

Fire Officer Leadership: Lessons Learned (or reinforced) After Getting Promoted

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Objectives

At the end of this session, you will be able to.....

- Define leadership
- **Identify numerous leadership lessons learned after getting the badge**
- Determine areas of personal improvement to become a better leader

Only 15% of your success is due to your technical knowledge – while 85% of your success is attributable to your ability to express ideas, arouse enthusiasm and lead people!

- Carnegie Institute of Technology



What is Leadership?



Leadership is having those who
follow you do what you want
because they want to

- Unknown Author



What are some traits of some effective leaders you have experienced?



What are some traits of some ineffective leaders you have experienced?



Leadership Lessons Learned AFTER Getting The Badge



Leadership Lessons Learned After Getting The Badge

1. Learn from the good and the not-so-good of others.
2. **Always prepare yourself to be the best you can**
3. Don't forget where you came from.



Leadership Lessons Learned After Getting The Badge

4. Always prepare yourself for at least one position ahead of the one you are currently in, testing for or aspiring to.
5. **Prepare to manage the incident LONG BEFORE the incident actually occurs.**
6. Prepare to manage the personnel problem LONG BEFORE the incident actually occurs.



Leadership Lessons Learned After Getting The Badge

7. Establish and reinforce personnel expectations.
- 8. Remember that not everyone wants to dance; they just want to be asked to dance.**
9. Give personnel the benefit of the doubt.



Leadership Lessons Learned After Getting The Badge

10. Don't jump to conclusions; your first impression may not be correct.

11. Be prepared to filter information provided to you to get to the actual real problem.

12. Make everyone feel like a valued team member.



Leadership Lessons Learned After Getting The Badge

13. Be honest with people / have integrity.

14. Remember that Rome wasn't built in a day.

15. Get to know the strengths and weaknesses of all of your personnel ASAP.



Leadership Lessons Learned After Getting The Badge

16. 99.5% of your personnel will not need to be “constantly watched”; the other 0.5% will need to be guided and directed very specifically if you desire certain results.

17. **Be loyal to those above, below and around you, including the customers you serve.**



Leadership Lessons Learned After Getting The Badge

18. Be extremely creative when it comes to providing training and education for your personnel.
- 19. Constantly provide mentoring & training opportunities for your personnel.**
20. Don't forget you're constantly being watched, tested and evaluated.



Leadership Lessons Learned After Getting The Badge

21. Utilize the **Headline Test** to make ethical decisions

- Is it the right thing for the department?
- **Is it the right thing for our personnel?**
- Is it the right thing for our community?
- **Would you mind reading about it in the morning paper?**

If you can answer yes to all four - GO FOR IT!!!



Leadership Lessons Learned After Getting The Badge

22. Remember the majority (if not all) of your success as will be based on your relationships.
- 23. Be extremely familiar with all department related manuals and information.**
24. More importantly, be able to interpret & apply all that information in those department manuals.



Leadership Lessons Learned After Getting The Badge

25. Learn time management skills and be able to balance all of the duties and responsibilities of your position.

26. Be the designated adult.

27. Practice management by walking around.



Leadership Lessons Learned After Getting The Badge

28. Take care of your personnel.

29. Stay on top of what is going on in the fire service.

30. Keep your supervisor in the loop.

31. Learn to manage stress / keep composure.



Leadership Lessons Learned After Getting The Badge

32. Strive to always be a part of the solution – not the problem.

33. Practice management by rationality as opposed to management by emotions.

34. Learn to determine the difference between technical and behavior problems.



Leadership Lessons Learned After Getting The Badge

35. Praise in public, coach/counsel in private.
- 36. Before canceling (or downgrading) incoming and/or additional resources be quite sure you don't need them.**
37. Before requesting additional resources, be quite sure you need them.



Leadership Lessons Learned After Getting The Badge

38. Balance administrative duties with personnel time.

39. Lead by example.

40. Take input from as many as you can prior to coming to a final decision.



Leadership Lessons Learned After Getting The Badge

41. Leadership is having others come to the same final decision, but by them thinking they came to the decision on their own and without you having shoved it down their throat.

42. Yes, we all want to be “liked,” but instead how about striving for respect and credibility?



Leadership Lessons Learned After Getting The Badge

43. You can agree to disagree, but before coming to that decision, make sure you know where the other person/group is coming from.

44. Before attempting to “change the world,” learn as much history about the issues as you can



Leadership Lessons Learned After Getting The Badge

45. Always try to give credit where credit is due, even if it means others “may look better than you do.”

46. Realize there are numerous leadership styles in existence.

47. Remember everything you say is gospel.



Leadership Lessons Learned After Getting The Badge

48. Trust others until they have burned you more than once.

49. Be able to admit mistakes, poor choices or poor decisions.

50. Be open to feedback and constructive criticism from all around.



Leadership Lessons Learned After Getting The Badge

51. When someone doesn't live up to your expectations, does something inappropriate or just stupid, before jumping down their throat, consider the following:

- Did you ever tell them they couldn't do that?
- Did you ever set expectations on how you expected them to perform?
- Did you expect too much?



Leadership Lessons Learned After Getting The Badge

52. Learn the art of communication.

- Oral
- Written
- Non-verbal

53. Take responsibility for what happens.

54. Be humble.



Leadership Lessons Learned After Getting The Badge

55. Encourage risk.

56. Keep your cool.

57. Take ownership.

58. CHAOS doesn't stand for "Captain" or "Chief" has arrived on scene!



Leadership Lessons Learned After Getting The Badge

59. Be dependable and consistent.

60. Have a sense of humor / have fun!

61. Sometimes peer pressure can be the best fix to a problem.

62. Have a vision.



Leadership Lessons Learned After Getting The Badge

63. Be passionate about the fire service, your department, your personnel and your family.

64. Be an expert in something.

65. Be the one who believes the glass is always half full.



Leadership Lessons Learned After Getting The Badge

66. It's ok to get out of your comfort zone every now and then!

67. Opportunity knocks when you least expect it; be prepared to take advantage of it.

68. Let unimportant controversies die a natural death.



Leadership Lessons Learned After Getting The Badge

69. Regarding change:

- Embrace it, it will happen, it needs to happen
- Typically requires the following to occur:
 - A. Time
 - B. Money
 - C. Opportunity
 - D. Smart folks



Leadership Lessons Learned After Getting The Badge

70. Sometimes you have to step back to step forward.

71. The customer is not always right....but they are still a customer.

72. Always think worst case scenario, but don't predict worst case scenario.



Leadership Lessons Learned After Getting The Badge

73. Be aware of politics.

74. Embrace technology.

**75. Develop and maintain a collaborative
labor/management relationship.**

76. Remember that perception is reality.



Leadership Lessons Learned After Getting The Badge

77. Learn to zoom out “10 clicks.”

78. Maybe consider “sweating the small stuff?”

79. If you have no control over something, get over it.

80. Become a better listener.



Leadership Lessons Learned After Getting The Badge

81. Learn from your mistakes.

82. Do the best you can with what you have to work with.

83. Learn the names & situations related to FF LODDs.



Leadership Lessons Learned After Getting The Badge

84. There is a time and a place to deal with people and issues.

85. Demonstrate commitment.

86. Like it or not, you' ll have to pay your dues.

87. Be aware of the “tone” of your message.



Leadership Lessons Learned After Getting The Badge

88. Everyone has an ego; at times you may have to cater to it.

89. Do what you can to win, but if you have to “sell your soul to the devil,” is it worth it?

90. Start every shift with a roll call / meeting.



Leadership Lessons Learned After Getting The Badge

91. Everyone has an ego; at times you may have to cater to it.

92. Don't assume a "veteran" or a "probie" is dialed.



Leadership Lessons Learned After Getting The Badge

93. This is not your father or your grandfather's fire service.

94. Learn to be a great follower.



Leadership Lessons Learned After Getting The Badge

95. Everyone has an agenda.

96. Don't tolerate inappropriate behavior, incompetence or mediocrity.

97. Patience is a virtue.

98. Everything is done for a reason.



Leadership Lessons Learned After Getting The Badge

99. Don't provide the spark for the gasoline container next to the base of a bridge as you cross.

100. Remember the phrase:

- “The toes you step on today....may be connected to the butt you have to kiss tomorrow!”





Remember –
you don't get a second chance to
make a first impression!!!!



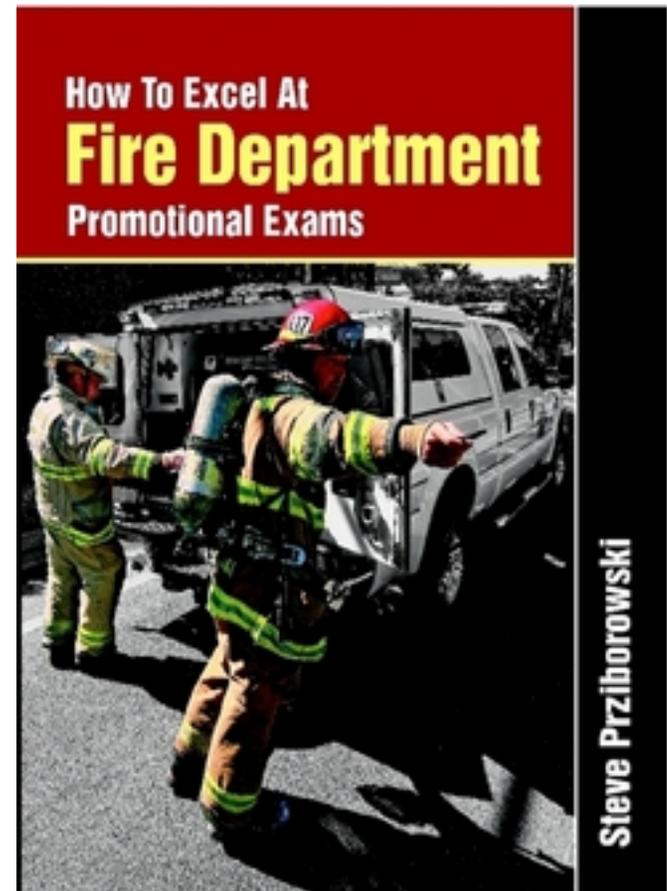
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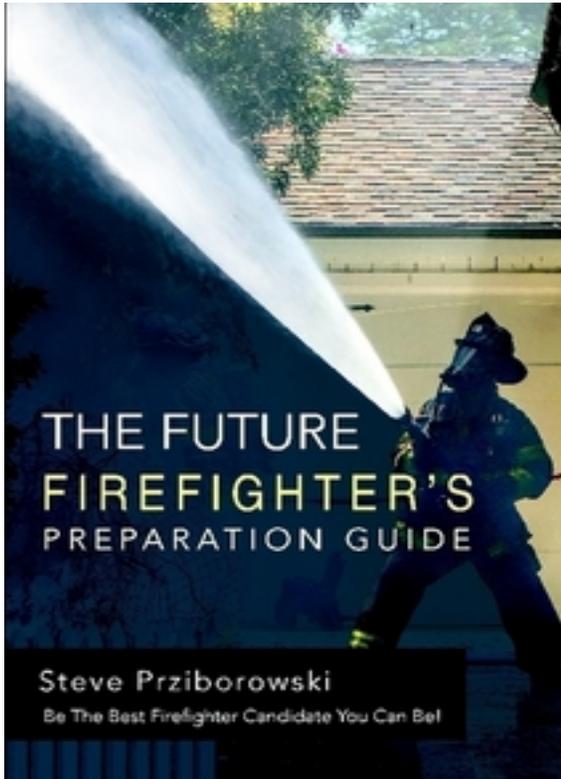
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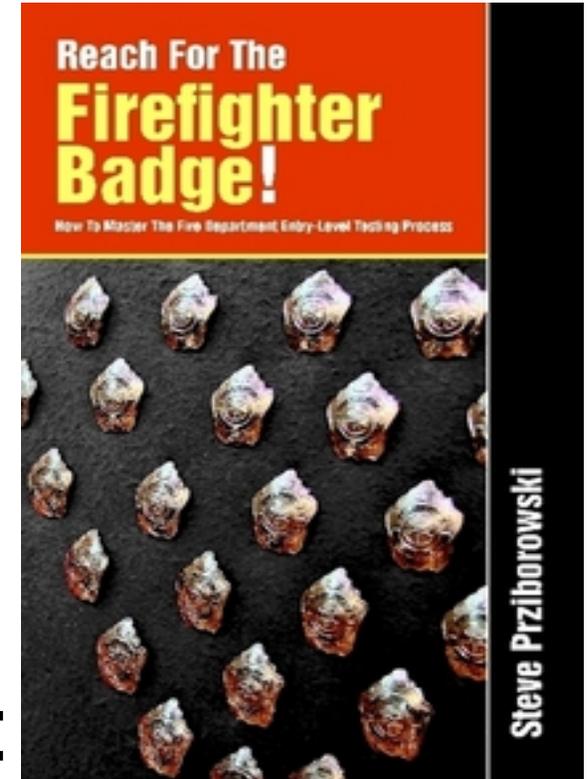
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**Thank you very much for your time –
don't just stay safe – make it safe!**

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