

# **The Leadership/Followership Equation: The Key to Fire Department 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

# 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
- ❖ There are people masquerading as leaders who should be charged with several counts of fraud who need to be exposed for what they are

# Why Am I Here Today?

- ❖ A great deal of my life has been devoted to a study of what it takes to become a good leader
- ❖ There are people masquerading as leaders who should be charged with several counts of fraud who need to be exposed for what they are
- ❖ I am just the man to do that

# **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**

# Keys to Organizational Success

- ❖ **A leader with a vision**
- ❖ **A leader who listens**
- ❖ **A leader who respects their team**
- ❖ **A leader who provides proactive support for their team**
- ❖ **Active member participation**

# Keys to Organizational Success

- ❖ A leader who encourages the active participation of members in the organization's activities
- ❖ A leader who understands just how to motivate their team
- ❖ A leader who is a communicator
- ❖ A leader who leads by example

# 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



# Keys to Organizational Success

- ❖ **A leader who is persistent**
- ❖ **A leader who values knowledge and encourages the team to seek it out**
- ❖ **A leader who is not afraid to make decisions**
- ❖ **A leader who is loyal to the team**

# Keys to Organizational Success

- ❖ **A leader who is consistent**
- ❖ **A leader who remains calm in the midst of chaos and change**
- ❖ **A leader who works passionately with the team**
- ❖ **A leader who sees the big picture but retains an eye for the details**

# 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**

# 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

# Keys to Organizational Success

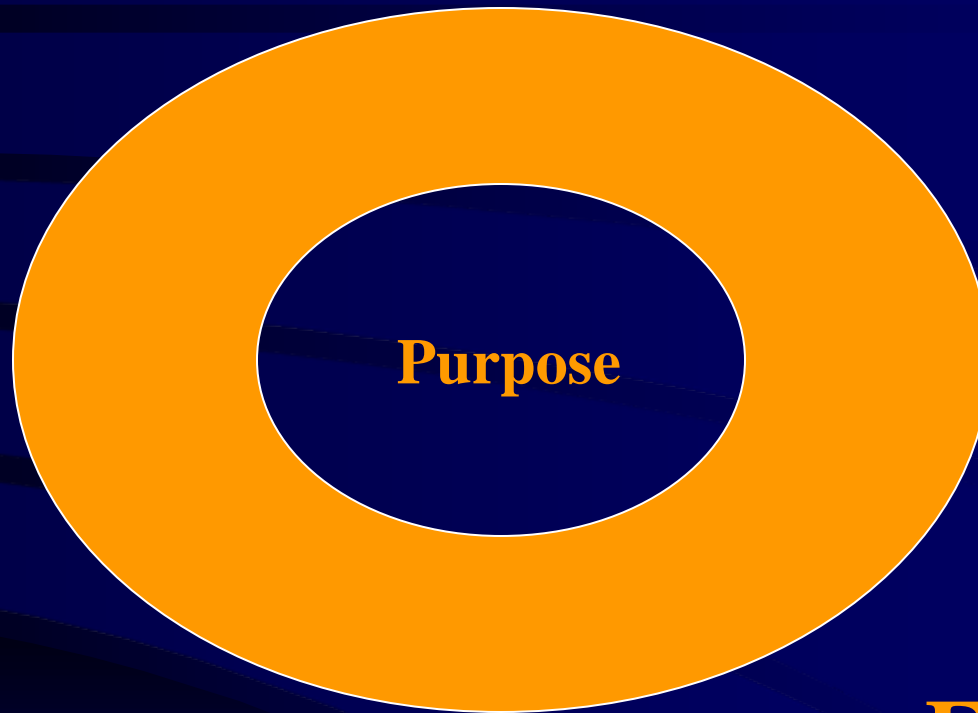
- ❖ Followers who have the courage to commit to a life of service
- ❖ Followers who have the courage to challenge the existing ways & wisdom
- ❖ Followers who have the courage to participate in organizational change

# 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

# **What Does This Mean to You and Your Fire Department?**

**Leaders**



**Followers**

From Ira Chaleff - 2003



# 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

# 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**

# 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**

# Listening

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

# 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**

# Respect

- ❖ **Value on 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**

# Proactive Encouragement

- ❖ **Be a cheerleader**
- ❖ **Be a supporter**
- ❖ **Be an encourager**
- ❖ **Be there for the troops**
- ❖ **Be there for the leader**
- ❖ **Be there for the organization**

# Motivating and Inspiring

- ❖ **Keep people moving in the right direction**
- ❖ **Support them during rough times and show them the right road**
- ❖ **Appeal to the needs of the organizational members**



# 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**

# Communications

- ❖ **Look people in the eye**
- ❖ **A good communicator is believable**
- ❖ **A good communicator is sincere**
- ❖ **The message must be consistent**
- ❖ **The effective communicator is able to inform, persuade, and comfort**

# Communications

- ❖ **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**

# Communications

- ❖ **The good leader is a capable writer**
- ❖ **The good leader is an effective speaker**
- ❖ **The effective leader is a great listen**
- ❖ **Unless you listen you cannot respond effectively**

# The Communications Model



From Gibson, Ivancevich & Donnelly

# 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**

# 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

# 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**



# Mentor

- ❖ Provide wisdom
- ❖ Be caring
- ❖ Display a sincere concern for your folks
- ❖ Be available to provide wise counsel

# Knowledgeable

- ❖ **The wise leader is a perpetual student within their field**
- ❖ **They must know themselves**
- ❖ **They must know their people and the capabilities available within the framework of their team**

# Knowledgeable

- ❖ They must know how to do their job
- ❖ They need to know what others do so that when they see errors they can provide wise counsel
- ❖ They need to know who knows what they do not know

# 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**

# Patient and Persistent

- ❖ We must learn to play well in large groups
- ❖ Nothing ever happens as quickly as we would like
- ❖ New ideas are usually resisted
- ❖ Courageous patience (staying the course)

# 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

# Value for Knowledge

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

# 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**



# 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**

# Loyalty

- ❖ Loyalty is an act of identity
- ❖ 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
- ❖ Stand behind your people

# Loyalty

- ❖ **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**

# 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**

# Calm and Consistent

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

# Calm and Consistent

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

# 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**

# The Big Picture – The Details

- ❖ **Leader has the vision**
- ❖ **Followers come to be a part of that vision**
- ❖ **There is a shared concern with the big picture aspects of the journey toward the future**



# 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

# Shared Responsibility

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

# Follower Responsibilities

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

# 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**

# Keys to Effective Followership

- ❖ Followers 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

# 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

# **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**

# I Need Your Feedback

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