

The Leadership/Followership Equation: A Key to Fire Service Success:

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Why Are You Here Today?

- ❖ You are a veteran fire service leader and want to keep your skills current
- ❖ You are a fairly new leader who wants to get a handle on the basics of leadership
- ❖ You want to be a leader someday
- ❖ You just want to know about leadership

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Why Are You Here Today?

- ❖ You are a veteran fire service follower and want to keep your skills current
- ❖ You are a fairly new follower who wants to get a handle on the basics of leadership
- ❖ You want to be a leader someday, but today you just want to know about how following and leading come together.

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Why Am I Here Today?

- ❖ I have been in the fire service for a long time and love it dearly
- ❖ Leadership is a critical organizational element
- ❖ Followership is a critical element for organizational success

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Why Am I Here Today?

- ❖ A great deal of my career has been devoted to studying what it takes to become a good leader
- ❖ I have also devoted a great deal of time to studying and observing the elements of effective followership
- ❖ It is an emerging field

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Why Am I Here Today?

- ❖ Let me assure you that there are people masquerading as both leaders and as followers, who should be charged with several counts of fraud, who need to be exposed for what they really are
- ❖ And I am just the man to do that

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We Are Both Here Because

- ❖ We love the fire service
- ❖ We want the best for our service
- ❖ We are tired of witnessing failure & stupidity in the world around us
- ❖ We want to focus on success
- ❖ We want to make the fire service better for our friends & fellow travelers

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Keys to Organizational Success

- ❖ A leader with a vision for all in their organization
- ❖ A leader who listens to their troops
- ❖ A leader who respects their team
- ❖ A leader who provides proactive support for all members of their team (followers are people too)

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Keys to Organizational Success

- ❖ A leader who encourages active follower participation (followers who follow)
- ❖ A leader who encourages the active participation of members in the organization's activities
- ❖ Followers who actively participate
- ❖ A leader who understands just how to motivate their team
- ❖ A leader who is a communicator

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Keys to Organizational Success

- ❖ A leader who believes in their people and stands up for them
- ❖ A leader who is a mentor
- ❖ A leader who knows the job and is fair and impartial
- ❖ A leader who is patient

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Keys to Organizational Success

- ❖ Leader and followers who are diligent and persistent
- ❖ Leaders and followers who value knowledge and work to seek it out
- ❖ Leaders and followers who are not afraid to make decisions
- ❖ Leaders and followers who are loyal to the team

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Keys to Organizational Success

- ❖ Leaders and followers who are consistent
- ❖ A leader who remains calm in the midst of chaos and change (followers will follow better)
- ❖ A leader who works passionately with the team (followers will respond better)
- ❖ A leader who sees the big picture but retains an eye for the details

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Keys to Organizational Success

- ❖ Leaders and followers who understand their shared responsibility for success
- ❖ Followers who understand their responsibility to the team
- ❖ Dynamic followers who support the leader

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Keys to Organizational Success

- ❖ Leaders who lead by example
- ❖ Followers who understand the actions of the leader
- ❖ Leaders who embrace the training and encouragement of followers
- ❖ Leaders who make the people they lead their passion

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Keys to Organizational Success

- ❖ Followers who understand the purpose of their organization
- ❖ Followers who understand their leader's vision
- ❖ Followers who have the courage to accept responsibility

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Keys to Organizational Success

- ❖ Followers who have the courage to commit to a life of service
- ❖ Followers who have the courage to challenge the existing ways & wisdom
- ❖ Followers who have the courage to participate in organizational change

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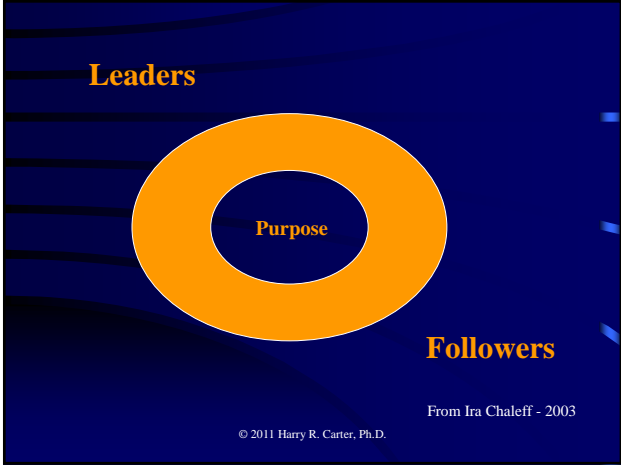
Keys to Organizational Success

- ❖ Followers who have the courage to take moral action when necessary
- ❖ Followers who have the will to listen carefully to their leaders
- ❖ Followers who understand that they need to share things with the leader

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What Does This Mean to You and Your Fire Department?

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Three Views of Participation

- ❖ You are on the bus working and learning with the team
- ❖ You missed the bus and are running after it
- ❖ You are under the bus

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Vision

- ❖ Who are you?
- ❖ Where are you?
- ❖ Where are you going?
- ❖ How do you intend to get there?
- ❖ How will you know when you have arrived?

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Listening

- ❖ Active listening can be learned
- ❖ Look at the person who is speaking
- ❖ Concentrate on their ideas
- ❖ Do not frame your response while they are still speaking

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Listening

- ❖ Listen to what people are saying to you
- ❖ Do not speak until they stop
- ❖ Speak to the ideas they shared with you
- ❖ Pay attention for feedback

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Respect

- ❖ We are all somewhat different
- ❖ Different is not necessarily bad
- ❖ Treat others as you would like to be treated yourself
- ❖ Value the differences you encounter

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Respect

- ❖ Value the talents of others
- ❖ Hold the other person in high esteem and value what they can contribute to your organization
- ❖ Prize their abilities and use them accordingly

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Proactive Encouragement

- ❖ Be a cheerleader
- ❖ Be a supporter
- ❖ Be an encourager

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Proactive Encouragement

- ❖ Leaders, be there for the troops
- ❖ Followers, be there for the leader
- ❖ All of you must be there for the organization

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Motivating and Inspiring

- ❖ Keep your people moving in the right direction
- ❖ Support them all during the tough times
- ❖ Show them the right road
- ❖ Learn to appeal to the needs of your organizational followers

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Motivating and Inspiring

- ❖ Allow the organization to operate in such a way that no one's value systems are confounded
- ❖ Do not be afraid to show emotions or appeal to the emotions of the folks who are being asked to do the work
- ❖ Lead from the front

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Communications

- ❖ A good communicator looks people right in the eye
- ❖ A good communicator is believable
- ❖ A good communicator is sincere
- ❖ A good communicator must deliver a consistent message

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Communications

- ❖ The effective communicator is able to inform, persuade, and comfort
- ❖ Being a good communicator requires the ability to project a certain amount of power
- ❖ Being a good communicator requires the ability to project a certain amount of control over that power
- ❖ Communications is a life-long journey

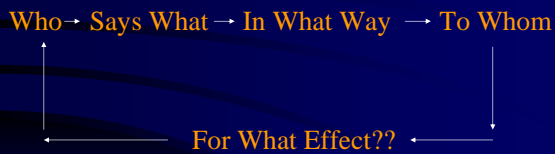
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Communications

- ❖ The good leader is a capable writer
- ❖ The good leader is an effective speaker
- ❖ The effective leader is a great listener
- ❖ Unless you listen you cannot respond effectively (followers and leaders)
- ❖ Unless the people understand, they will never know what you mean

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The Communications Model



From Gibson, Ivancevich & Donnelly

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Leading by Example

- ❖ Model the behaviors you wish to see in the members of your team
- ❖ Lead from the front
- ❖ If you want people to be on time, be there early to meet them
- ❖ Practice do as I do leadership

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Following the Leader' Example

- ❖ Observe the behaviors modeled by your leader and work to make them a part of your personal approach to the
- ❖ Follow the leader and do your job
- ❖ Perform your duties in a timely manner
- ❖ Work to be a follower who knows their work and does it well.

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Strong and Proactive Support

- ❖ Be open to hearing the ideas put forward by your team members
- ❖ Be an advocate for advancing the ideas of your team members
- ❖ Be attentive to the needs of your team and work to help them succeed

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Strong and Proactive Support

- ❖ Be sure that you work to develop the followers in your organization
- ❖ Be sure to involve your followers as deeply in the decision process as is possible
- ❖ Be sure that you do not accidentally convey the wrong attitudes

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Mentor

- ❖ Create an environment that puts a premium on learning
- ❖ Help your people to learn
- ❖ Share what you have learned from the living of your life
- ❖ Guide people and respond to their questions

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Mentor

- ❖ Be sure to listen actively
- ❖ Be sure to learn from your troops
- ❖ Display a sincere concern for your folks
- ❖ Be available to provide wise counsel

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Follower Responsibilities

- ❖ Be loyal
- ❖ Follow orders
- ❖ Ask for guidance
- ❖ Take the initiative when opportunities present themselves

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Follower Responsibilities

- ❖ Listen carefully
- ❖ If you do not know, ask
- ❖ Express a sincere concern for your work, your co-workers, and your leader
- ❖ Be willing to learn

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Knowledgeable

- ❖ The wise leader is a perpetual student within their field
- ❖ They must know themselves
- ❖ The wise leader must know their people and their capabilities
- ❖ They must be available to their followers within the framework of their organization

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Knowledgeable

- ❖ They must know how to do their job
- ❖ They must be sure to provide the proper training and development opportunities for their troops
- ❖ They must never assume that people know more than they really do

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Knowledgeable

- ❖ They need to know how their followers perform their jobs, so that when they see errors they can provide wise counsel
- ❖ They need to develop a knowledge of what people know and what they do not know

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The Wise Follower

- ❖ They must know how to do their job
- ❖ They must know the limits of their job responsibilities
- ❖ The effective follower is a student
- ❖ They must know their capabilities and their limitations

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The Wise Follower

- ❖ They must know themselves
- ❖ Know how to put forward an idea without aggravating people
- ❖ They must be available to their leaders and fellow followers within the framework of their organization

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Fair and Impartial

- ❖ An effective leader treats everyone in a similar fashion
- ❖ A wise leader learns that playing favorites can create real problems
- ❖ The effective leader is firm
- ❖ The effective leader is a provides opportunities for all to succeed

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Patient and Persistent

- ❖ We must all learn to play well in large groups-Leaders and Followers
- ❖ Nothing ever happens as quickly as we would like
- ❖ New ideas are usually resisted
- ❖ Courageous patience is a solid attribute (staying the course)

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Patient and Persistent

- ❖ Persistence and determination are critical to success
- ❖ It is tough to stay the course when people are throwing rock at you
- ❖ Show up everyday
- ❖ Do your job everyday

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Value for Knowledge

- ❖ Not knowing is ignorance
- ❖ Knowing and not acting is stupid
- ❖ Stupid is as stupid does: Don't be stupid
- ❖ Encourage people to learn

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Value for Knowledge

- ❖ Do not allow a culture of ignorance to develop
- ❖ There is always something new to learn each day
- ❖ Praise the learner
- ❖ Encourage people to improve their minds

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Decisive

- ❖ Know how to make a decision
- ❖ Know when to make a decision
- ❖ Do not duck your responsibility to make decisions
- ❖ Do not get lost in the world of research
- ❖ Make timely decisions

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Decisions and Followers

- ❖ Know how to obey and order
- ❖ Know how to question an order
- ❖ Know when to challenge an order
- ❖ Know when to defend an order
- ❖ Know when to defend the leader

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Loyalty

- ❖ Loyalty is an act of identity
- ❖ Loyalty is a two-way street
- ❖ Loyal to whom or what must be defined and encouraged
- ❖ If you have no loyalty outside of yourself you will be a pain in the butt to others

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Loyalty

- ❖ Stand behind your people
- ❖ Stand between your people and those who would harm your people
- ❖ Loyalty can be an anchor in the midst of stormy organizational seas
- ❖ Let your example of loyalty serve as the beacon for others to become loyal to you and your organization (Leaders/Followers)

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Calm and Consistent

- ❖ Treat all in the same way, with respect and dignity
- ❖ Once the words leave your mouth that's it
- ❖ Use your words carefully
- ❖ No one likes a screamer
- ❖ People pay less attention to a screaming person

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Calm and Consistent

- ❖ Frustration can be dangerous
- ❖ Handling frustration is critical
- ❖ Be cheerful
- ❖ Be courteous
- ❖ Be considerate of others

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Calm and Consistent

- ❖ Cooperate in spirit as well as in word (two-way street)
- ❖ Maintain a tolerant attitude
- ❖ Treat others as you would like to be treated
- ❖ If you feel like yelling take a time out

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Passionate

- ❖ Love what you do
- ❖ Share this love with others
- ❖ Let your passion motivate others to join you on your journey to success
- ❖ When you lose your love and passion, perhaps it is time to move on to another place

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The Big Picture – The Details

- ❖ Leader has the vision
- ❖ Followers must become a part of that vision
- ❖ There should be a shared concern with the big picture aspects of the journey toward the future

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The Big Picture – The Details

- ❖ The wise team is able to balance their view of the forest with their concern for the individual trees
- ❖ People work to tighten all of the lug nuts on all of the wheels
- ❖ A single lost wheel can ruin your trip and keep you from reaching your destination

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Shared Responsibility

- ❖ Leader has a vision and follower must understand that vision
- ❖ Leader must treat people fairly and followers must treat leader in the same manner
- ❖ Dynamic leaders who lead and nurture dynamic followers (who follow)

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Follower Responsibilities

- ❖ Understand the purpose of their organization
- ❖ Supportive
- ❖ Follow orders and suggestions
- ❖ Accept responsibility for their acts and actions

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Keys to Effective Followership

- ❖ Followers have the courage to accept responsibility
- ❖ Followers have the courage to commit to a life of service
- ❖ Followers have the courage to challenge the existing ways and wisdom

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Keys to Effective Followership

- ❖ Followers must have the courage to challenge the existing ways and wisdom of their organization
- ❖ Followers have the courage to participate in organizational change
- ❖ Followers have the courage to take morally-correct action when needed

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Keys to Effective Followership

- ❖ Followers have the will to listen carefully to their leaders
- ❖ Followers understand that they need to share with the leader
- ❖ Followers who like what they are doing and will seek to get better

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We Can Only Succeed if:

- ❖ Leaders respect followers
- ❖ Followers respect leaders
- ❖ Leaders have the vision
- ❖ Followers buy in to the vision
- ❖ All of the team members are on the same sheet of music

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I Need Your Feedback

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