



LEADERSHIP

is not a position or a title, it is action and example.



Leading the way . . .
From Good to Great
 SFFMA Fire Chief Development Program
 2018-1



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Instructor information





- **31 years fire service experience**
 - Harris County Fire Marshal
 - Interim EMC for Harris County
 - Asst. Chief, Cy-Fair VFD (retired)
 - Guest Instructor, TEEX Municipal School
 - TX-TF1 Logistics Manager
 - TEEX Annual School Advisory Board
 - Lone Star College Advisory Council
 - TX Rural Fire Advisory Council
- **24 years private sector experience**

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Getting from Good to Great



- What keeps you up at night . . .
- What do people think about your department . . .
- What do you want people to think . . .
- What kind of leader are you . . .
- How to define the successful outcome . . .
- How to create a compelling story . . .
- How to identify strategic priorities . . .

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As a Chief ...


What keeps you up at night ?

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Future of the TX Fire Service ?

- Funding
- Staffing
- Training
- Leadership



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All artwork from the Fire, Smoke, and Guts Portfolio by Paul Combs, <http://artstudioservers.com/>

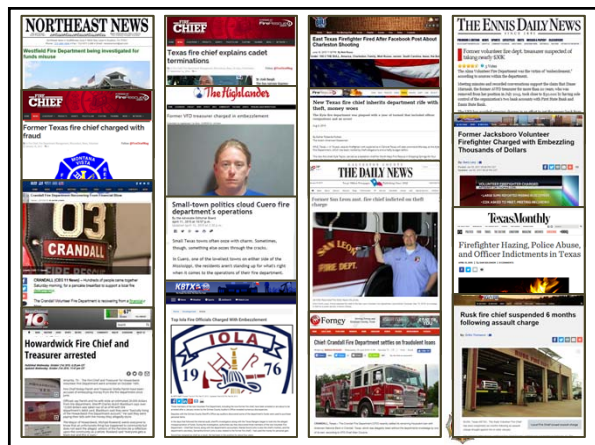
As a Chief ...

What do people think about your Dept ?

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FATALITY FIRE RESPONSE TIMES

A mother and daughter were killed in an early morning fire on Saturday, January 20, 2018. The Spring Fire Department responded to the blaze but now the public is questioning why the closest fire truck, exactly 1 mile from the fire took 3 hours and 22 minutes to arrive on the scene.


APPARATUS	RESPONSE TIME
SPRING ENGINE 78	DID NOT RESPOND - NO FIREFIGHTERS
SPRING ENGINE 74	63 HOURS 23 MINUTES 48 SECONDS
SPRING SQUAD 77	27 MINUTES 31 SECONDS
SPRING TOWER 70	18 MINUTES 08 SECONDS
SPRING DISTRICT 71	17 MINUTES 08 SECONDS
PFD ENGINE 63	15 MINUTES 19 SECONDS
SPRING DISTRICT 70	15 MINUTES 14 SECONDS
SPRING ENGINE 70	12 MINUTES 03 SECONDS
ALDINE ENGINE 21	11 MINUTES 28 SECONDS
SPRING ENGINE 71	09 MINUTES 17 SECONDS
SPRING RESCUE 71	08 MINUTES 38 SECONDS
SPRING ENGINE 73	08 MINUTES 02 SECONDS

The map shows the Spring Fire Department service area with various fire stations (e.g., 78, 74, 77, 70, 71, 63, 70, 21, 71, 71, 73) and major roads (e.g., Spring Stuebner Rd, Spring Cypress Rd, Louisa Rd, Cypress Creek Parkway, Old Aldine Westfield Rd, Aldine Westfield Rd, 2920, 45, 1). A fire incident is marked with a flame icon near the intersection of Aldine Westfield Rd and Old Aldine Westfield Rd.

Dealing with the Investigative Report




- Name it
- Claim it
- Fix it
- Move on





Mark Greenblatt
11 NEWS INVESTIGATIVE REPORTER

10.01.22
11 NEWS



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Texas  Fire Marshal's Office

The VFD Myth ...

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The VFD Reality...

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Today's public service reality

- **These are challenging times for governments**
 - Social and economic issues
 - Forced to readjust policies and skills
 - Many challenges; many opportunities
- **Public administration has a crucial role**
 - Markets and the private sector alone cannot make life better
 - People are looking to government as a catalytic force
- **Public administration needs to be transformed**
 - More responsive to constant change
 - More proactive, more service-oriented
 - More efficient, more accountable

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The new reality



- In theory . . . reality and theory are **the same**.
- In reality . . . reality and theory are **not the same**.
- So . . . How can we do **MORE** with **LESS**?



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As a Chief ...

You need to be able to define a "successful outcome"



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If we lose sight of where we're going, someone else will probably point it out to us

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A successful outcome ?





Missouri firefighters fail to find body of woman in bathtub after fire. Captain says there was 'too much debris'.


"I had to round them up and tell them," said Harris, 36, of Dellwood. "That's unbelievable that they couldn't find the body. Who's to say she wasn't living still? ... I'm going to get some answers. You miss a body? How do you miss a body?"

Northeast Capt. Phil Boling, one of the firefighters who went into the house, said the crew conducted two searches before leaving. Boling said the home was difficult to search because it was full of debris. Banks' godson and a neighbor confirmed that the house was jammed with clothing and other items. They referred to Banks, a retired St. Louis Public Schools teacher, as a "pack rat."

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Public Service in Difficult Times



- **An unhappy customer is an unhappy customer**
 - Your fault, my fault, nobody's fault—it doesn't matter.
 - When in doubt, ask for help.
 - After they forget why you came, they remember how they were treated.
- **Learn how to accept alternate realities**
 - Get back to basics.
 - Focus on what's important – walk a mile in their shoes
 - You expect Starbuck's to deliver an "excellent coffee experience"
 - What if your business card said "Customer Service Rep" instead of ...

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Elements of a Successful Outcome




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Source: Adapted from the U.S. Coast Guard

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As a Chief ...

**You need to
be able to create a
“compelling story”**

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You need a compelling story

- **Image** What you see
- **Mission** What you do
- **Vision** What you aspire to be
- **Values & Expectations** What you believe in
- **Strategic Priorities** What you focus on
- **Elevator speech** What you say in 30 sec.

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The Fire Dept advantage



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The Fire Dept advantage



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The Fire Dept Advantage



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Photo Source: 3 Generations of Fire Engines at Burk Burnett VFD in Burk Burnett, TX. Pinterest

The Fire Dept Advantage



Photo Source: The Gainesville Times, Scott Rogers, © 2015

What would your community think?



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What would your community think?



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What would your community think?



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What would your community think?



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Creating a positive image



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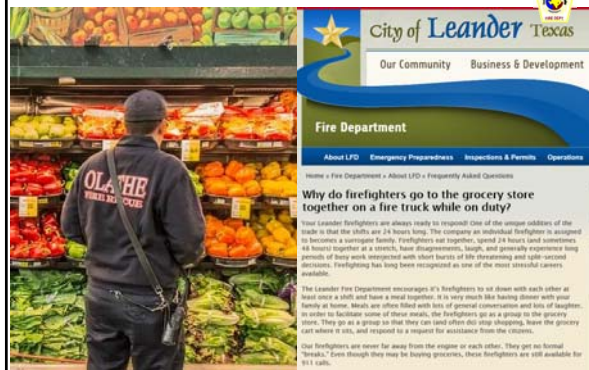
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What is the most common complaint about the local fire department ???

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What would your community think?



Creating a positive image





Creating a positive image



Effective Mission Statements

- **Answers one or more of these questions:**
 - What do we really provide?
 - Who are our real customers?
 - What do we really do?
- **Should be clear, concise, and memorable**
 - Be simple and specific;
 - Be easily understood;
 - Be relevant to your agency's needs;
 - Inspire employees and customers;
 - Orient activities toward goals and objectives.

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Source: "Writing an Effective Fire Department Vision Statement", Marc Revere, Fire Rescue Magazine, © 2011

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Example Mission Statements











- To be Earth's most customer-centric company where people can find and discover anything they want to buy online.
- Our mission is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world.
- Our mission is to organize the world's information and make it universally accessible and useful.
- Our mission is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.


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Example FD Mission Statements











- To preserve life and property, promote public safety and foster economic growth through a commitment to prevention, preparedness, response and recovery as an all risk life safety response provider.
- To provide a wide range of programs designed to protect the lives and property of all who live, visit, work or invest in our area from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by man or nature.
- To protect Lives and Property against Fire, Medical emergencies and other emergency situations.
- Saving lives and protecting property


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Writing a Mission Statement

“Who – will do what – for who – how”

*The Harris County Fire Marshal's Office will
make a difference in our county
through the creation of fire-resistant communities and
the delivery of professional fire protection services.*




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Effective Vision Statements

- Answers one or more of these questions:
 - Where do we want to go?
 - What do we want to become?
 - What do we want to accomplish?
- Should be clear, concise and memorable
 - Be simple and specific;
 - Be easily understood;
 - Be relevant to your agency's needs;
 - Use common strategic language; and
 - Define future direction.



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Example Vision Statements











- Be the world's beer company. Through all of our products, services and relationships, we will add to life's enjoyment.
- To be the global energy company most admired for its people, partnership and performance.
- A world where everyone has a decent place to live.
- To foster the most successful, well-adjusted generation of wounded service members in our nation's history.
- To maintain our independence as a private company so we can continue to focus on the customers instead of the bottom line.
- To be the best retailer in the hearts and minds of consumers and employees.





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Example FD Vision Statements


-  We strive to be the best.
-  To be the best trained, technologically advanced, customer-focused fire service organization in the country.
-  Will be recognized as a premier public service organization, respected and admired by our peers and the community as the most diverse, innovative, and efficient public safety provider in the world.
-  To be a service driven, nationally recognized leader in providing emergency services with exceptional leadership, open communication, state-of-the-art resources, and a healthy, highly trained, and motivated workforce.

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We will ...

provide Superior Performance	<ul style="list-style-type: none"> Deliver results that meet or exceed expectations Manage resources and service delivery Provide a positive emotional response
with Distinctive Impact	<ul style="list-style-type: none"> Remain a key point of civic and professional pride Others seek our staff for elite professional groups Others copy our style and we become more influential
and Lasting Endurance	<ul style="list-style-type: none"> Sustain excellence by anticipating external changes Secure funding that meets operational needs Build a strong organizational culture that survives time

 Simply put, we will deliver the best possible public service.
Every one . Everywhere. Every time.

Values



MISSION, VISION, VALUES

Mission
TSCS is a difference in providing training, developing personal abilities, and saving lives.

Vision
TSCS is an efficient and innovative service agency making a difference worldwide.


Values

- S Safety** We place safety and well-being above all by following the procedure and protocol.
- T Teamwork** We maintain relationships and working relationships.
- A Adaptability** We quickly adjust to the needs of our members, our customers, and our environment.
- R Respect** We value the unique skills and ideas of every individual.
- S Stewardship** We commit to the wise management of our finances, facilities, and material resources.


STAR of Service



STRATEGIC PLAN: Issue 627W Engineering Estimates Series, PP 2014-2017 | 8

Effective Elevator Speeches



- **Starts with the customer**
 - “What would it mean to you if . . . ?”
 - Focus on the outcome that matters most
 - Is delivered with authenticity and conviction
- **Answers three questions**
 - What do you want the listener to think?
 - What do you want the listener to feel?
 - What do you want the listener to do?
- **Ends with a call to action**
 - What do you want the listener to do next?

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Source: adapted from "Your Elevator Pitch Needs an Elevator Speech", Tim David, © 2013
<http://www.firehouse.com/feature-articles/elevator-speech/>

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What's your "elevator" speech ?



"I _____ for _____ so they can _____."


do what **who** **do what**
(feature or service) (user benefit)

As the county fire marshal, I make a difference in people's lives by providing the best possible public service so they can be successful in what they do.


I am looking for ways to _____.

When can we get together to discuss this in more detail?

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Source: adapted from "Your Elevator Pitch Needs an Elevator Pitch", Tim David, © 2014



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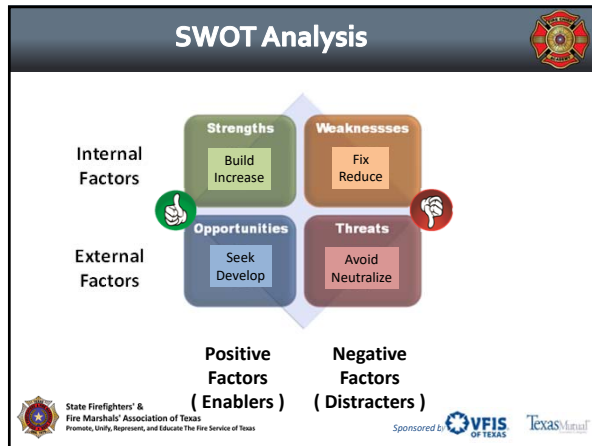
As a Chief ...

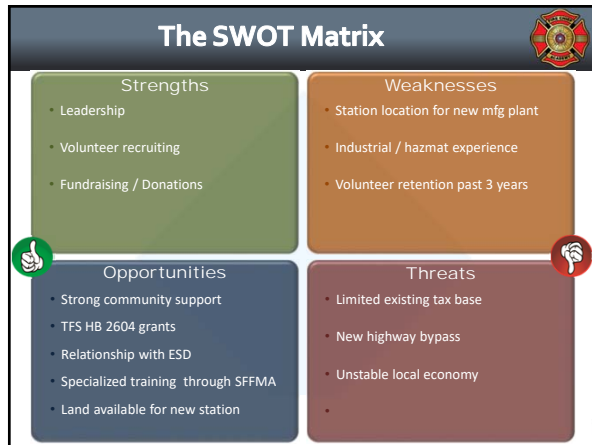


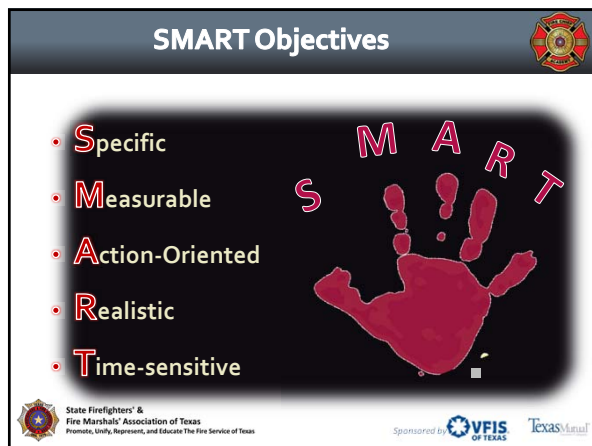
You need to be able to identify "strategic priorities"

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How to write SMART Objectives

Specific ♦ Measureable ♦ Action-oriented ♦ Realistic ♦ Time-Sensitive

“ do what by amount by when .”

- Require all certified fire protection personnel to complete a "Courage to Be Safe" training program by Dec. 1, 2015.
- Reduce structural fire response time to 12 minutes or less, 80% of the time, by Jan 1, 2017.
- Require Fire Officer I certification for all officers beginning Jan 1, 2017.

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HCFMO Operational Plan FY 2018

Harris County Fire Marshal

Vision	We will provide the best possible public service in order to meet or exceed regulatory requirements and customer expectations. Everyone. Everywhere. Every time.			
Mission	We will make a difference in our county through the creation of fire-resistant communities and the delivery of professional fire protection services.			
Strategic Priorities	Public safety	Economic development	Government transparency	Quality of life
Strategic results	Create and sustain a fire-resistant community through risk reduction programs and prompt correction of fire and life safety hazards.	Support abundant opportunities for financial stability and economic growth while balancing the needs of public safety and welfare	Create and sustain ethical and transparent work processes that engage the public and provide the best possible public service.	Create a safe, thriving community so people can achieve social, mental, physical, and cultural well-being.

Strategic Objectives	Measures	Targets	Initiatives
The Community 	FD awareness of CRR program	100% this year	<ul style="list-style-type: none"> Vision 2025 Community Risk Reduction program Safe Schools inspection program Integrated service delivery Incident Planning & Response
	School districts reach Gold Standard status	10% this year	
	Hazard ID to correction time effectiveness	75% w/ 60 days this year	
	Known RMD Phase 2 inspections complete	50% this year	
Financial Stewardship 	External evidence audit results	100% critical items, > 95% for all other items this year	<ul style="list-style-type: none"> Evidence and property mgmt programs and audits Vehicle replacement plan Inventory tracking and control programs Online information services Social media / site presentations Beginning-to-end service chains Risk-based inspection program Satisfaction surveys Pro Comp professional development program Step Plus compensation plan Desk Reference project Workday initiative
	Inventory tracking audit results	97% correct this year	
	Strategic projects on time and on budget	90% this year	
	Controllable expenses	4-5% this year	
Program Internal Processes 	Number of information service requests completed	30,000 this year	
	Use of social media	9 followers 20% this year	
	Risk-based inspection target results	75% of target this year	
	Customer satisfaction rate	90% this year	
Organizational Capacity 	Pro Comp completion, investigations division	100% completion at level	
	StepPlus compensation program	100% funded step raise for all qualified employees	
	Desk reference Phase I completion	100% this year	
	Annualized sick time rate	< 4% this year	

Integrity ♦ Commitment ♦ Excellence

As a Chief ...

It starts at the top

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Are we missing the intent ?

**"It sure would have helped
if we knew
what the Fire Chief wanted
us to do in the first place."**

— overheard in Rehab, 2009

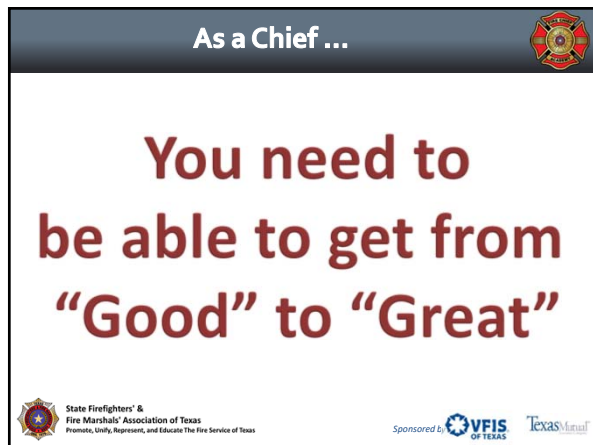
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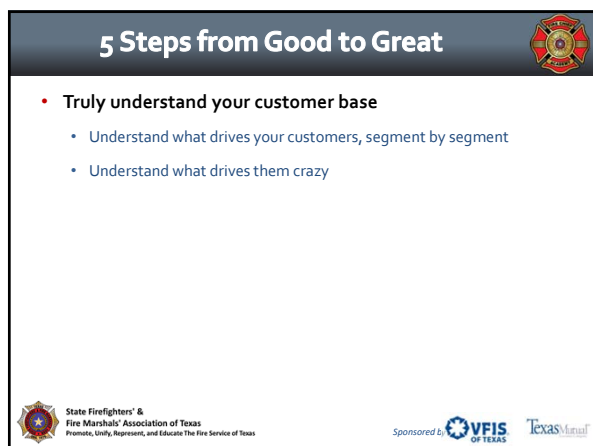
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What Kind of Leader Are You?


What Kind of Leader Are You?








5 Steps from Good to Great





- Truly understand your customer base
- Ask some tough questions
 - Are we focused on the right things?
 - Do our vision and core values align with our customers' concepts?




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5 Steps from Good to Great





- Truly understand your customer base
- Ask some tough questions
- Find out about the experience you deliver.
 - Get good information directly from your customer – ASK and LISTEN
 - Resist doing what you have always done in the past




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5 Steps from Good to Great





- Truly understand your customer base
- Ask some tough questions
- Find out about the experience you deliver.
- Focus on what matters.
 - Identify changes you can, and need, to make.
 - Ensure consistent and repetitive delivery -- Eliminate Random Acts of Excellence & Chaos



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5 Steps from Good to Great

- Truly understand your customer base
- Ask some tough questions
- Find out about the experience you deliver.
- Focus on what matters.
- Communicate and measure the results.
 - Build your "brand promise" around the changes you are delivering.
 - Integrate this into everything you say
 - Do it over and over and over again and again.

Source: Adapted from "Building Brand Loyalty", Blaine Millett, Customer Service Magazine, © 2010



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Getting from Good to Great

- Get the **RIGHT PEOPLE** on the Bus
- Get Everyone in the **RIGHT SEAT**
- **DRIVE** 
- From time to time, **CHECK THE MAP**


Source: Adapted from "Good to Great", Jim Collins, © 2005



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Every morning in Africa a gazelle wakes up.
It knows it must run faster than the fastest lion, or it will be killed.

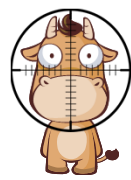
Every morning in Africa a lion wakes up.
It knows it must run faster than the slowest gazelle, or it will starve and die.


Bottom line ... It doesn't matter if you're a lion or a gazelle,
When the sun comes up, you better be running!



QUESTIONS



?






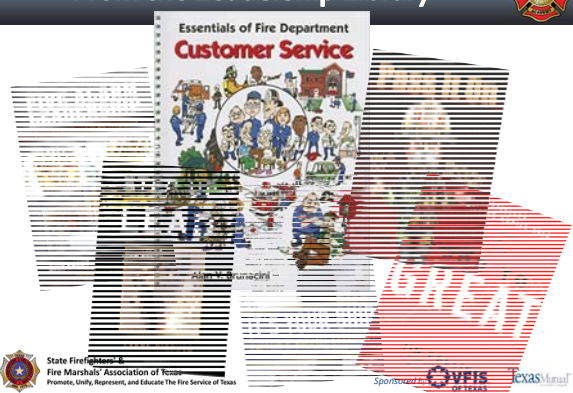
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For More Information



Shawn Snider
Edinburg VFD
956-292-2000
ssnider@cityofedinburg.com





Mike Montgomery
Harris County FMO
281-436-8121
mike.montgomery@fmo.hctx.net

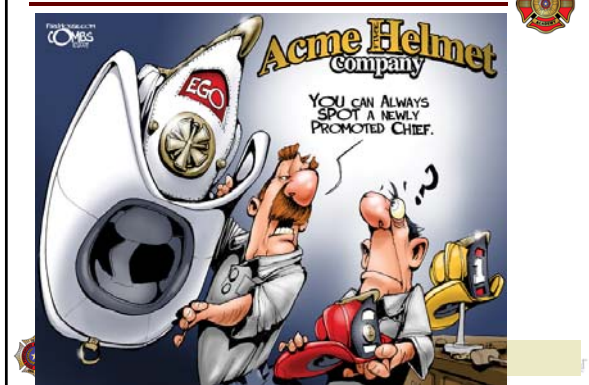


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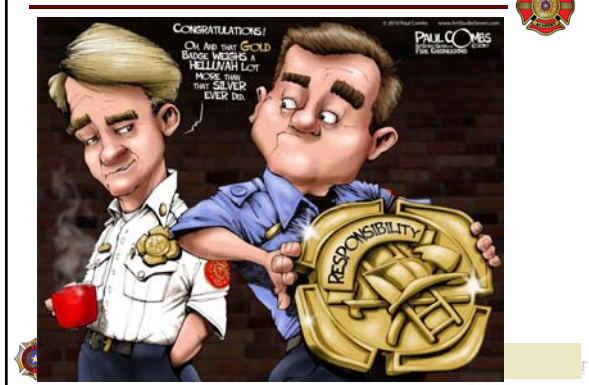
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What Kind of Leader Are You?



What Kind of Leader Are You?



What Kind of Leader Are You?



Exercise #1

Using the Mission Statement template:

“Who – do what – for who – how”

- For your dept, write a brief mission statement.
- Be ready to discuss after the break
- You have **10 minutes** to complete this task

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Exercise #2

Using the guidelines for effective vision statements:

- For your dept, write a vision statement
- Be ready to discuss after the break
- You have **10 minutes** to complete this task

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Exercise #3

Using the elevator speech template:

“I _____ for _____ so they can _____.”

do what

(feature or service)

who

do what

(user benefit)

- Write an elevator speech that represents your dept. Be ready to discuss after the break
- You have **10 minutes** to complete this task

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Exercise #4

Using the SWOT Matrix

- For your department, list 3-5:
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- Rank order each in order of importance
- Be ready to discuss after the break
- You have **10 minutes** to complete this task

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Exercise #5

Using the SWOT Strategy Matrix

- For your department, list 1-2:
 - S-O strategies
 - S-W strategies
 - W-O strategies
 - W-T strategies
- Be ready to discuss
- You have **10 minutes** to complete this task

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Exercise #6

Using your SWOT Strategy Matrix and SMART

- For your department, list 1 SMART objective for each
 - S-O strategy
 - S-W strategy
 - W-O strategy
 - W-T strategy
- Be ready to discuss after the break
- You have **10 minutes** to complete this task

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The SWOT Strategy Matrix

S-O Strategies

- Use community support to:
 - Recruit volunteers
 - Raise money for new station
- Use outside funding to:
 - Support FF training
 - Support volunteer recruiting

W-O Strategies

- Use outside funding to support
 - Industrial / hazmat training
 - Volunteer retention programs
- Solicit support for donation of land for new station near new mfg plant
- Identify match of opportunities to increase volunteer retention

S-W Strategies

- Solicit support for new station
 - Leadership town hall mtgs
 - Community fundraisers
- Seek HB 2604 grants for
 - Specialized SFFMA training
 - Industrial / hazmat training

W-T Strategies

- Increase volunteer retention to add value to community service
- Investigate commercial development plans along new bypass
- Seek ways to balance service delivery with existing tax base

State Fire Marshals' Association of Texas
Promote, Unity, Represent, and Educate The Fire Service of Texas

Creating a positive image
