understanding of what cannot be clearly known.

## Curator

Curators bring **clarity** to the inner world of information, ideas and understanding. They listen, ask questions and absorb information, so that in their mind's eye they can achieve as clear a picture or understanding as is possible. They expand their knowledge and collection of experiences, and also look to the future by envisaging clear goals and clear pathways to achievement of those goals. The focus on clarity also brings greater attention to detail.



## Conductor

Conductors introduce **organization** and a logical structure into the way things are done. They organize and systematise the world around them, establishing appropriate plans, identifying and implementing the correct procedures, and then endeavoring to make sure they are followed. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.

Which role or combination of roles will you play today?

# WHO WORKS FOR WHOM?

Organization charts and written command structures certainly spell out who you are supervising and who is supervising you. They identify who you are supposed report to with certain issues or turn certain paperwork into. They identify who is “In charge” during different situations.

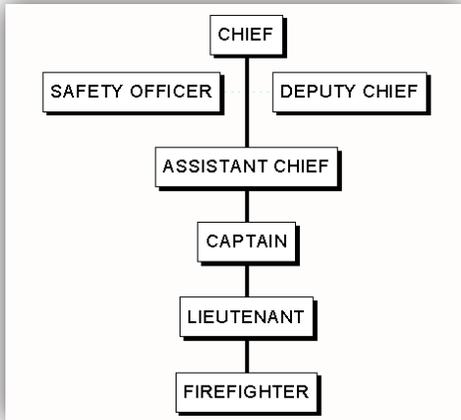
What they don't do is promote the concept of who you are really working for, or should be if you plan to be a successful leader

## The traditional organization chart

The traditional chart seems to clearly identify that a Firefighter directly works for their Lieutenant and therefore works for every individual who is “above them” in the organization.

The LT. works for the Captain, Captain for Assistant Chief, AC. for Deputy Chief, D.C. for the Chief, everyone works for the Chief and ultimately everyone for the Board of Directors.

People often associate the fact that someone is “over them” or “below them” and members are considered to be “subordinates” or “superiors”. The basic concept is that you must meet the expectations of your supervisor and you go to them with your problems, your needs and the details of how you have completed tasks.



## The reality of organization charts is the following if you plan to be a true leader.

A leader understands organizational goals and to accomplish them, he/she must work for needs of those who they expect to help accomplish them. In essence, your purpose as a supervisor is to work for the person you supervise, your focus is “what do they need?” .... “How are they doing? ..... “What can I do to help them?” ..... and ..... “Sure, my responsibility is to help the place reach goals but my duty is to the people who I am asking to do it?”

Remember in the section “Common Goals” of this manual..... The Firefighter is charged with the responsibility and carries out the task of opening a nozzle, being the one that directly suppresses a fire, applies oxygen to a Pt. With difficult breathing, checks equipment readiness, fuel levels in trucks and performs maintenance to make the sure equipment is ready. In the basic sense, that position directly delivers the product that is the result of the FD's goals being accomplished.

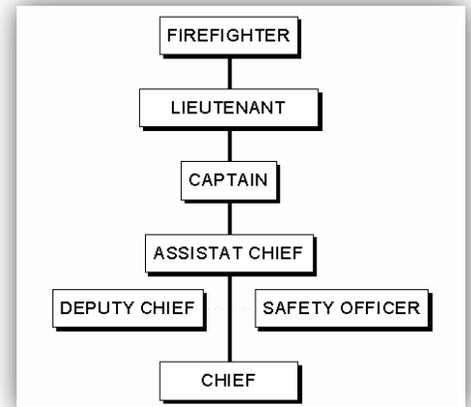
The concept is not to be taken that the Lieutenant's job is to do what the Firefighter wants or says to do. It is about observing closely the needs of the Firefighter to accomplish what they are expected to do and helping turn real needs into reality. **Lieutenants should be saying** “What should I be doing to make the Firefighter's job happen effectively, safely and have them continue to want to do it”.

**The Captain** should be figuring out how they can help the Lieutenant's job be effective and in turn, positively affecting the Firefighter's job.

**The Assistant Chief** assess the Captain's job and figures out what he/she can do to make their job more effective, thereby positively affecting the Lieutenant's job, thereby positively effecting the Firefighter's job.

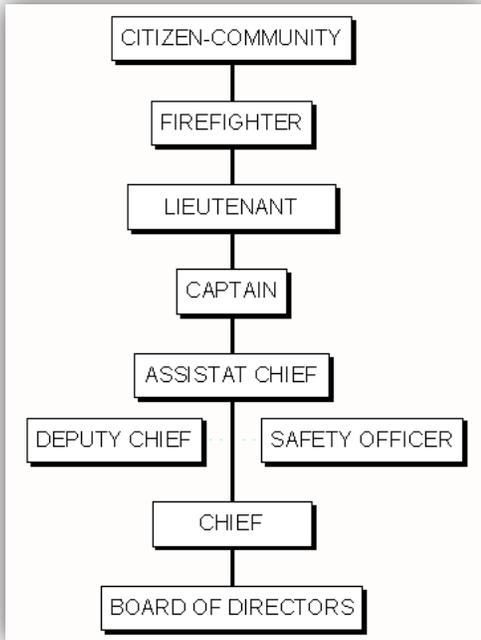
**The Deputy Chief** assess the Assistant Chief's job and figures out what he/she can do to make their job more effective thereby positively affecting the Captain's job, thereby positively effecting the Lieutenant's job, thereby positively effecting the Firefighter's job.

**The Chief** assess the Deputy Chief's job and figures out what he/she can do to make their job more effective thereby positively affecting the Assistant Chief's job, thereby positively effecting the Captain's job, thereby positively effecting the Lieutenant's job, thereby positively effecting the Firefighter's job.



Okay, so that may have seemed a little bit repetitive but that is the process that, within the organization chart, makes the goals of the department not just happen, but happen effectively. It is the concept that you work for the person “above” you in the modified organization chart.

### What is still missing from the chart?



Two key positions are still left out of the chart. There is the community that we provide the end service to and at the other end, the Board of Director's.

The citizen's of the community and even those who drive through the district should be at the top of the organization chart. These are the people that in the end run, we are actually working for. The reason that we exist is their existence and the fire & rescue related needs that they have. Things you do, in any way, ultimately affect them.

The Board of Director members have been elected as representatives of the community to manage the fire department. Their service is the purpose to see that end services are effectively provided to the people of the community.

The Board's vision is that actions and decisions they make will, in some way, affect an individual citizen after it filters through the ranks at the station. So the Board works for the Chief, Chief for DC, DC for AC, AC for Cap, Cap for LT and LT for FF, FF for citizen, thereby, Board member, through the ranks is working for the citizen.

### Mutual & Multidirectional Chart

The other final concept is that these charts don't always flow exactly through the ranks shown. Mutual angles are where any position works for all other positions. Your attitude is that whatever you do affects everyone. Multidirectional is where you realize your actions directly affect another area of the chart that is not immediately attached next to you. In other words, a Capt. may be completing a task that is specifically designed to affect the Firefighter so your focus is on the Firefighter and includes the Lt. In the other direction, a Firefighter has the attitude or completes a task that he/she knows will be beneficial to the Lieutenant, not just to make himself look good to the LT but because it really helps him. Everyone helps each other to reach the goals.



# THE TOP 10

## *Mistakes Leaders Make*



### **1. The top-down Attitude, the number one leadership hang-up**

Almost the same as the “Who works for who?” concept. Leaders become isolationist to people they supervise, consider themselves better than those they supervise and their supervisory position is more important than that of the people they supervise.

### **2. Putting paperwork before peoplework, confessions of an obsessive compulsive**

Yes, paperwork has to be done and can be vital to the operation. Sometimes the paperwork lets you forget about the other leadership skills you should have. Work on asking for help or evaluating whether it is really needed for the moment, especially when people are crying out for your leadership time. Some leaders will work hard on projects such as cleaning their desk, meticulously rearranging things and feel that because of these actions they will be viewed as “more professional”. In turn, this may also be trying to make up for a lack of people skills.

### **3. The absence of affirmation, What could be better than a pay raise?**

Forgetting the purpose and goals of the job. When the focus becomes strictly monetary to meet your needs, they will hit a brick wall. Raises won't always come and in amounts desired by these people. Just take time to remember your purpose or you may be spreading the virus that starts people coming to your door always focused on the raise you can't give.

### **4. No room for mavericks? They bring us to the future**

An attitude that totally excludes the person with different thinking and actions. Although you will want people to conform to your ideas and principals, mavericks may be bringing needed change. Open your mind and understand when to open the door to them and also where to draw the line.

### **5. Dictatorship in decision making, getting beyond “I know all the answers”**

Although it may feel more in “control” when you will only have it your way, trouble is on the way. A dictator's philosophy and continual coercive actions will bring about the desire for revolution, history proves it.

### **6. Dirty delegation, refusing to relax and let go**

Only passing out the “unimportant” jobs or tasks and keeping the “complicated” ones for yourself. It may feel like you are paid more so you should be doing more complicated work and more of it. In fact you may be showing people that they are not smart enough or capable enough to complete the task. Your job is to be a leader, share the growth.

### **7. Communicating chaos, singing off the same page in the hymnbook**

Give someone the good part of information and avoiding even the little negative parts will probably be discovered in the end and your trust is damaged.... present all info that is applicable. Saying one thing and doing another and eliciting confusion in the information flow is a sure way to create subversion in the ranks.

### **8. Missing the clues in department culture, the unseen killer of many a leader**

Yes, you stand your ground on your principals but do you really know what is going on in the department? The group's needs and desires will change and as long as they are within the parameters of the goals of the department, pay attention to them. Change is happening everyday and you should be aware of it.

### **9. Success without successors, planning your departure the day you begin**

Those leaders who feel job security by hiding the details of how to do their job are doomed in leadership. A leader should be teaching, coaching and seeking out their replacements. Without the members growth, your leadership will shrink.

### **10. Failure to focus on the future, prepare yourself, it's later than you think**

Time is running. Change is a reality in everyday life. Expect change and realize that things are going to be different and you must plan for them now. The information flow during change is crucial and you should involve others in your vision of the future.

# The Nine Basic Human Needs

## The Nine Needs:

Security, Adventure, Freedom, Exchange,  
Power, Expansion, Acceptance, Community, Expression.

Each of us have three primary needs, meaning three needs that are more important than the other six needs, which we have to a lesser degree. When people do not get their needs met, they can become agitated, belligerent or driven to use the negative aspects of their needs.

Each of the needs is described below, with their positive aspects (how they work in positive ways) and their negative aspects (how people use more forceful or destructive ways to get their needs met).

Each person is responsible for seeing that they get their own needs met - this is an inside job, not something that is fulfilled by another person. People who share the same needs will feel a connection or common bond.

Two people who do not share at least one common need will feel little connection with another person. Co-workers who do not share similar needs will have a hard time working together. Close friends, partners and mate relationships will usually share two or three needs in common.

**After reading each of these Nine Needs and assessing yourself, come back to this page and mark where you place yourself.**

A= This needs description does not fit or apply to me at all

E or F= About half of the information seems to apply to me but the other half doesn't

J= This is me to a "T"

	A	B	C	D	E	F	G	H	I	J
Security										
Adventure										
Freedom										
Exchange										
Power										
Expansion										
Acceptance										
Community										
Expression										

# 1. Security

Security is the need to feel safe, to feel assured that they know what is going to happen, to know ahead of time what the plans are. What constitutes Security can be different for different people.

## **Examples of how Security manifests for different people:**

- Having lots of money in the bank
- Having a planned savings/retirement program
- Having a secure job
- Having a house, home and family
- Having a dependable car
- Paying off the mortgage or having no debts
- Having excellent personal and family health, or health insurance that covers any possibility
- Having life insurance to protect their family
- Having deep personal faith or personal conviction that they will be OK regardless of what happens in the world
- Carrying a gun or having a way to protect themselves
- Knowing their personal family history, or ethnic background
- Living in a gated/guarded community
- Living near friends and family.



**Positive aspects:** Whatever makes you feel safe, balanced, grounded, connected, safe, secure, trusting that things will be OK in your life.

**Negative aspects:** Overly cautious, fearful, paralyzed, indecisive, frozen in place, unable to function due to insecurity, retaliation against someone who they believe destroys their sense of Security.

**How this need affects the workplace:** People who have a need for Security will be more deeply affected by sudden changes, unforeseen events, real or perceived threats to their job, their livelihood, or their sense of self. Their fear will keep them from functioning in times of crisis or potentially cause them to react strongly to someone that they feel is threatening their sense of security. People who have a high need for security will be drawn more to working in government or public sector jobs than to entrepreneurial enterprises.

People who have a low Security need or have a need for Adventure may welcome change of any kind, while those with a high Security need may react very strongly at even minor changes. A manager who has a need for Adventure with a staff with high Security needs can create havoc and traumatic reactions very quickly.



"Look, it's like I told you yesterday, if you want to invest in mutual funds you've got to start thinking long-term."

# 2. Adventure

Adventure is the need for an adrenaline rush, to have new experiences, to travel, to have BIG experiences, to have drama in their life, to have a sense of anticipation about upcoming events.



## **Examples of how Adventure manifests for different people:**

- Planning new trips (even if they are never taken)
- Re-organizing a department or company
- Starting a new company or division
- Creating new markets, new products or new industries
- Changing partners or spouses
- Changing jobs frequently
- Moving frequently
- Buying a new car every year
- Being an entrepreneur or being self-employed
- Changing work assignments or locations
- Conquering something (climbing the highest mountain, winning a gold medal, setting records)
- Experimenting with new techniques or materials
- Being first to do something or try something
- Loving the challenge of solving problems
- Racing sports of all types (the thrill of victory!)



**Positive aspects:** Sense of higher self-confidence, independence, risk-taking, optimism, excitement, enthusiasm for living.  
**Negative aspects:** Reckless regard for life and limb, irresponsibility, cutting themselves off from people (hermit), judgmental of others who are less adventurous, creating crisis or drama inappropriately.

**How this need affects the workplace:** People with a need for Adventure will be leading the pack to find new things to do, new places to visit,

new markets to open, new products to sell, new ways of doing things, new ways of organizing the company.

They make excellent sales people, who love the thrill of making a sale or opening doors to new clients/customers. They could be a customer service representative who gets a thrill every time the phone rings with a new problem, or they could be an entrepreneur who starts companies over and over.

If things get too boring, people with a need for Adventure will find a way to liven them up - either in a positive way by initiating something new or in negative ways by going off on their own, taking great risks or by criticizing others who can't see that the new Adventure is wonderful!

As mentioned in Security, the conflict between people with a need for Adventure and those with a need for Security can create havoc. Some people have both Security and Adventure in their highest three needs; this creates a particularly challenging situation for them as they seem to be opposites. To handle both appropriately, a person might enjoy travel to new places (Adventure) yet will carefully plan out the trip (Security) - satisfying both needs in a positive way for themselves. Or, they might find themselves constantly torn by conflict between the two. If they realize they are responsible for resolving their own needs, the conflict can be managed in a positive way.

# 3. Freedom

Freedom is the need for independence and spontaneity. It is also the need to have choices and to feel in control of making those choices. In many people, Freedom might be combined with Adventure, since a person who has a need for Freedom might be willing to partake of more Adventures, than a person who has both Freedom and Security. Freedom does not care for plans or heavy structure. What constitutes Freedom for one person may be very different from another's need perception of Freedom.

## Examples of how Freedom manifests for different people:

- Having choices and making their own choices
- Feeling free to move around without restrictions
- Feeling free to make decisions in their job
- Making choices about relationships
- Choosing where they live
- Choosing what work assignments they will accept
- Teaching others how to be self-sufficient
- Refusing to obey rules that were created by someone else
- Making or enforcing rules that allow Freedom and free choices for others
- Advocating Freedom as a basic human right
- Keeping their options open by not making decisions
- Re-arranging their work space
- Changing appearance, hair style or way of dressing
- Feeling free to be themselves, regardless of what they are doing or the situation they are in
- Feeling free to search or seek out answers rather than having answers imposed upon them
- Having the freedom to work as they feel is best - either by what hours they work, what days they work, or by how they approach a job or a project
- Refusing to "make a commitment" (an easily recognized example of the need for Freedom)



**Positive aspects:** Independence, self-confidence, high self-esteem, teaching others, clarity, a way out of martyrdom (feeling stuck, trapped or sorry for yourself)

**Negative aspects:** Relationship avoidance, fear of commitment, separation and distancing from others, inability to understand others and be understood, manipulative (imposing on people's freedom).

**How this need affects the workplace:** People with a need for Freedom may resist any and all attempts to impose new rules on them. If they work in an "open" environment, they may excel at projects that require or reward independent thinking and spontaneity. They will make good teachers of people who are expected to exercise independent judgment.

Someone who manages a person with a need for Freedom will get along best with them when they recognize and respect that person's to make choices for themselves. People with a need for Freedom must recognize that need in themselves and not take jobs that are very rule-oriented; rather they must look for situations where their need for Freedom can be exercised appropriately.

# 4. Exchange

Exchange is the need to trade information and knowledge with others, not just to mingle or socialize, but to deliver and receive something of value. That something of value may be information, conversation, communication, energy, friendship, services, money, gifts, love, justice, shared experiences. People with a need for exchange are concerned about the flow of energy in all types of relationships. They like to see things "moving" in some way that expresses balanced equality, integrity and an equal exchange.

## Examples of how Exchange manifests for different people:

- Participating with others in discussions of all types
- Staying in touch with friends, family and business associates (phone calls, letters, e-mail, in-person visits, gifts, etc.)
- Feeling a sense of camaraderie with coworkers
- Working with others who have a common goal
- Participating in groups (teams, committees, clubs, boards, etc.) where they feel they are valued and receive value from others
- Seeing that justice is done
- Feeling a sense of fairness and balance in interactions with others
- Working in a way that creates equality for all participants
- Feeling a sense of integrity and trust with others
- Sharing information with others and receiving information in return
- Working with contracts and agreements
- Studying (and working with) situations and people related to ethics, integrity and justice
- Building and maintaining an active network of contacts
- Making introductions to others through their network.
- Sharing a deep relationship with another person, where they feel able to communicate and interact freely and easily.



**Positive aspects:** Positive role model for relationships; maintaining an equal balanced flow in a relationship; keeping things moving (knowledge, information, communication, energy); promoting equality in all interactions; working with money, contracts, justice, ethics, integrity, wholeness, balance.

**Negative aspects:** Keeping secrets, withholding communications, engaging in inappropriate communications (gossip, lying, criticism), cynicism, general negativity, stinginess, not participating with others in an equal or balanced way, unethical behavior or treatment of others.



**How this need affects the workplace:** People who have a need for Exchange work well with others with common goals. If a person who has a need for Exchange meets someone that does not interact well with them, they will "write off" the person and the relationship, finding no common ground for interaction. If this other person is a boss, client or coworker it will be very hard for them to continue any further interaction with the person.

A person with a need for Exchange needs to feel they are getting something of value from someone else and that they are giving something of value. They will be very distressed by unethical or discriminatory behavior or learning that information has been withheld from them.



# 5. Power

People with a need for Power need to be in a position of authority and responsibility. They need to explore Power, leadership and accomplishment. People with a need for Power tend to be good organizers and accept responsibility, setting an example of leadership.

## Examples of how Power manifests for different people:

- Managing a company, a division or a department
- Becoming a leader in a civic organization or professional group
- Organizing events, trips, projects
- Achieving success
- Helping others feel empowered
- Being a well-known speaker
- Becoming an authority on some topic
- Writing a book that expresses leadership
- Being responsible for people, things, projects, events, situations
- Being a leader and recognized as a leader
- Teaching others about leadership and responsibility
- Taking command of an army or a military unit
- Taking over a country
- Rescuing a company in trouble
- Taking charge during an emergency or crisis



**Positive aspects:** Self-empowerment, leadership, accomplishment, success, organization of others and things, responsibility.

**Negative aspects:** Viciousness, abuse of power, dictatorship, inappropriate control and manipulation, anger, violence against others or things.



**How this need affects the workplace:** People with a need for Power will gravitate to situations that allow them to exercise their leadership skills and responsibility. This may be on a grand scale or on a smaller level. When they cannot exercise their need for Power, they may become manipulative through coercive power, threats or over-control. A person with a need for Power may exercise it in the workplace, find outlets in a community setting or in teaching others about the use of appropriate Power.

People with a need for Power may be noticed when they enter a room because they carry a strong sense of leadership and are used to be in command. These are good folks to put in charge when something needs accomplishing. They will be happiest when they feel powerful. They will be unhappiest when someone or something prevents them from exercising Power in some way, or if they feel a sense of personal failure.



# 6. Expansion

Expansion is the need to build something, to add onto, to create an empire, to expand horizons, to go where no one has gone before.

## Examples of how Expansion manifests for different people:

- Building a company
- Building a personal or political empire
- Creating a personal fortune
- Expanding a collection of any kind
- Saving rare art, rare books or historic buildings from destruction
- Protecting the environment because it benefits humanity
- Building new buildings, cities, communities, roads
- Expanding a market niche
- Creating new knowledge
- Discovering new ways of doing things
- Expanding the boundaries of science, art, medicine, music or nature
- Expanding the knowledge of physical and spiritual laws
- Understanding how the Universe works and explaining it to others
- Seeing the bigger picture
- Becoming an astronaut, oceanographer, medical researcher or scientist focused on exploring new worlds
- Exploring uninhabited lands or regions
- Becoming a minister, preaching about people's connection with a larger spiritual reality
- Creating new breeds of animals or plants



**Positive aspects:** Growth and expansion; recognizing the value of others; recognizing the value of art, science, nature, physical and spiritual laws; working with cosmology; recognizing a connection with great spiritual teachers (Christ, Buddha, the Higher Self); working with the study of intuition and psychic interests; understanding how the Universe works and how they fit into it; understanding themselves and others.

**Negative aspects:** Indiscriminate growth (cancer, huge weight gains, hoarding things, large collections of odd things), confusion, loss, abandonment, betrayal, loss, suicide, atheism, evil, sin, spiritual separation.

**How this need affects the workplace:** People with a need for Expansion will constantly be trying to expand their knowledge and the boundaries of that knowledge. This is good if they are in positions where that energy can be focused on assisting a company grow, creating new knowledge or creating new products. It can be bad if their only outlet for expansion is to take from others. When their need for expansion is thwarted, they may turn that need into inappropriate and harmful ways.



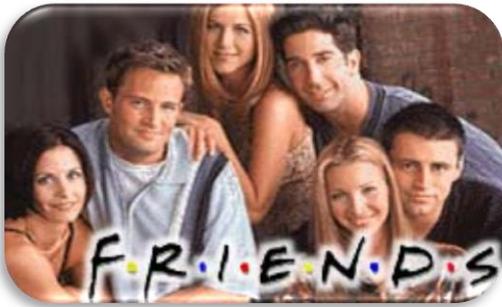
# 7. Acceptance

Acceptance is the need to accept yourself and be accepted by others. This includes a feeling of belonging. People with a need for Acceptance are usually very easy-going and pleasant to have in a group.



## Examples of how Acceptance manifests for different people:

- Participating with situations that are open and accepting of everyone
- Feeling a sense of acceptance by coworkers
- Being accepted by neighbors
- Being accepted as a valuable member of a family group
- Being accepted into a club or group
- Working with people who need extra attention and acceptance
- Feeling loved
- Accepting whatever comes up in life
- Doing things that make others feel good
- Being nice regardless of the situation or the person
- Being tolerant of self and others



**Positive aspects:** Understanding and participating in love and loving situations, romance, bonding, sense of family or tribe, self-esteem, self-forgiveness, forgiveness of others, altruistic, humanitarian.

**Negative aspects:** Rejection, jealousy, prejudice, guilt, shame, hate, xenophobia (group prejudice, fear of different classes of people)



**How this need affects the workplace:** People who have a need for Acceptance are a valuable addition to any group. They will often be a stabilizing presence and help others tolerate each other a little better. They may "go along" to whatever proposals are made to avoid any conflict in a group. It is very hard for them to express any different opinion because of their fear of being rejected.

A person with a need for Acceptance needs to feel they are accepted, as well as accepting others. They can be seen as a "doormat" with no opinion of their own or their time may be abused since they will rarely criticize others or say "no." Because of this, they may be rejected by others, which causes them more severe pain because of their high need for Acceptance.

# 8. Community

People with a need for Community like having people around. They are highly social and will express their enjoyment of gatherings. These are the best folks to put in charge of parties and company gatherings. They will seek out people and are able to maintain large numbers of relationships. The need for Community is different from the need for Exchange in that the need for Community does not require the exchange of anything.



## Examples of how Community manifests for different people:

- Throwing parties for the slightest of reasons
- Being the center of the office network
- Participating in classes, groups, clubs
- Going to a shopping mall or concert just to be around large groups of people
- Being the cook for large family gatherings
- Hosting family gatherings, groups of friends
- Opening their home to people with common interests that may be in town for some reason
- Running for public office
- Gathering signatures for a petition or ballot initiative
- Being part of a campaign to save the rain forests or a wild life area
- Creating a learning center for people interested in political, social, environmental or spiritual goals

**Positive aspects:** Need to be around other people; highly social; need to be tribal; ability to have and relate to children, grandchildren, distant relatives; need for family; need for bonding at a wider level; political and ecological participation; responsibility as a citizen; sense of one's own importance and dignity in relation to the rest of humanity.

**Negative aspects:** Indiscriminate contact, neediness, clinging, dependence, irresponsibility, criminal behavior, short-term thinking.

**How this need affects the workplace:** People with a need for Community will be with people every chance they can get. They may be the center of the gathering or on the sidelines. They may be the ones bringing forth proposals that point out a company's responsibilities to the environment or the community.



These are not people to be sent to work in an isolated laboratory, work the midnight shift or sent on a mission where they will not be able to socialize with others. Because socializing is such an innate talent with them, others may feel jealous and not understand the high need to be with other people. Others who are less social may be compared inappropriately and told, "If they can do it, so can you." That's not necessarily so. Not everyone has an inherent need (or even tolerance) for very high social contact. The less-social folks may want tag along occasionally, letting those with Community gather the crowds.

# 9. Expression

Expression is the need to be artistic, to be seen, to be heard, to be felt. It is the need to express oneself through words, speech, actions, dress, art and self-creations of all types.



## Examples of how Expression manifests for different people:

- Expressing through the Internet (creating web sites, writing newsletters, creating graphic art, stating opinions)
- Writing books, poems, articles
- Reading poetry at coffee houses
- Writing opinion articles for newspapers and magazines
- Public speaking about topics that are near and dear to the speaker
- Creating art in all forms (painting, jewelry, crafts, interior design, graphic design, furniture design, architecture)
- Teaching creative thinking classes or workshops
- Designing company logos or ad campaigns
- Coaching children in creative arts
- Dancing or teaching dance in all forms
- Acting in movies, plays or local theaters

**Positive aspects:** Demonstrating individual creativity, showing balance, getting in touch with creativity, promoting understanding (by revealing self) through art, words, behavior; being a living expression of "who I am."

**Negative aspects:** Invasion of other's space (too much self-expression), self-centered, temperamental, blind to other's value, lying, creating or expressing a false image.

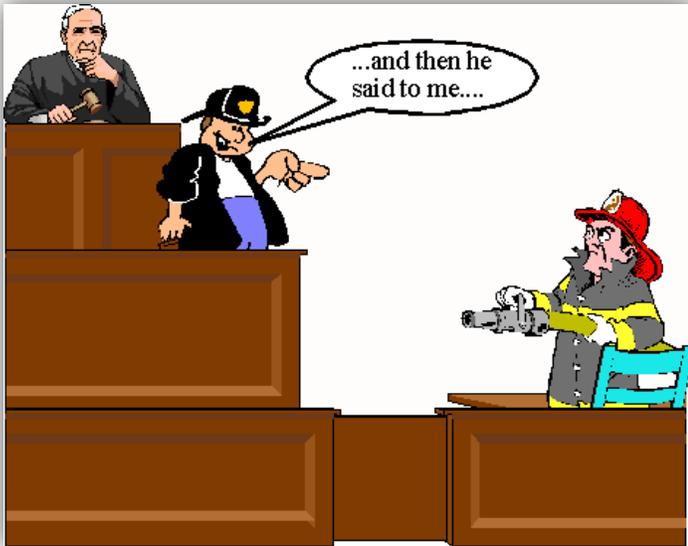
**How this need affects the workplace:** People with a need for Expression will be happiest when they are free to express their inherent creativity. Examples might be through writing or designing a company newsletter; creating a company logo; developing company brochures; designing a new work space arrangement; creating designs for new products, services or related materials; designing or maintaining a company's Internet web site; giving speeches on behalf of the company's values, goals and mission (if they reflect the person's values and beliefs).



In many companies, expression of individuality is rigidly controlled and monitored. This may lead to destruction of an individual's ability to function fully and productively in that environment.

For a person with a need for Expression, such an environment will either drive them toward negative expressions or they will go where their creativity is valued. People who cannot be creative or expressive through their work, may find outlets in community activities that are sufficient to satisfy their need for Expression.

# Negligence & Contributory Negligence in Leadership



Don't worry we are not going to be covering the actual civil liabilities involved with being a leader although they are very important issues. What we will cover is an analogy of a leader's court system that will pass judgement based on the "Laws of Leadership".

The purpose is first geared towards not committing acts that would create a just suit, then preparing for the frivolous lawsuit, then understanding how you are negligent and to what degree when a just case is brought forth, how to take the judgement passed and improve or the realization that there are consequences for your negligence in leadership.

## To have this basic court system, it needs structure. It is made of the following:

### 1. Laws -

- A. Common Laws - Prevent harm, Be justified, Be ready, Be nice
- B. Elemental Law - The SOG and other policy and procedure standards
- C. Leader Law - The information, concepts and understanding in this manual

### 2. A Judge - The individual literally fulfilling this role is variable depending on the situation. For this analogy, the Judge (in your mind) is the person meeting the following description.

- A. The person you respect the most in the world *or*
- B. The person who would be disappointed in you when wrong or would applaud you when right, *or*
- C. Any worldly leader that is viewed as a role model leader.



### 3. A Jury - 12 of your peers. Does not have to be same rank. Pick 12 people, some from SVFD, neighboring departments and a various group of others or, you can use a 12 person jury from SVFD, members or Board of directors.

### 4. Plaintiff/s - The individual or group that files suit, or has potential to file suit claiming you have had some form of negligence or contributory negligence in your leadership.

### 5. Defendant/s - You or your group who's leadership has been or has potential to be sued.

### 6. Witnesses - People/members that have witnessed events occur, good or bad.

### 7. The Media - Not really part of the court system but the media here represents the "gossip" and the spreading of news about a particular case.

## Let's review a "court's" findings on some cases .....

### In the case of FF Joe Garzeza (Plaintiff) vs. Lt. Carl Browning (Defendant)

District Judge George Washington presiding

Plaintiff alleges that the defendant has consistently neglected to pass on important information concerning duties to be done, training opportunities and safety issues such as Fire Weather information on a highly hazardous day. Plaintiff also alleges that these absences of information have caused him to become viewed as a member not meeting expectations and have put him at risk for serious injury or death.

Defendant states that frequent briefings were held explaining duties. That these duties were typed and handed to each member and allowed time for discussion time to assure clarity on their expectations. That training opportunities are prominently displayed on a training board for all members to view and all are aware of the location. The Fire Weather information on higher hazard days is prominently displayed in large print on a dry-erase board and members are informed and that FF Gargeza frequently makes sarcastic remarks regarding the "value" of training or the fire weather information.

Two witnesses state that they have received the same duty sheets and they witnessed FF Gargeza receive the same paper. That training opportunities are prominently displayed and even mentioned during briefings. That they have always seen the Fire Weather information prominently posted and discussed by the defendant.

The court orders as follows:

Documentation and photographs from the defendant and witness statements lead the jury to believe this to be a frivolous suit. The Judge concurs.

*Perhaps a counter-suit should be filed against FF Gargeza?*

### In the case of Lieutenants (Plaintiffs) Vs. Capt. Theodore Smith (Defendant)

Superior Court Judge "My High School History teacher" presiding

Plaintiffs state Captain Smith does not have the skills and knowledge for supervising on the fireground. Plaintiffs state the defendant's tactical decisions and violations of the SOG have created dangerous situations and have been the cause of two burn injuries over the last year and several close calls. That the defendant will not listen to others during such incidents.

Defendant states that all tactical actions were correct and that the plaintiffs experience level is not high enough for them to judge him. That the two incidents of burns were the result of the plaintiffs actions, not his. That the plaintiffs want his job and have been covertly undermining his position. That it is the plaintiffs will not listen to him during incidents.

10 witnesses address both sides. All witnesses state that the plaintiff and the defendant were equally responsible for injuries sustained during operations. That plaintiffs and defendants have both been undermining the other's position by comments to other members and that they frequently take actions to create work problems for the other party. That both parties frequently argue, both to blame.

Jury concludes: 50% negligent for defendant, 50% negligent for plaintiffs

Judge's ruling: The court finds that, although 50% negligent usually represents equal fault, this case involves a supervisor and those he is supposed to supervise. The supervisor accepts more responsibility the higher they climb on the corporate ladder. The supervisor is held to a higher degree of leadership capabilities and is expected to maintain a higher degree of ethics for example setting, therefore, a 50% split in responsibility now becomes 60% defendant - 40% plaintiff. The 20% difference is the expectation of leadership that has been faulted.

All parties are disciplined with defendant receiving an extra punishment

Of course, who wouldn't want more information to make their own judgement in these cases but they were only meant to summarize a couple of possible situations and outcomes.

**There are just about always witnesses and the main point is.....**

**When your leadership case is taken to court, how will it be summarized?**

# Evaluating Your Leadership Abilities



## **Why evaluate?**

Knowledge of leadership skills and attributes is a great start for being a great leader. Knowing how or where you are with these attributes is another step. Taking that information and positively doing something about it is the last step that decides where your leadership level will be. Some areas may be obviously weak, “just ok”, or exceptional. This is the time that awareness is brought forth, tools are provided and the choice becomes your own as to what kind of leader you want to be and the range that you are expected to be.

Be realistic when evaluating yourself and how you think others would evaluate you. Sticking your head in the sand or putting yourself on a pedestal that does not exist is not helping you or anyone else. If you were in command at a structure fire and sending a ventilation crew to Sector 6, see the roof is obviously getting ready to collapse, but tell yourself.....”It’s not that bad” ..... you are adversely affecting others. As well, being unrealistic about your leadership may be adversely affecting others.

## **Recognizing the uniqueness of leaders**

Leadership roles are made from a wide range of personalities, backgrounds and values. In evaluating the 5 foundation blocks you should remember that in these areas, strive to improve them as much as possible. In an organization, you will be able to pick out people who seem to have noticeably higher characteristics in certain areas and less in others but the general opinion of them within the group is that “they are a good leader”. There will probably never be one person that you would want to model all leaders to be like. The combination of people make the organization work in their special and unique ways, but if certain areas are too low, the organization may suffer even if the effect is from one individual.

You will bring your own unique style of leadership as a person but remember, your foundation must be solid or your uniqueness will be of little or no use. Value yourself and these principals.

## **Evaluation based on the 5 foundation blocks**

1. How your “followers” rate your leadership (in your opinion)
2. How your peers of equal rank rate your leadership (in your opinion)
3. How you rate your own leadership
4. How your supervisors rate your leadership (in your opinion)

## **How to judge**

On the same concept of a 1 to 10 scale but from 2 to 20.

2 would represent the absence of that foundation block, 10 would be average or a “average”, 20 would be the most you could obtain of that foundation block.

Place a mark in the box where you rate for each foundation block, place that number at the end of the row and total them at the bottom.

**How your “followers” rate your leadership**

	2	4	6	8	10	12	14	16	18	20	
Example setter											
Encourage Involvement											
Possess coaching and mentoring skills											
Engage in 2-way communications											
Passion for what they do											

**How your peers of equal rank rate your leadership**

	2	4	6	8	10	12	14	16	18	20	
Example setter											
Encourage Involvement											
Possess coaching and mentoring skills											
Engage in 2-way communications											
Passion for what they do											

**How you rate your own leadership**

	2	4	6	8	10	12	14	16	18	20	
Example setter											
Encourage Involvement											
Possess coaching and mentoring skills											
Engage in 2-way communications											
Passion for what they do											

**How your supervisors rate your leadership**

	2	4	6	8	10	12	14	16	18	20	
Example setter											
Encourage Involvement											
Possess coaching and mentoring skills											
Engage in 2-way communications											
Passion for what they do											

# Evaluating your Powerbase

We could repeat the same separate tables that allow the input from other aspects/people. The principal is still there and you should remember not to be unrealistic about your own power evaluation, others are being realistic about yours.

Again, a "2" is an absolute absence of that form of power, 20 being the most anyone could possibly have. This time you are only rating your opinion of you, but do your own estimation of the people around you and where you fit.

	2	4	6	8	10	12	14	16	18	20	
Referent Power											
Expert Power											
Formal Power											
Reward Power											
Coercive Power											

## What does a score mean?

Totaled numbers on this scale can range anywhere from 10 (absolutely no power) to 100 (the most power possible). The score means nothing if you were unrealistic, either to the positive or negative side. The score at the bottom is a totality of power and more focus should be spent on the individual powers to see which may need improved.

# Quotes & Philosophical Statements for Leaders

“Leadership is reserved only for those who plan to leave a legacy of excellence” - Vincent Van Gogh

“Ninety percent of what people learn is through mistakes they make. Thank God we let people make them.” - General Norman Schwarzkopf

Most embarrassing is watching someone do something that you said couldn't be done. -Sam Ewing

Let's face it, any time we find a way of thinking that works, one of our greatest temptations is to go back to it repeatedly, even if it no longer works well. The greatest enemy of tomorrow's success is sometimes today's success. - John Maxwell

Leaders grow; they are not made.

A real leader faces the music, even when he doesn't like the tune. Anon

Leadership should be born out of understanding of the needs of those who would be affected by it. Marian Anderson

A true leader always keeps an element of surprise up his sleeve, which others cannot grasp but which keeps his public excited and breathless. Charles deGaulle

A good leader inspires others with confidence in him; a great leader inspires them with confidence in themselves. Unknown

Leaders don't force people to follow—they invite them on a journey. Charles S. Lauer

Don't tell people how to do things, tell them what to do and let them surprise you with results. George S. Patton

"If you think you're always in control, then you're not going fast enough." (Mario Andretti)

"I always wanted to be somebody, but I should have been more specific." (Lily Tomlin)

"If anything goes bad, I did it. If anything goes semi-good, we did it. If anything goes real good, then *you* did it. That's all it takes to get people to win football games for you." (Paul "Bear" Bryant)

"You can lead an organization through persuasion or formal edict. I have never found the arbitrary use of authority to control an organization either effective or, for that matter, personally interesting. If you cannot persuade your colleagues of the correctness of your decision, it is probably worthwhile to rethink it." (Alan Greenspan, Chairman of the Federal Reserve Board)

There are two kinds of leaders: those interested in the flock and those interested in the fleece. (Holman training & development)

"I prefer a leader who is a persuader rather than a dictator" (Chris Parker – During his interview to work at Swannanoa FD)

The desire for leadership comes when you want to emulate the one who lead you well, or to be different from the one who lead you poorly..... the choice is which kind of desire you plan to give your followers. (Larry Pierson)

# Resources for leadership training and information

## **Books**

“The top ten mistakes that leaders make” Hans Finzel, ISBN 0-78143-365-7

“Effective supervisory practices”, The ICMA Training Institute, ISBN 0-87326-042-2

“Negotiating skills”, Tim Hindle, ISBN 0-7894-2448-7

“Productive performance appraisals”, Randi Toler Sachs, ISBN 0-8144-7796-8

“The Fire Chief’s handbook”

“Principal-Centered Leadership”, Stephen R. Covey, ISBN 0-671-79280-6

## **Classes**

National Fire Academy Leadership I, Strategies for company success (Manual available in SVFD Standard Directory)

National Fire Academy Leadership II, Strategies for personal success (Manual available in SVFD Standard Directory)

National Fire Academy Leadership III, Strategies for supervisory success (Manual available in SVFD Standard Directory)

National Fire Academy, “Shaping the future” (Manual available in SVFD Standard Directory)

National Fire Academy, “Managing in a changing environment” (Manual available in SVFD Standard Directory)

## **Other resources**

Employee Assistance Program - Refer to the SVFD Standard Directory, EAP offers individual assistance for certain issues and training programs.

[WWW.FEMA.gov](http://WWW.FEMA.gov), Emergency Management Institute, Independent Study Program

Other leaders that you may get to sit and talk with and/or observe.