



# IAFC

International Association of Fire Chiefs



## Developing the Leader Within You

July 25, 2023

# Before we begin

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# Chat, Q&A and Handouts

In the upper right corner of your screen, you will find the Chat and Q&A menus. You are encouraged share comments and submit questions for the speakers.

If the presenters have provided resource materials or links, you will find them in the Handouts section.



# What's the VCOS doing?

- RELEASED CHAPLAIN GUIDE FOR LOCAL FD'S
- DEVELOPING A BRAND FOR MARKETING OF VCOS
- INCREASE MEMBERSHIP
- PLANNING SYMPOSIUM IN THE SUN 2023



# What's the VCOS doing?

- INCREASED COMMUNICATIONS
  - RIBBON REPORTS
  - NEWSLETTER
  - SOCIAL MEDIA
  - WEBINARS
- DEVELOPING “CRITICAL THINKING BOOT CAMP for Chief Officers”
- MARKETING OF COURSE DELIVERIES



# Upcoming Events

## VCOS Webinars

- |         |  |
|---------|--|
| Aug 1   | Pyramid of Success   |
| Sept 5  | Top 10 Things You Will Get You In Trouble If You Don't Pay Attention |
| Sept 6  | Conducting Internal Investigations and Employee Discipline           |
| Sept 26 | Search and Rescue Tactics in Single-Story Single-Family Homes        |
| Oct 10  | Decision Making as a First-Time Incident Commander                   |

## 2023 IAFC Events

- |           |  |
|-----------|--|
| Aug 16-18 | Fire-Rescue International (FRI) – IAFC's 150 <sup>th</sup> Anniversary<br><i>Kansas City, MO</i> |
| Nov 9-12  | Symposium in the Sun<br><i>Clearwater, FL</i>  |
| Dec 5-7   | Technology Summit International (TSI)<br><i>Irving, TX</i>                                       |



Learn more and register at <https://www.iafc.org/events>

# Developing the Leader Within You 2.0

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Jeff Drager

Maple Bluff Fire Department

# Why Leadership?

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- It's everything we do
  - Co-workers
  - Public
  - Fireground
- The future of the fire service
  - Pass the torch
    - Knowledge
    - Experiences



# 5 Levels of Leadership

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- Position: People follow because they have to
  - Boss vs leader
  - Why do they follow each one?
  - Punishment for fear tactic

# 5 Levels of Leadership

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- Permission: Relationship Based
  - ‘Getting others to work for you when you’re not required.’
  - Others will follow your lead because they want to
    - Can be positive or negative
  - Happens before formal leadership position occurs
    - Who is the person people tend to follow/agree with quickly?

# 5 Levels of Leadership

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- Production: Results based influence
  - People want to follow success
  - Develop leaders through the process
  - Gain momentum through the successes
  - Learn through the challenges

# 5 Levels of Leadership

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- People Development

- ‘Leaders become great not because of their power, but because of what you have done for them.’
- People may forget what you did, but they will never forget how you made them feel.
- Look for opportunities to develop people – especially the future

# To Err is Human...

## Human Error

*Product of our current system design*

"I forgot to do the 2- hour check"

Manage through changes in:

- Processes
- Procedures
- Training
- Design
- Environment

**CONSOLE**

## At-Risk Behavior

*A Choice: Risk believed insignificant or justified*

"I did a one person transfer with a resident who requires a two-person transfer because the resident needed to use the bathroom and everyone else was busy"

Manage through:

- Removing incentives for at-risk behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

**COACH**

## Reckless Behavior

*Conscious disregard of unjustifiable risk*

"I knowingly avoided completing a treatment because it is complex and time-consuming"

Manage through:

- Remedial action
- Disciplinary action

**PUNISH**

# 5 Levels of Leadership

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- Pinnacle
  - Very Few People Will Reach
  - Master the previous 4 steps
  - These are the people that best create the future

# Setting Priorities

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- The 20/80 Rule
  - 20% of your activity generates 80% of your results
- Do we disregard that other 80% of our time?
  - Prioritize your time/focus
  - Re-evaluate periodically
  - Time is critical

# Character

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- Authenticity
- Self-Management
- Humility
- Courage



# Vision

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- Keeps the focus on the mission
- Set eyes on the horizon
- Solicit for information.

# Self-Discipline

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- Must be willing to stay in control
- Turn temporary success into sustainable goals
- Not possible 100% of the time

# Personal Growth

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- Variety of ways
  - Interpersonal Skills
  - Keep a journal
  - Continuing Education
- Set personal goals
  - Re-evaluate and set new ones

# Creating Positive Change

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- Firefighters hate two things: Change and the way it is
- Toughest challenge – persuading people that the change is good
- Ask about the challenge
  - How do others perceive it?
  - What is their solution?
  - How can we minimize the impact immediately?

# Troubleshooting

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- Determine the highest priority
- Define the problem
- Looks for all the possible reasons
- Use your best resource (people) to generate ideas to fix the issue
- Create solutions – may need to use more than one
- Start simple
- Evaluate the changes implemented

# Create Leaders

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- Look for those opportunities
- Give authority vs tasks
- ‘A leader is great not because of his or her power, but because of his or her ability to empower others.’

# Action Steps

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- Pick 2 people in your life
  - What level of leadership are you at with them? Work on progressing to the next one
- 'Just for Today'
  - I will choose and display the right attitude
  - Embrace and practice good values
  - Determine top priorities and act on them
- Learn/Unlearn
  - What did you learn today?
  - What do you need to let go of from yesterday?

## Final Thought

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“People tend to become what the most important people in their lives think they will become.”



# Recording and Survey

You will receive a link to today's recorded session by email, along with a brief survey. Please let us know about your experience today.



# Thank you!

