



LEADERSHIP

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




**Change is good . . .
You Go First !**

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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Change is Good . . . You Go First



- Why change things?
- Why do people resist change?
- What is the "change cycle"?
- How to successfully manage change.

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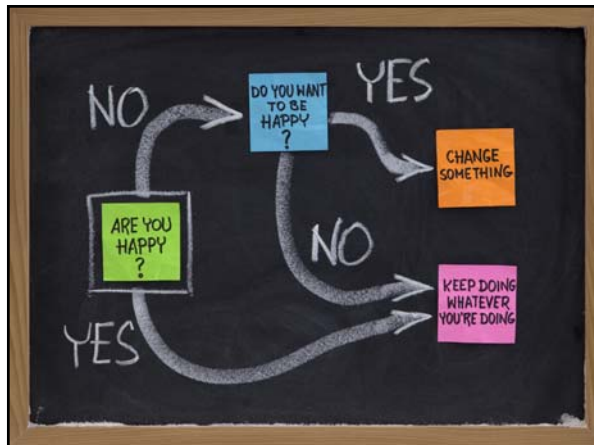
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As a Chief ...

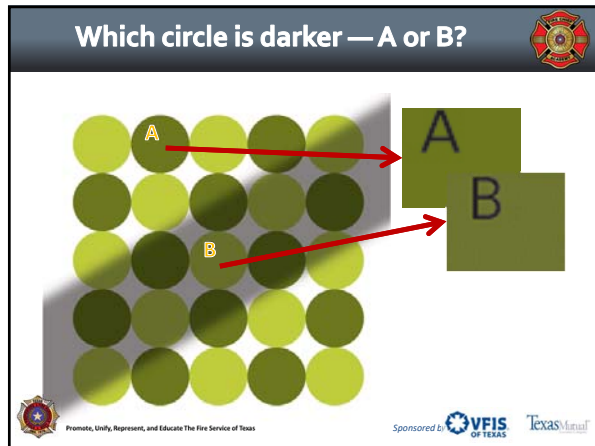
Why change things ?

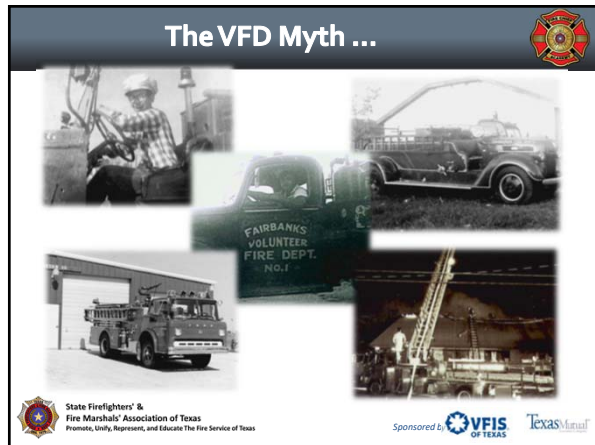
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Consider this...

- Only **17%** of Texas is **rural**
 - Or is it **70%**
- 45%** of the workforce are **millenials**
 - A Larger Cohort
 - Different Priorities
 - The First Digital Natives, Social And Connected
 - Less Money to Spend, Encumbered with debt

Texas STATE POPULATION: 25,145,561
POPULATION CHANGE BY COUNTY: 2000-2010

Sources: "Population Change by County: 2000-2010", Glenn Wiegman, Texas Comptroller of Public Accounts, 2015.
http://www.texascomptroller.org/comp/county_stats.php
"The 2015 Millennial Majority Workforce: Study Results", Elance-oDesk, October 22, 2014
<http://www.elanceodesk.net/2015/10/22/2015-millennial-majority-workforce/>

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Consider this...

- Only **23%** of **bosses** want to supervise others
- 84%** **don't know how** to measure performance
- Only **37%** of **staff** know there is a strategic plan
- Only **15%** **believe** change is well-managed

Source: "Social Known: Employee Engagement Statistics (August 2011 Edition)", Elizabeth Lupfer, August 8, 2011
<http://www.thesocialworkplace.com/2012/08/08/social-known-employee-engagement-statistics-august-2011-edition/>

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Consider this...

- About **50%** of your team gripes about their job
- About **75%** say their boss is the cause of job stress




Source: "The Leader You Don't Like Doesn't Like You Either" by Dan Rockwell, April 19, 2015
<https://leadershipfirst.wordpress.com/2015/04/19/the-leader-you-dont-like-dont-like-you-either/>

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Why organizations change ...

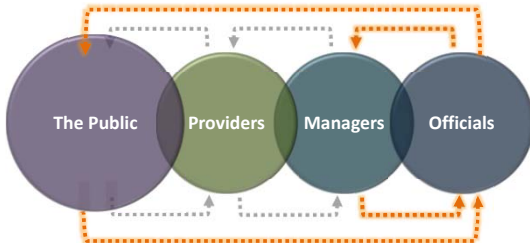
- Crisis management
- Gap management
- Other reasons



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Why organizations change ...



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Source: "From Buddy to Boss: Effective Fire Service Leadership", by Chase Sargent, 2006.

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How organizations change ...

REACTIVE

PROACTIVE

PREDICTIVE



- Respond to failures
- Measure output
- Historic Planning



- Respond to needs
- Measure Outcomes
- Tactical Planning



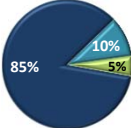
- Anticipate opportunities
- Forecast results
- Strategic Planning

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 Source: adapted from "Event Management: Reactive, Proactive or Predictive?", Larry Dragich, 2012.

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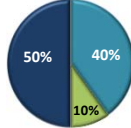
How responsibilities change ...

Frontline Members



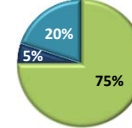
Responsibility	Percentage
Operate the System	85%
Improve the System	10%
Create Change	5%

Middle Managers





Responsibility	Percentage
Operate the System	50%
Improve the System	40%
Create Change	10%

Senior Staff



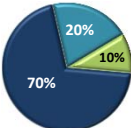
Responsibility	Percentage
Operate the System	20%
Improve the System	75%
Create Change	5%

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 Source: "From Buddy to Boss: Effective Fire Service Leadership", by Chase Sargent, 2006.

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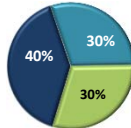
How skill sets change ...

Frontline Members



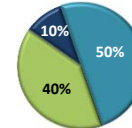
Skill Set	Percentage
Technical	70%
People	20%
Conceptual	10%

Middle Managers





Skill Set	Percentage
Technical	40%
People	30%
Conceptual	30%

Senior Staff



Skill Set	Percentage
Technical	10%
People	50%
Conceptual	40%

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 Source: "Building the Right Skill Set", HCFIACI, by Mike Montgomery, 2012.

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As a Chief ...

Why do people resist change ?

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Why people Resist change ...

- Inertia
- Resistance
- Reaction

Source: NEWTON'S LAWS of MOTION by Georgia Louder, 20/04/06
<http://www.burrowscience.com/Physics/Newton/Laws/index.html>

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Decisions by "pattern recognition"

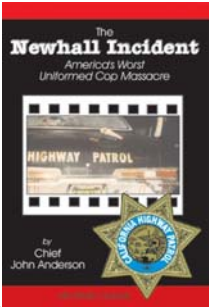
- Quick size-up
- Recognize past outcomes
- Decide
- Act
- Evaluate

Source: "Sources of Power: How people make decisions", MIT Press, Cambridge, MA, Gary Klein, © 1988

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The Newhall Incident



The Newhall Incident
America's Worst
Uniformed Cop Massacre


HIGHWAY PATROL

by
Chief
John Anderson




April 1970

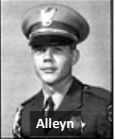
Frigo




Gore



Pence




Alleyne




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Aftermath: The Newhall Incident


- **Changes in procedures and training**
 - Spent brass
 - Traffic stops vs. felony stops
 - Arrest procedures
- **New protective tools issued to all officers**
 - Speedloaders
 - Standard ammo
 - Body armor

Source: "Badges of Honor: 1970-1979", California Highway Patrol. © 2015
<http://www.chp.ca.gov/memorial/newhall.html>




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Aftermath: LODD Incident


- **Changes in procedures and training**
 - Communications equipment operation
 - Crew integrity
 - IDLH operating conditions
- **New protective tools issued to personnel**
 - Protective clothing
 - Accountability aids
 - Thermal Image Camera

Source: "Badges of Honor: 1970-1979", California Highway Patrol. © 2015
<http://www.chp.ca.gov/memorial/newhall.html>




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As a Chief ...

What is the “change cycle” ?

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The ideal change cycle

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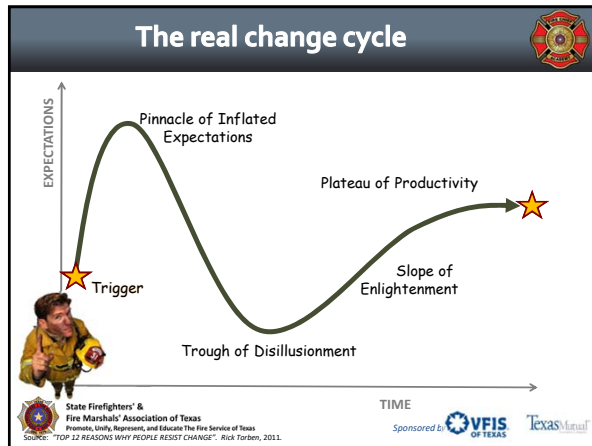
SOURCE: "TOP 12 REASONS WHY PEOPLE RESIST CHANGE" - Rick Torben, 2011.

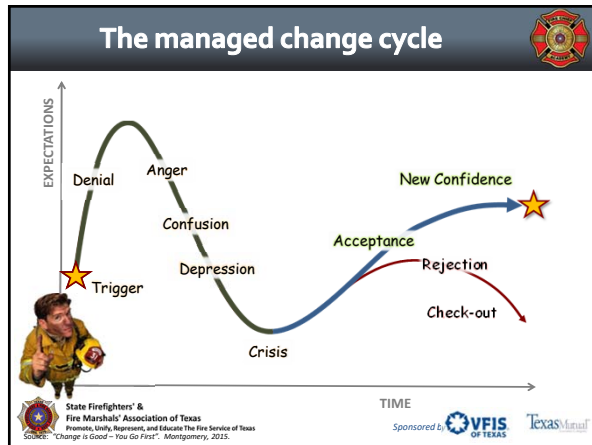
The satisfaction paradox

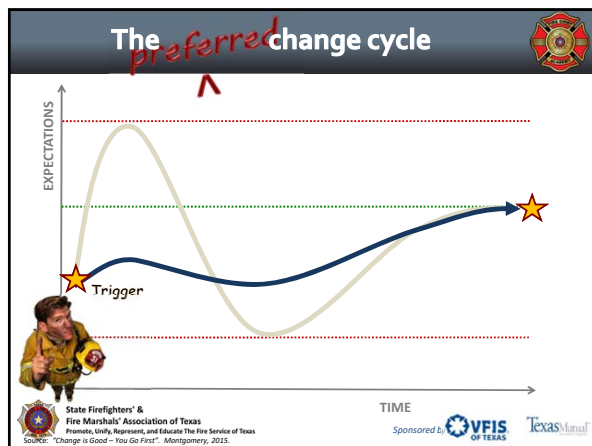
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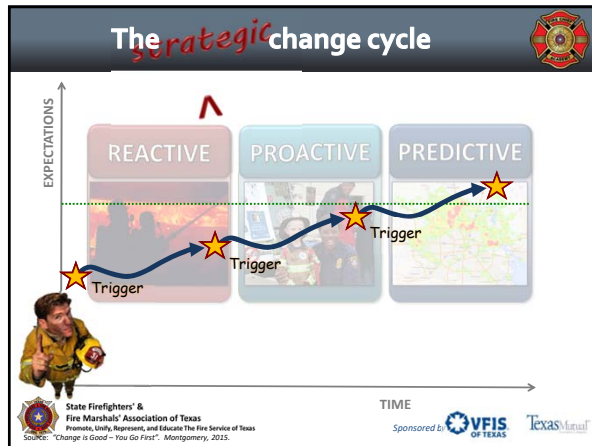
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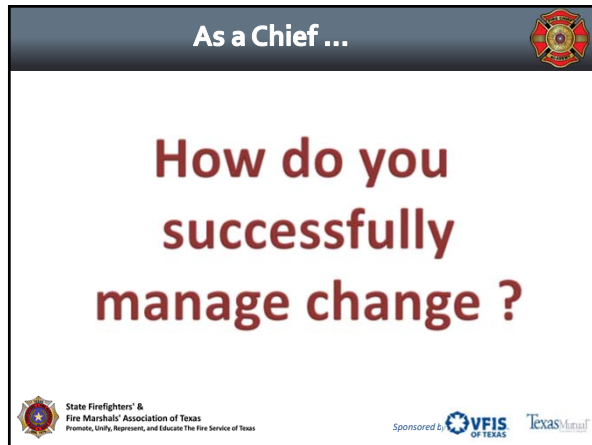
SOURCE: "TOP 12 REASONS WHY PEOPLE RESIST CHANGE" - Rick Torben, 2011.

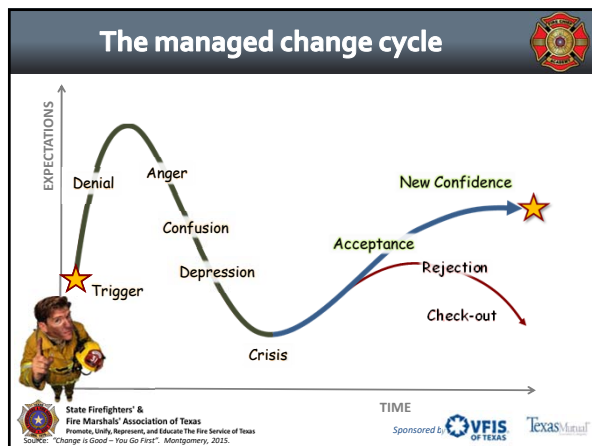















They gotta believe ...



Blindly Loyal
 Ask no questions

Questioners


Skeptics
"Show Me"

Passive Fence-Sitters
"What's In It for Me?"


Opposed
Fear of change

Opposed
Fear of Loss of Power


Militantly opposed
Undermine & Destroy



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SOURCE: "Peopleware: Productive Projects and Teams", DeMarco, Liddle, 1999.



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A successful change model

1

- Convey a heightened sense of urgency
- Convey a compelling need for change

2


- Describe the benefits of the future state
- Explain how we will get there -- together

4


- Point out what is staying the same
- Identify things of value to be preserved

3


- Discuss what you believe to be their concerns
- Describe how you will help them to overcome their concerns

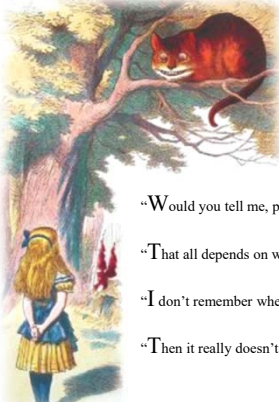


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Begin with the end in mind


"Would you tell me, please, which way I ought to go from here?"

"That all depends on where you want to get to," said the Cat.

"I don't remember where ---" said Alice.

"Then it really doesn't matter which way you go," said the Cat.

Source: "Alice's Adventures in Wonderland", Lewis Carroll, 1865.



First WHO ... then WHAT



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

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




Elements of a Successful Outcome




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Source: adapted from the U.S. Coast Guard





Take charge 

be the
change
you wish
to see in **the**
world . . .

-- gandhi

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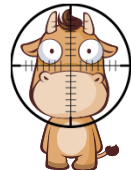



MANAGING CHANGE



Change is Inevitable, Growth is Optional . . . Don't Be a Victim

QUESTIONS

?



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Good Source Information

The Classic Businessweek, Wall Street Journal, and New York Times Business Bestseller

Management Techniques from the Best Damn Ship in the Navy

IT'S YOUR SHIP
CAPTAIN D. MICHAEL ABRASHOFF

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No one likes change

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Source: thefirefighter.files.wordpress.com/2012/


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But it sure feels good when you do it right

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Source: thefirefighter.files.wordpress.com/2012/


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