



Robert Logan

Assistant Fire Chief

Spring FD

SFFMA Fire Chief Development Program



Responsibility
+ Action
– The Status Quo =

IMPROVEMENT



3 PRIMARY QUESTIONS

- What is going on?
- What is going to happen?
- What should I do about it now?



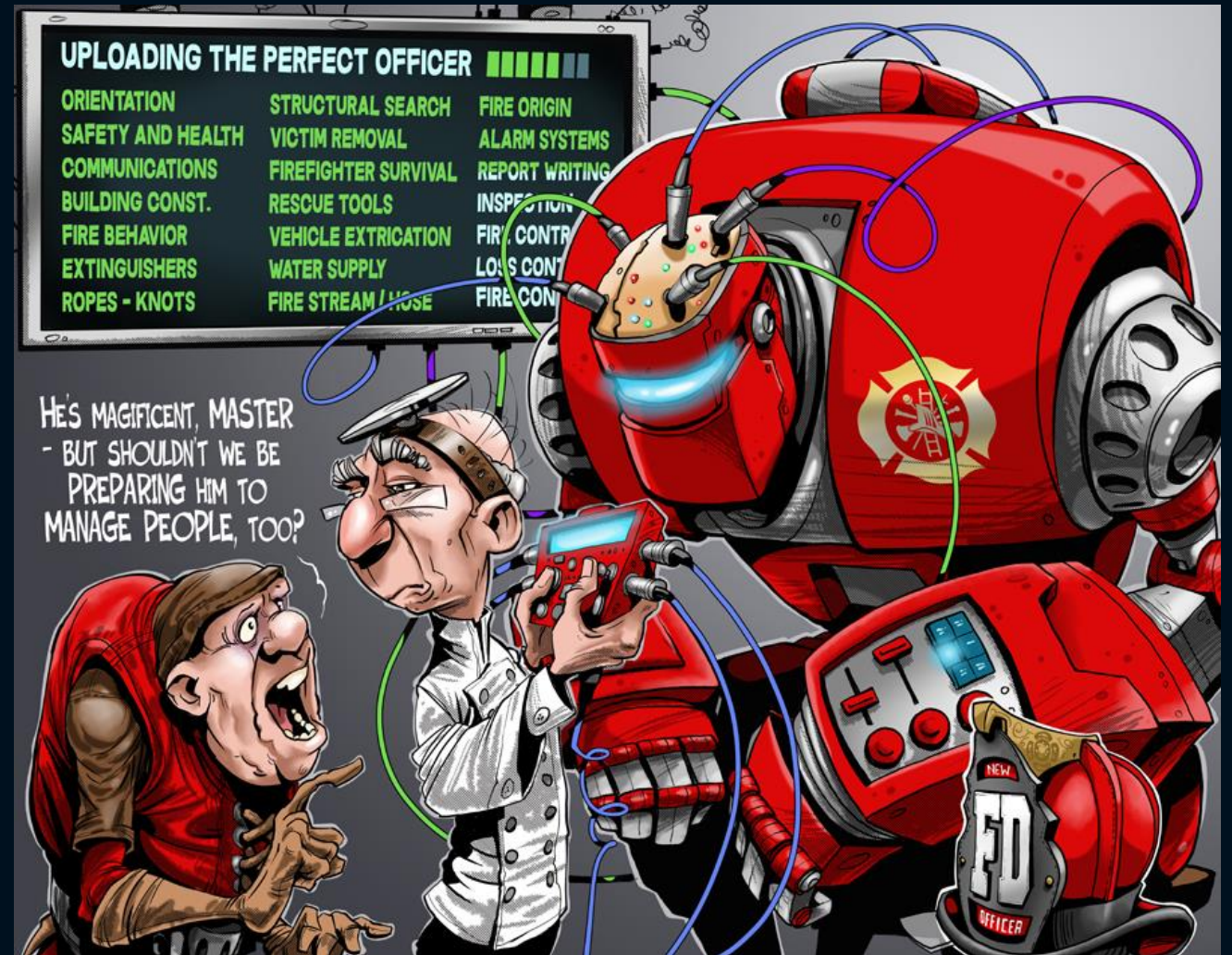
LEADING FROM THE FRONT

What makes a good leader?

A good officer?

A good chief?

- Approachable
- Innovative
- Supportive
- Honest
- Delegator
- Disciplined
- Listener
- Extreme ownership
- Humbled



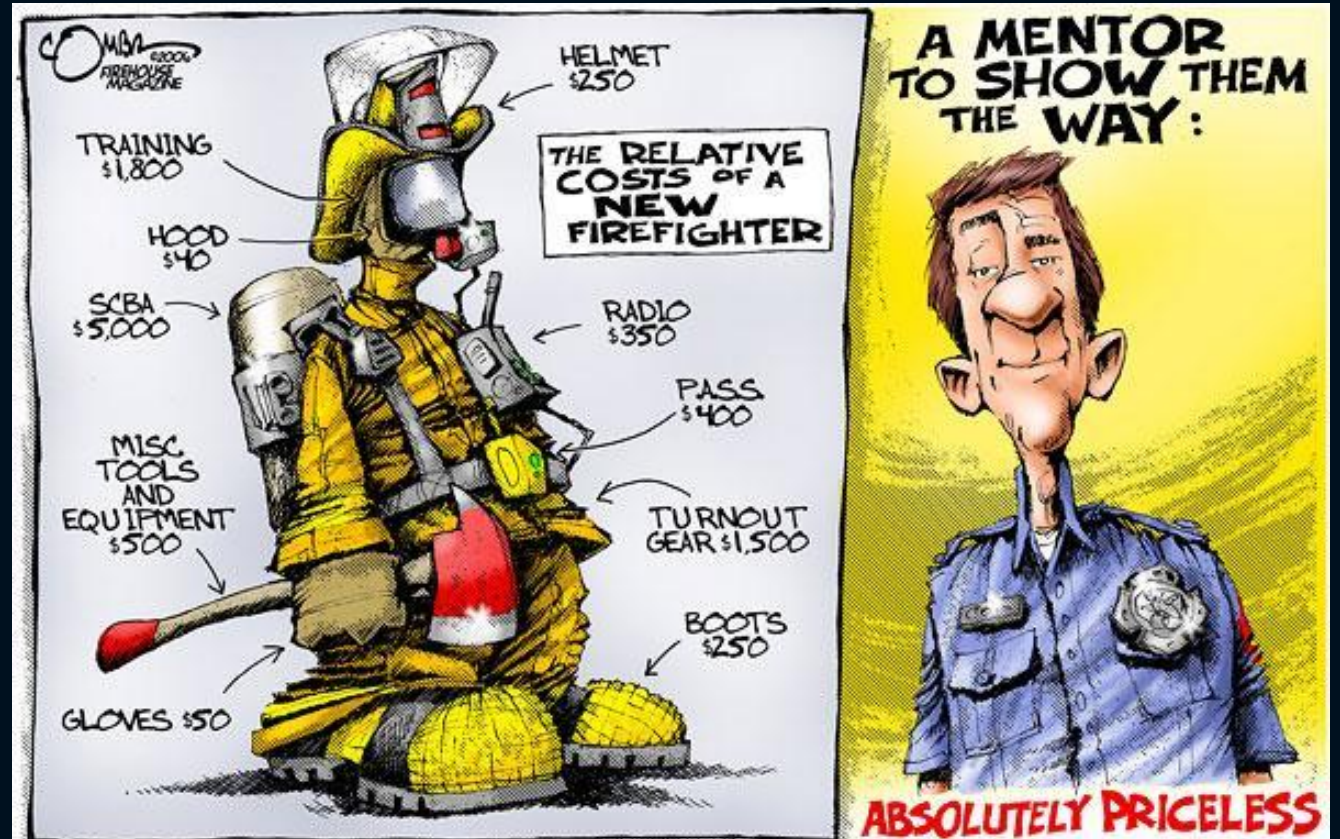
**Believe
in
yourself**



CONDUIT OF THEIR SUCCESS

Your department is only as good as your weakest link.

- Servant leadership
- Followership
- Mentorship



FOLLOWERSHIP

Characteristics of a good followership model

- Assign a mentor
- Teaching them to set egos aside
- Optimism
- Developing skills
 - Listener
 - Empathy
 - Community minded
 - Committed
 - Visionary



Establish Goals for you!!



GOALS

S.M.A.R.T.

- Specific
- Measurable
- Achievable
- Realistic
- Time



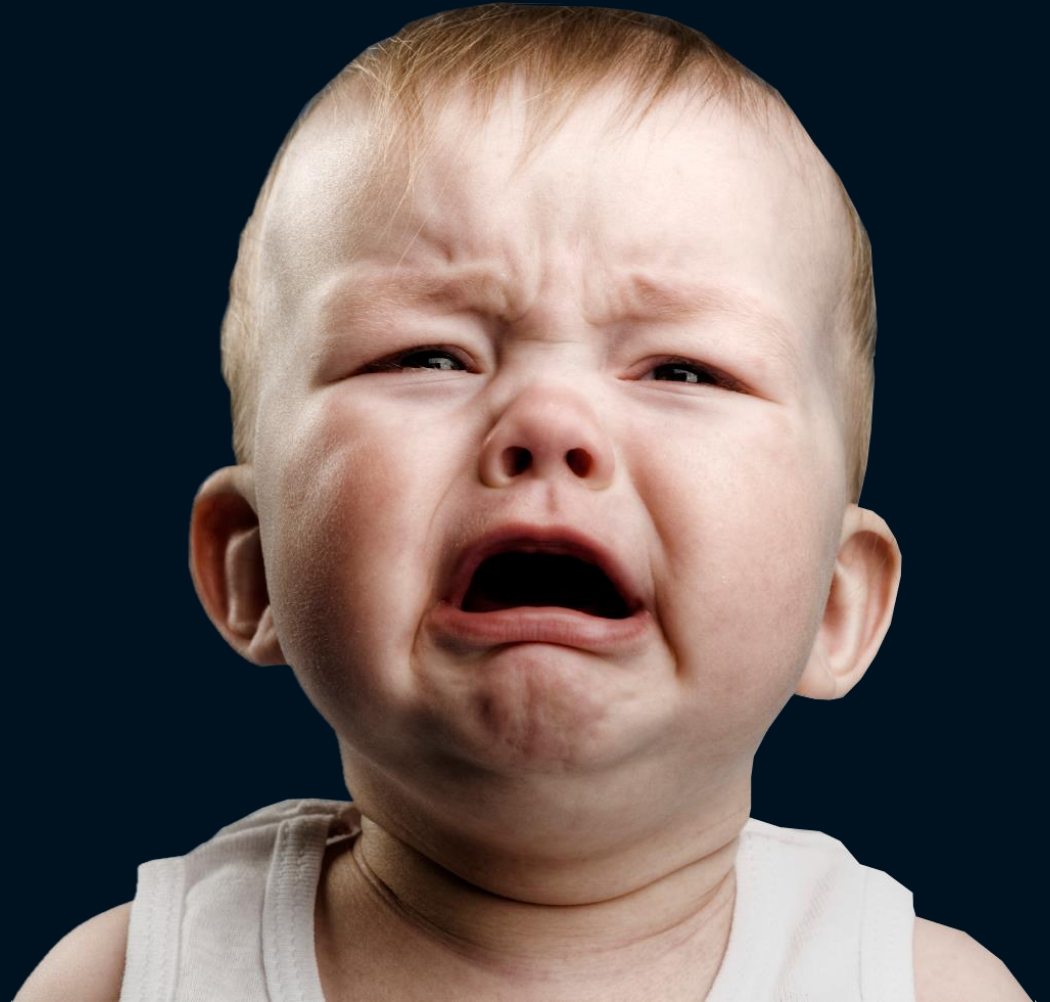
RISK-TAKER

5 risk-taker characteristics

- Creators
- Inquisitive
- Winning vs. losing
- Believe anything is possible
- Challenge the status quo



**Build up
your
personnel**



FIXING THEIR PROBLEMS

Is that really my job?

- 98:2 rule
- What resources do you have?
- What training do you have?



THEY'RE NOT PICKING ON YOU

The life of a new rookie firefighter

- Understanding your role
- Menial tasks aren't a punishment
- Establishing trust
- Reliability
- Tolerance



“F” WORD

3 F words for success

- Fair
- Firm
- Friendly



TAKING RESPONSIBILITY

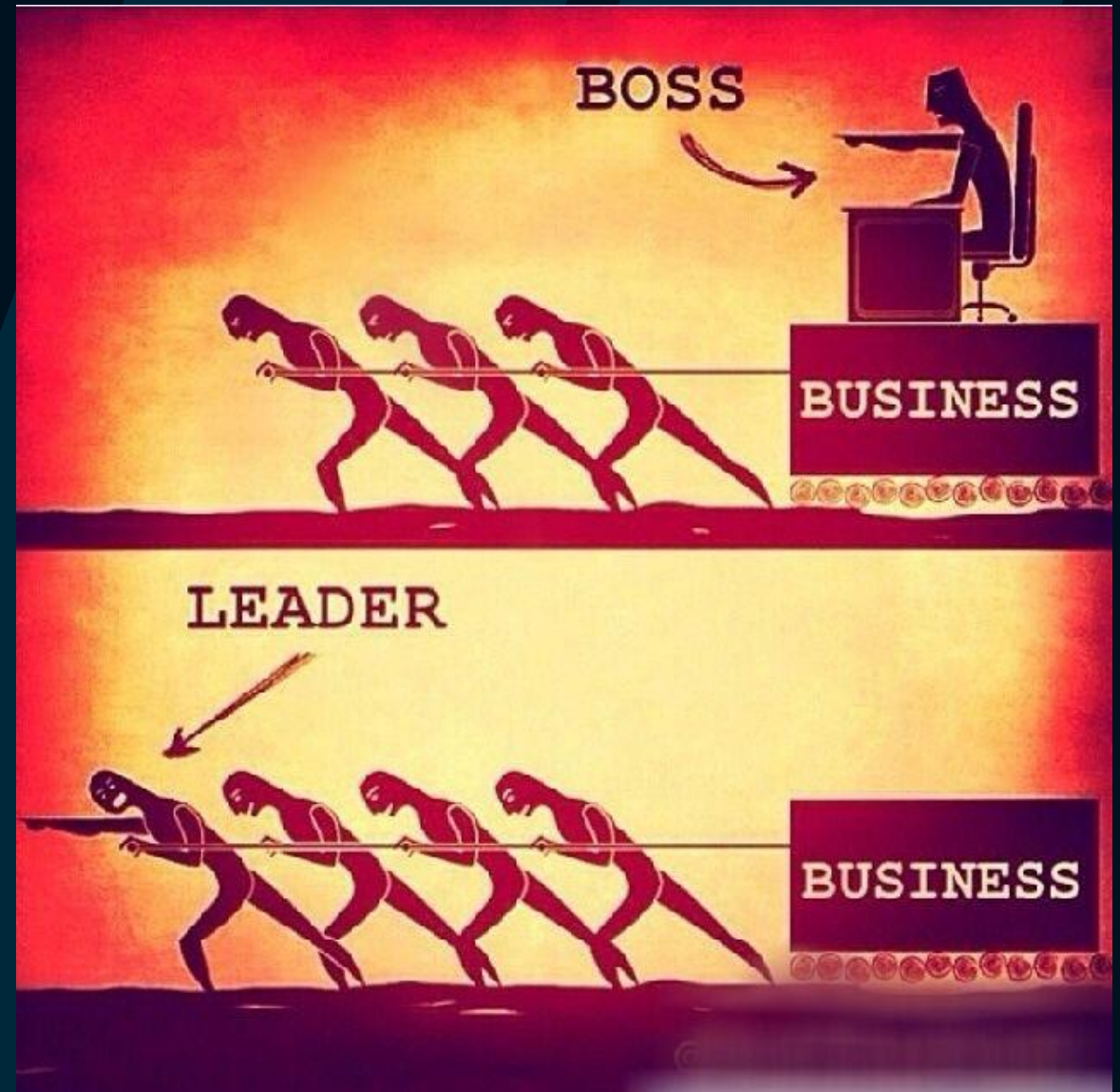


**LEADERS
TAKE ALL
THE BLAME
AND GIVE
AWAY ALL
THE CREDIT**

PictureQuotes.com

Leaders Focus

- Vision
- Inspiration
- Persuasion
- Motivation
- Develop and Cultivate Relationships
- Support Team Work
- Listening



Managers Focus

- Planning
- Organizing
- Controlling
- Coordinating
- Directing
- Budgeting
- Strategizing
- Decision Making
- Problem Solving



What is Leadership?

- It is not a Rank
- It is not a Role
- It is a Responsibility
- In Service to Others
- Sacrifice yourself for the good of others
- Sincere Desire for others to succeed



LEADERSHIP
You Don't Have to Be an Officer to Be a Leader



Safety is
EVERYONE'S
Responsibility

BE A LEADER SO EVERYONE GOES HOME
www.EveryoneGoesHome.com

Leading People

- Officers need to know how to Lead 4 different generations of people
 - **Traditional Workers** (born before 1946/over 60)
 - **Baby Boomers** (1946-1960/late 40s and up)
 - **Generation X** (1961-1979/30s and 40s)
 - **Generation Y** (starting from 1980/under 30)
- Each generation has distinct attitudes, behaviors, expectations, habits and motivational buttons

Leadership vs. Management

“You cannot manage men into battle. You manage things; you lead people”

Grace Hopper
Admiral, U.S. Navy (retired)
Nova (PBS TV) 1986

“Under performing organizations are usually over-managed and under-led”

Warren Bennis
President, University of Cincinnati
University of Maryland symposium
January 21, 1988

10 THINGS THAT TAKE ZERO TALENT

But will get you 100% respect

- Being on time
- Work ethic
- Effort
- Body language
- Energy
- Attitude
- Passion
- Being coachable
- Doing extra
- Being prepared



FORMAL vs. INFORMAL LEADER

One is much easier than the other

- How can you be both?
- Should you be both?
- What are the advantages?
- The struggles of those who are not.



COMMITMENT VS. COMPLIANCE

Commitment is a choice

- Who are you committed to?
- What are you committed to?



**Saved or
lost?**

**SPRING FIRE
DEPARTMENT SAVED**

\$64,384,667

**OF PROPERTY
IN 2018**

#SpringFireValue
@SpringFDTX



COMMUNITY INVOLVEMENT

Do they really care about everything we are doing?

- Relevant?
- What do you do with all of our money?
- Public relations
- School visits



**Train people well
enough so they can
leave, treat them
well enough so they
don't want to.**

Richard Branson

**What if you spend all
that money on their
training and they
leave? What if we
spend nothing on
them and they stay?**

Fire Chief Scott Seifert

BUILDING RELATIONSHIP TRUST

Pass it on!!!

- Consistent appropriate behavior
- Create transparency
 - Open, honest & authentic
 - Explain your agenda
 - Don't hide information
 - Communicate
 - Create transparency
- Clarify your expectations
 - Quantify
 - Give candid expectations
 - Communicate



THE NEXT GENERATION

They are our future

- How are you changing the way you lead?
- Do you need to?
- Are they really that different?

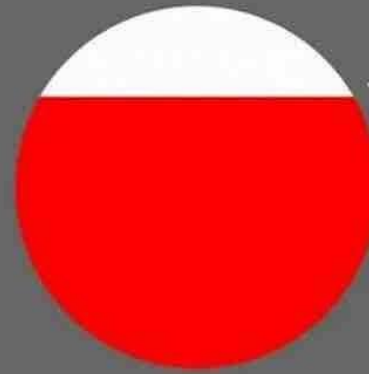


BAD BOSSES

We've all had them...or have we?

- Why are they quitting?
- Exit interviews
- Is your leadership ready to be a boss?

WHY PEOPLE CHANGE JOBS



75%
of workers who
voluntarily left their jobs
did so because of their
bosses and not the
position itself

“ People don't quit jobs,
they quit bosses. ”

Source:
<http://www.gallup.com/businessjournal/106912/turning-around-your-turnover-problem.aspx>

PROFESSIONAL DEVELOPMENT

Do you have a program?

- Are we preparing our personnel for the REAL part of the job?
- Who is your future?



RELEASE THE BREAKS

How much are you involved in?

- Would people consider you a micromanager?
- Let them run...you'll be surprised.
- Autonomous...not obstructionist



POSITIVE WITH YOUR PEOPLE

It isn't easy

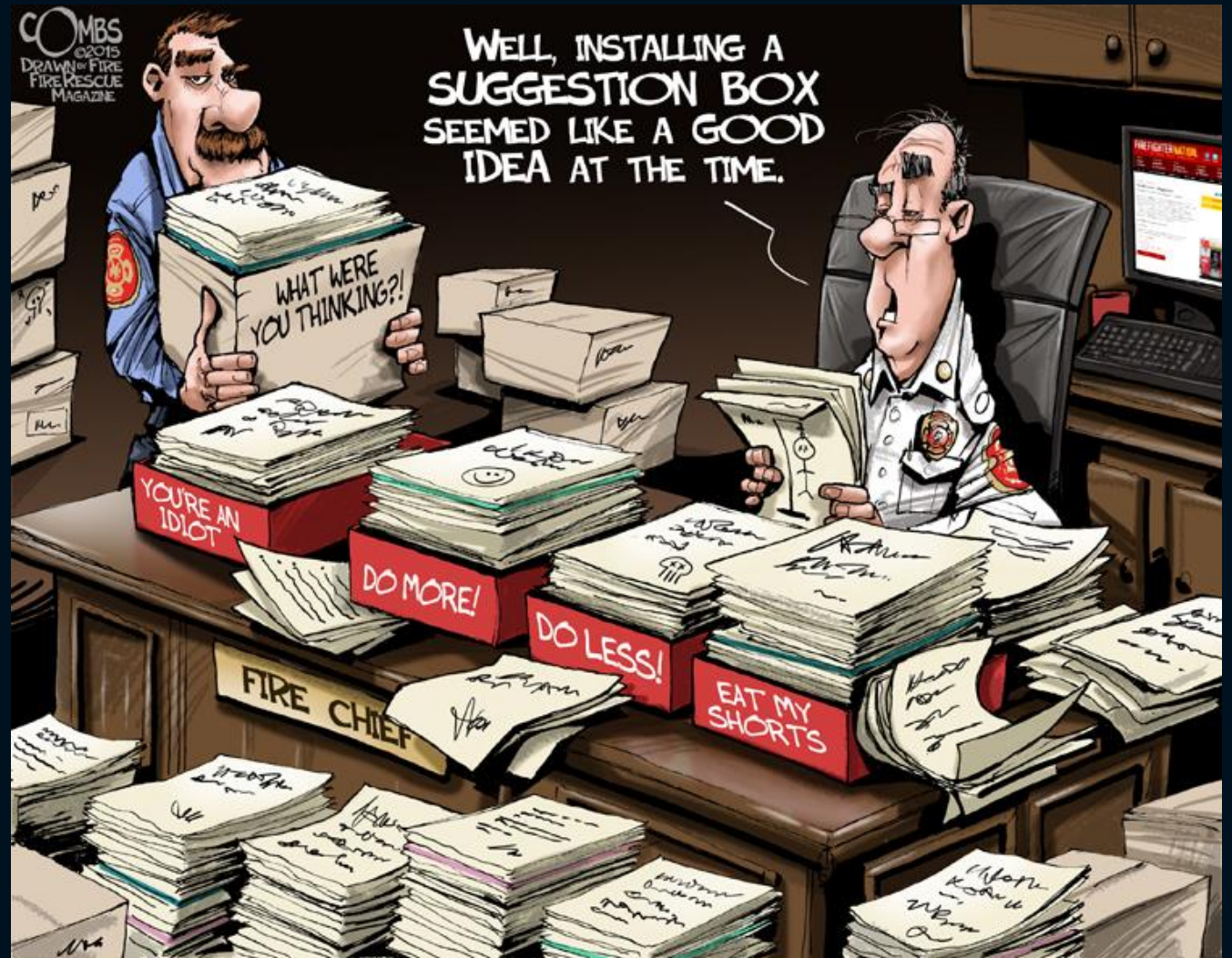
- The world thrives on negativity.
- They are always watching.
- People want to see you fail.



KEEP THEM INFORMED

Do they really care? What does the chief do all day?

- Budget meetings
- Quarterly updates
- Rumor control
- What's happening





BE YOU. BE ORIGINAL.

GOLD BADGE FEVER

It's easier to loosen the grip than tighten it.

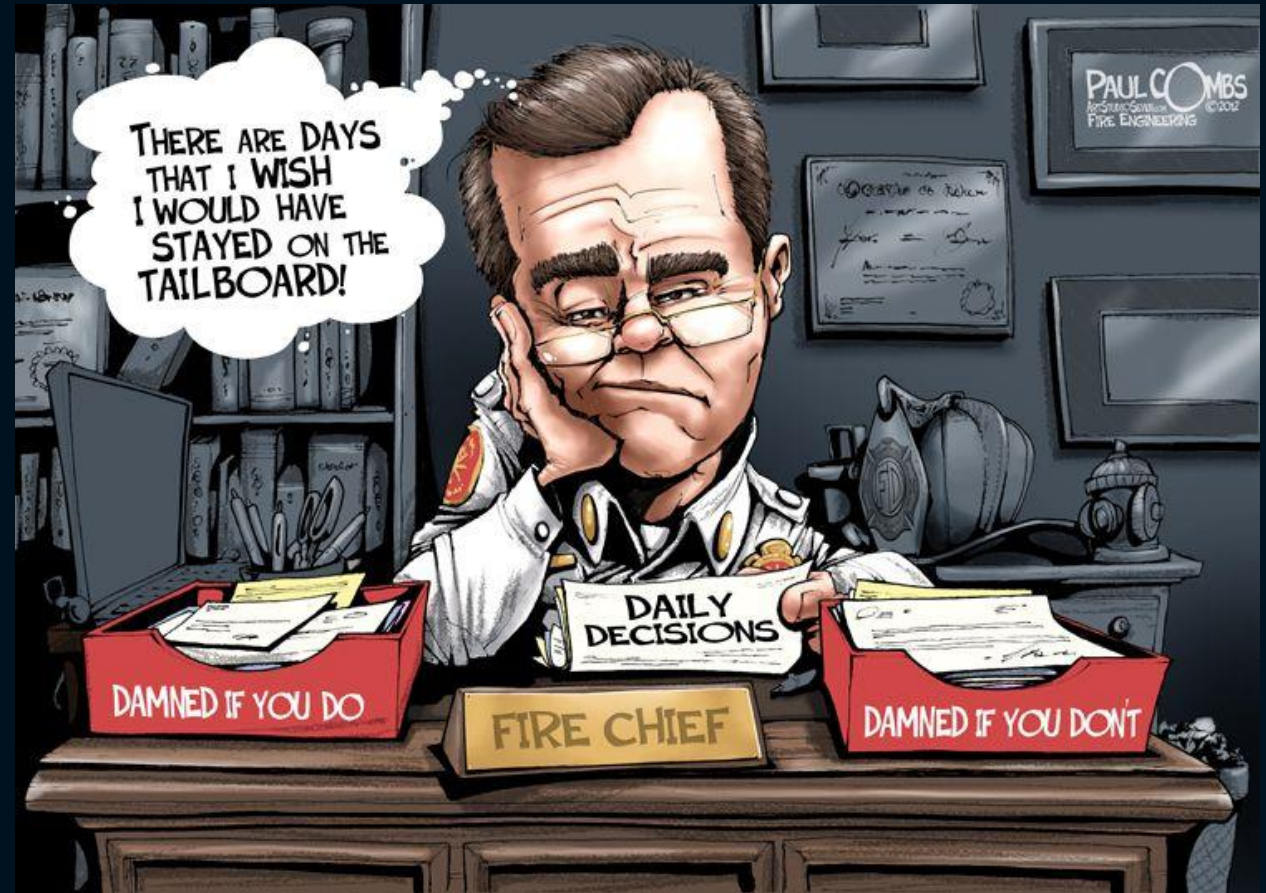
- Do we really change or is it the weight?
- Are we trying to prove ourselves?
- Are we taking heat from the top?



ALL THAT GLITTERS IS NOT GOLD

Your job isn't fun anymore

- Do you understand your role?
- What is your expectations of the fire service?
- Your department?



FEEL THE FEAR

Understanding you are the target

- Courageous
- Honorable
- Trustworthy

Be willing to pay the price

- Doing the right thing
- Commitment
- Tenacity
- Backbone
- Standing up for your people



TAKE ACTION

If not you than who?

- If you aren't taking action then what are you doing?
- If you aren't who is?
- Who is telling your story?
- Never walk past a mistake – Colin Powell



KEEP TRACK OF YOUR SUCCESSES

Document, document, document

- It's a great learning tool
- Allows you to remember the good the bad and the ugly.
- Don't reinvent the wheel





REDUCING THE CANCER RISK

What are you doing?

- Health screenings?
- On scene gross decontamination?
- Gear extractors?
- Washing machines?
- Gear swaps?
- Clean cab concept



Reducing Exposure to Fireground Contaminants

*Presented by the Joint Labor-Management Committee
of the Houston Professional Fire Fighters Association
and the Houston Fire Department*



FEEDBACK

- It's a necessary evil
- Do your subordinates feel like they can give it
- Do your superiors feel like they can give it



COLLABORATION



Firefighter Life Safety **STARTS WITH YOU**



Have the Courage to be Safe
SO EVERYONE GOES HOME

www.EveryoneGoesHome.com

PERSONAL IMPROVEMENT

Challenge:

- Two personal goals
- Two professional goals
- Two department goals





THANK YOU!

**Robert
Logan**

Phone
832-642-7752

Email
robert.logan@springfd.org