

Leadership: A View From the Trenches

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Why Are You Here?

- ❖ You are a firefighter who cares about your fire department.
- ❖ You want to become a leader.
- ❖ You are a leader and wish to become a better leader.
- ❖ You work for a bad leader and want to know what makes them tick.

Why Am I Here?

- ❖ I have been around a long time.
- ❖ I have worked for some really bad leaders.
- ❖ I have worked for some really great leaders.
- ❖ I have kept notes on my soiree.

Why Am I Here?

- ❖ It is my desire to make a difference in the fire service.
- ❖ A great part of my life has been spent as a leader.
- ❖ A great part of my life has involved conducting research into the critical area of leadership.

Why am I Here?



Because I give a damn about the future of the fire service. Heck, I could be home playing my tuba.

What is the Basis for My Thinking?

- ❖ After observing leaders at work for nearly 40 years, I felt that some changes were in order.
- ❖ I issued a call to the fire service.
- ❖ I asked people to share those attributes which they felt made someone a great leader.

What is the Basis for My Thinking?

- ❖ A number of people responded to my call for topic which impressed them as being the basis for effective leadership.
- ❖ They shared their thoughts.
- ❖ I gathered the data and analyzed its impact.

What is the Basis for My Thinking?

- ❖ **These attributes have formed the core of my writing for Firehouse Magazine since I retired from the Newark Fire Department in 1999.**
- ❖ **They now form the basis of my new book, "Leadership: A View From the Trenches."**

My Vision for this Course

I intend to share these ideas with you. It is my belief that each of you owes a debt of gratitude to those people who shared their ideas with me.

Their Knowledge is a Gift to Us All

**The best way to keep a gift
going is to give it to others.
Of course this means that
you must now share it too.**

A Good Leader Listens

- ❖ **People like to be heard.**
- ❖ **Concentrate on the thought being presented to you.**
- ❖ **Always look at the person who is speaking to you.**

A Good Leader Listens

- ❖ Do not frame a response to another person before that person is done speaking.
- ❖ Do not interrupt people or complete their sentences for them.
- ❖ Listen to what you are saying.

A Good Leader Listens

- ❖ Look people in the eye.
- ❖ Watch for non-verbal clues.
- ❖ People like to talk.
- ❖ People do not like being ignored.

A Good Leader is Proactive

- ❖ They have a vision.
- ❖ They plan for the future.
- ❖ They know how to organize and direct resources.

A Good Leader is Proactive

- ❖ They make things happen.
- ❖ They are able to reach out and coordinate the actions of those people in their organization.
- ❖ They do something.

Effective Leaders are Passionate About Their Work

- ❖ Do you love the fire service?
- ❖ Does this love shine through each day of your life?
- ❖ You cannot hide the fact that you lack passion.
- ❖ Dull folks turn off people.

Leaders Talk to You

- ❖ They do not ignore you.
- ❖ They do not talk down to you.
- ❖ They do not talk above you.
- ❖ They target their message to you and your associates.

Effective Leaders are Motivators

- ❖ They check their egos at the door when they get to work.
- ❖ They recognize the needs of their people.
- ❖ They work to meet those needs in the workplace.

The Needs-Satisfaction Cycle



Effective Leaders are Motivators

- ❖ They recognize that each person is different and has different needs.
- ❖ They never take a one-size-fits-all approach to leading.
- ❖ They develop their people.

Effective Leaders are Motivators

- ❖ They set high goals for their people and then help those folks to meet those elevated expectations on a daily basis.
- ❖ They allow for individual participation in the groups goal setting.

The Best Lead By Example

- ❖ They model the behaviors they want to see in their people.
- ❖ They never ask people to do things they have not done or would not do themselves.
- ❖ These folks set the standards for the group and then live that standard.

The Best Lead By Example

- ❖ If the leader wants their troops to arrive at work on time, they will be there early to meet them.
- ❖ If they want their people to be well-dressed and sober, that is the behavior they will display.

Good Leaders Coach and Mentor Their Team

- ❖ They provide support when people have doubts.
- ❖ They provide answers when people have questions.
- ❖ They offer advice from the sidelines while the team performs their duties.

Good Leaders Coach and Mentor their Team

- ❖ They are always there for their people.
- ❖ There is no off-time when their team members need help or guidance.
- ❖ Public praise and private criticism is their gold standard.

The Best Leaders are Standup Guys (Gals)

- ❖ They take care of their folks.
- ❖ They stand between their team and any unnecessary criticism from higher organizational levels.
- ❖ They are always there for their people.

The Best Leaders are Standup Guys (Gals)

- ❖ They provide the discipline to train their troops.
- ❖ They do not allow people to criticize their troops.
- ❖ They do not leave their people hanging at the whim of the organization.

The Best Leaders Remember Where They Came From

- ❖ **Everyone starts at the bottom.**
- ❖ **Leaders must remember the days when they cleaned the bathrooms and hung the hose.**
- ❖ **Do not adopt false airs of pomposity as you move upward through the ranks.**

Great Leaders Stand Calm in the Midst of the Storm

- ❖ They remain calm while others around them run scurrying in ever-widening circles of panic.
- ❖ They use logic when others use panic.

Great Leaders Stand Calm in the Midst of the Storm

- ❖ They continue to think and apply their knowledge as those around them begin to lose their heads.
- ❖ They inspire great confidence among their people.

Good Leaders Are Fair and Impartial

- ❖ They apply a common standard of conduct to all on their team.
- ❖ They do not play favorites.
- ❖ The rules and regulations of the organization guide their actions.
- ❖ They are firm but not unbending.

Great Leaders Know Their Job

- ❖ **How can they do their job if they are unaware of their duties and responsibilities?**
- ❖ **They are technically proficient in the tasks within their area of supervision.**

Great Leaders Know Their Job

- ❖ They must also know the jobs to be performed by their team members.
- ❖ How can they supervise and correct if they do not know what they are looking at?

Great Leaders Know Their People

- ❖ **What are their skills?**
- ❖ **What are their strengths?**
- ❖ **What are their weaknesses?**
- ❖ **What are the nuances of their personality type?**
- ❖ **How best can they be used?**

Great Leaders Know Themselves and Their Limitations

- ❖ They know their strengths.
- ❖ They know their limitations.
- ❖ They build upon their strengths.

Great Leaders Know Themselves and Their Limitations

- ❖ They work to overcome their limitations.
- ❖ They know who they are, what they like, and what they can do.

Great Leaders Have a Strong Moral Compass

- ❖ They possess integrity.
- ❖ They display courage.
- ❖ They are honest.
- ❖ They encourage pride in their troops.

Great Leaders Have a Strong Moral Compass

- ❖ They live their faith.
- ❖ They are determined.
- ❖ They are forceful.
- ❖ They show good judgment at all times.

Great Leaders Have a Strong Moral Compass

- ❖ They display tact.
- ❖ They are decisive.
- ❖ They are persistent.
- ❖ They display initiative.

Great Leaders Have a Strong Moral Compass

- ❖ They have high principles.
- ❖ They take responsibility.
- ❖ They display good personal bearing.

True Leaders Understand and Live Loyalty

- ❖ They are at all times loyal to their people.
- ❖ Their troops can always depend on them.
- ❖ They are always reliable.
- ❖ If they say they will do something, they do it.

The Best Leaders Show Great Consistency

- ❖ They do not change the rules for their friends.
- ❖ You can count on them to make decisions according to a common set of guidelines.
- ❖ They are not up one day and down another.

Great Leaders Communicate Effectively

- ❖ They use appropriate language for their people.
- ❖ They are aware of the components of the communication's model.
- ❖ They provide solid facts and ask effective questions.

The Best Leaders Want to Make a Difference

- ❖ By dint of their personality
- ❖ Because of their knowledge
- ❖ Because of their belief that people can do better
- ❖ Because they believe that things can be made better if they just try

Great Leaders

See the Big Picture

- ❖ Great leaders have a vision.
- ❖ Bad leaders want to remain in a comfortable past that is going to disappear anyway.
- ❖ This leader battles the old “cannot see the forest for the trees” syndrome.

Great Leaders

See the Big Picture

- ❖ **Some people are so busy counting beans that they fail to understand the reason for their efforts.**
- ❖ **They forget that it is all about people, both in the fire department and in the community.**

Great Leaders

See the Big Picture

- ❖ **The best of all leaders makes their vision so clear that all within the fire department can absorb and embrace it.**
- ❖ **They labor to bring all of their folks on the journey with them to the future.**

The Best Leaders Do Not Micromanage the Troops

- ❖ They provide direction not orders.
- ❖ They equip their people to do the job.
- ❖ They train them to use their equipment.
- ❖ They teach them to do their jobs.
- ❖ They then get out of their way.

The Great Leaders Know Their People By Name

- ❖ They will not call out, “Hey You!”
- ❖ They understand that people value the personal touch.
- ❖ “Hey you” is never an option.
- ❖ If you know people by name, you will come to care for people by name and that is what leadership is all about.

Find Out What Makes Your People Tick

- ❖ First think in terms of team.
- ❖ Then find out what will it take to lead that team.
- ❖ Create the framework.
- ❖ Supply the incentives.

Find Out What Makes Your People Tick

- ❖ Support the team.
- ❖ Reap the benefits of what a well-trained and motivated team can do.
- ❖ Say thank you for a job well done, and say it often.

***“No army can withstand
the strength of an idea
whose time has come.”***

Victor Hugo

***“The time has come to
make leadership a true
priority in the fire service.”***

Harry Carter