

Leadership for the Fire & Emergency Services

Participant Manual

Leadership for the Fire & Emergency Services



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Leadership Greatness

We all want it! We all pursue it! We tend to judge ourselves by how well we achieve it. The "it" is **greatness!**

It is a concept that, in many ways, is as obscure as it is illusive!



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What is Greatness?

To be sure, "Greatness" can be described in many ways. It means different things to people, but most would agree on two things:

1. Regardless of how we define greatness, the benefits or end results we are looking for include happiness, fulfillment, and a sense of accomplishment!
2. Achieving these outcomes is easier said than done!



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Modules

- 1 – What is Leadership
- 2 – Types of Leadership
- 3 – Setting Expectations
- 4 – Coaching / Mentoring
- 5 – Ethical Leadership
- 6 – Generational Differences
- 7 – Emotional Intelligence
- 8 – Mental Health and Wellness
- 9 – Culture Change
- 10 – Leadership Tips



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Module 1 – What is Leadership

Leadership defined:

"Leadership is influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization"

- John Maxwell



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Quality of Leadership

Why are firefighters leaving our ranks? Surveys consistently show that more than 40% of people who quit do so because of the lack of appreciation by their leaders, lack of teamwork, and the perception that the leadership does not care about them. All the above are the responsibilities of the organizational leader and leadership team.



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Leadership Qualities

Do you have the knowledge and ability to effectively lead your organization? Do you have the critical leadership qualities to lead?

- Self Discipline
- Integrity/Ethics
- Skill Sets/Tools
- Training/Education
- Communication Skills
- Technology Skills
- Emotional Intelligence
- Change Adaptability



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Leadership Qualities

- ✓ Honesty
- ✓ Determination
- ✓ Enthusiasm
- ✓ Good Listener
- ✓ Work Ethic
- ✓ Ability to Discipline
- ✓ Vision
- ✓ Dedication
- ✓ Loyalty
- ✓ Empathy
- ✓ Assertive
- ✓ Resilience



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Leadership Thought Questions

- ✓ Have you learned from your past challenges?
- ✓ Are you better than you were at initiating and maintaining relationships?
- ✓ Do people like and respect you?
- ✓ Are you aware of your shortcomings?
- ✓ Are you totally aware of your impact on those you lead?
- ✓ Do you know and understand the culture of your organization, which is critical to your success?
- ✓ Are you effective at empowering?



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Top 12 Leadership Questions to Ask

1. What matters most?
2. What can I let go of to better focus?
3. What is a problem that I can turn into an opportunity?
4. What would really inspire others?
5. What is our organization's greatest pain?
6. What new emergency services relationships do I need to pursue?



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Top 12 Continued

7. How can I think more strategically?
8. How can I make smart but swift decisions?
9. What leadership skill do I need to get better at?
10. What is my role, really?
11. How will I recognize success?
12. What is my biggest fear and how will I face it?



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Good Leadership Results

As a leader, you can push for results and sometimes achieve great results but if you alienate everyone in the process, your long-term potential for successful leadership is poor!

Results and relationships must go hand-in-hand! This is the true example of leadership!

Don't tell people how to do things, tell them what to do and let them surprise you with their results."
— General George S. Patton Jr.



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Great Leadership Performance

How do you define great leadership?
Good relationships are important, but few organizations are social clubs!

Your broader purpose – a goal to be achieved!

Relationships are great and critical to your success, but this, by itself, is not enough. You need measurable results as well!



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Module 2 – Types of Leadership

Three styles of Leadership most often used in the fire service:

- 1 - Autocratic
- 2 - Democratic
- 3 - Laissez-Faire



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Autocratic Leadership

Autocratic leadership is when the leader or officer rules with an iron hand approach. The leader must maintain a high level of control.

Historical examples include Adolf Hitler, Fidel Castro, and Saddam Hussein



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Democratic Leadership

Democratic leadership is a consultative approach in determining how to meet an objective or complete a task. It takes advantage of the ingenuity and resourcefulness of a group.

Historical examples include Dr. William Mayo, John F. Kennedy with the space program, George Washington appointing experts Cabinet to help with decisions



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Laissez-Faire Leadership

Laissez-Faire leadership is a free-reign style of leadership. It moves the decision making from the officer to the individual.

Historical examples include Andrew Mellon in steel and oil industry, Warren Buffett has a hands-off approach trusting his managers to make educated financial decisions, and Ronald Reagan was known as a President who delegated more than any other.



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Types of Power

Power is the capacity of one party to influence another party. Power is an important part of leadership. A leader must have some type of power to lead his or her people. Types of power include:

- Legitimate Power
- Reward Power
- Expert Power
- Referent Power
- Coercive Power



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Formal and Informal Leaders

What is the difference between formal and informal leaders?

Do you have some of both in your fire and emergency service department?

Can your informal leaders have more influence than you formal leaders?



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Module 3 – Setting Expectations

•A runner never starts a race without a finish line.

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Why Expectations are Important

Keeping everyone happy does not make you a great leader. Expectations must be clear, and goals must be achieved.

If people also enjoy the journey in reaching those goals or results, they will be committed enough to generate stronger performance.

As a leader, this is up to you to accomplish!

A good relationship with just the right amount of "toughness" defines great leadership. Great leadership skills are those actions that produce relationships and results!



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Why Expectations Should be Set

- Effectively setting employee expectations is a critical part of successfully leading and managing a team, as well as developing a culture of accountability.
- Provides clarity for both the employee and manager and gets everyone on the same page
- Establishes a baseline of measurement for future performance
- Enhances communication
- Empowers employees to act more freely because they have operating guidelines and structure
- Creates a reference point when expectations are not met
- Provides a way to hold employees accountable
- Really sets the tone for your staff members



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How to Set Proper Expectations

Somewhat like setting SMART objectives

- Step 1: Define specific expectations – Well defined and detailed
- Step 2: Set realistic expectations – You can't expect a new firefighter to act like twenty-year veteran
- Step 3: Ensure expectations follow departmental guidelines and are fair/ethical to all
- Step 4: Communicating those expectations – Go over them at the right time and right place with written documentation
- Step 5: Allow for employee input – See where the employee stands and see if they have any ideas or requests
- Step 6: Give expectations of you – Employees should know what they can expect of you. It's a two-way street
- Step 7: Re-evaluate/Review – Check in regularly on expectations to ensure both parties are holding up their end
- Step 8: Accountability - If expectations are not being met, then feedback and re-training is a must.

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Setting Expectations

- One of the most important expectations we can set in training.
- As our training goes, so we go as a company and a department.
- Who is responsible for the way your people operate on a fire scene or act around the station???
- It is the company officer. It is you. If your people aren't performing right, you must get out there and train and teach them the proper ways.
- Of all the things we do as an Officer, this is one of the most if not the most important thing we do. It is your responsibility to ensure you people are trained. If that means extra training at night or on the weekends. You have to ensure it happens.



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Awesome Leadership Quote!

"You do not lead by hitting people over the head – that is assault, not leadership"

- General Dwight D. Eisenhower



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Module 4 – Coaching / Mentoring

Coaching and Mentoring are two important items for Leaders to understand and to be doing.

Although some people use them interchangeably, they are actually pretty different.



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Coaching

Coaching is defined as a method of directing, instructing, and training a person or a group of people with the aim of achieving a goal or developing specific skills.

As a leader you have to coach. You'll coach your employees on many different topics, but coaching is about improving performance in a certain area.



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Coaching

Steps to assist in coaching a team member

- You have to identify a specific area of concern (Type of Coaching) that an employee needs to work on before you can begin to coach them.
- Determine if the issue that exist is the employee's issue or an outside factor like time, training, etc.
- Define the problem area to the employee.
- Discuss potential solutions to correct the problem including helping removing any barriers that exist that you as a supervisor can fix.
- Develop an IAP with goals on correcting or improving the problem.
- Ensure them you are there to help them as needed.
- Follow up in a set time frame to check on the progress.
- Set a date and time for feedback.



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Mentoring

Mentoring is defined as a developmental relationship in which a more experienced person, or mentor, helps a less experienced person, referred to as a mentee or protégé

Again mentoring is different from coaching because coaching deals with one specific area. Where as mentoring encompasses numerous areas.

A mentor is a more like a trusted advisor that helps a person throughout their career to develop into a better employee or person.



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Mentoring

General Steps to be a good mentor:

- Mentoring is an investment of your time and energy
- Approach mentees differently, including not finding a clone of you
- Set expectations together
- Don't assume anything always ask your employee where they need help
- Know when to give advice and when to hit the pause button
- Be willing to openly share your mistakes
- Celebrate their achievements with them
- Be willing to give more than your asked, especially if they are in a tight spot.
- Seek out projects/assignments where your mentee needs to grow and develop and get them to help you
- Help them solve problems for the long term, basically show them how to find the answer, not give it to them
- Lead by example



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Module 5 – Ethical Leadership

What are ethics and why do leaders in the fire and emergency services need them?



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Ethical Leadership

There is often some confusion as to what ethics, morals and values are. So we need to define what ethics is before moving going any further.



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Ethical Leadership

Ethics is defined as the standards or principals of conduct that govern the behavior of an individual or group of individuals. A given system of conduct, principals of morality, rules or standards. Ethics refer to a person's individual character traits, while morality refers to the relationship with others. It is also defined as pertaining to moral issues and dealing with right and wrong behavior

The definition is derived from the Old Country...

Middle English ethic, from Old French ethique (from Late Latin ethica, from Greek ethika) and from Latin ethice, both from Greek ethikos, ethical, from ethos, character; s(w)e- in Indo-European.

In layperson terms, ethics goes way back and has been around forever.

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Ethical Leadership

Why is Ethics important?

- Ethical behavior is an important safeguard against liability and litigation. Laws and standard can only go so far in addressing situations that a Fire Chief or Chief Officer may come upon during the job or off the job. Sometimes decisions maybe required that may not be addressed by regulations, or SOP/GOGs. Or you may simply not be able to recall SOP/GOGs or had the opportunity to be in the situation before in the moment when an ethical dilemma occurs. So having good general ethical standards provides guidance in such situations.



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Ethical Leadership

Five Sources of Ethical Standards:

- Utilitarian Approach
- Common Good Approach
- Virtue Approach
- Rights Approach
- Fairness or Justice Approach



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Ethical Leadership

What are the leadership advantages of having a good ethical culture?



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Ethical Leadership

So what are some ideas that can help in establishing ethics in yourself or your organization?



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Lead Ethically

- Lead people, manage processes.
- Celebrate successes of the entire team.
- Keep people informed and updated.
- Lend a hand. You can still load hose!
- Help build self esteem in others.
- Focus on solutions.
- Show the way.
- Be accountable.
- Make things happen.
- Inspire others!



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Module 6 - Generational Differences

Are you seeing an ideological shift in your department due to the different generations across the realm of your organization?



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Leading the Multi-Generational Emergency Services

- ✓ Learning the attributes/characteristics of the different generational members is critical to the success of the leader of our organizations. This area is key!
- ✓ Technology is critical in our world today. This is especially true with the younger generations. If you are not tech savvy...you need to become tech savvy. If you are not savvy, find someone (younger) in your organization to handle this area for you! Even if you are required to outsource IT. This is critical!
- ✓ Training/education flexibility and adaptability are important areas.



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Generational Differences

The Baby Boomers

Born: 1946 - 1965
Coming of Age: 1963-1972 and 1972-1983
Age in 2021: 66-76
Current Population: 89 million

Generation X

Born: 1966 - 1976
Coming of Age: 1988-1994
Age in 2021: 45 to 55
Current Population: 41 million

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Generational Differences

Generation Y or Millennials

Born: 1977 - 1994
Coming of Age: 1998-2006
Age in 2021: 27 to 39
Current Population: 71 million

Generation Z

Born: 1995 - 2012
Coming of Age: 2013-2020
Age in 2021: 17-26
Current Population: 23 million and growing rapidly

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Generational Differences

How can we manage and assist in leading the newer generations?

- Invest in and embrace on-line and social media (91% of millennials own a smart phone, 71% of millennials say their main source of news is from the internet).
- Support an all-inclusive work culture and work environment be open minded about change (change is inevitable).
- Highlight the positives about being in the fire services and look at it as opportunity to serve.
- Give constructive feedback (millennials value communication and connection).
- Be a mentor and give meaning to what you do in the volunteer fire services.
- Try to be somewhat tech savvy and in tune with society.



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Generational Differences

How can we manage and assist in leading the newer generations - continued?

- Provide structure. Reports have monthly due dates.
- Provide leadership and guidance. Millennials want to look up to you.
- Encourage the millennial's self-assuredness, "can-do" attitude, and positive personal self-image. Millennials are ready to take on the world.
- Take advantage of the millennial's comfort level with teams. THE FIRE SERVICE IS ALL ABOUT teamwork.
- Listen to the millennial.
- Millennial employees are up for a challenge and change. Boring is bad.
- Take advantage of your millennial firefighter's computer, cell phone, and electronic literacy.
- Provide a life-work balanced workplace. Your millennials are used to cramming their lives with multiple activities.



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Generational Differences

We have discussed the millennials in the last slide, but what about the Gen-Zers?

- Providing alternative methods to leadership
- Offered various way to communicate. Studies have shown 75% of the Generation-Zers would rather have difficult conversations in text. Often so they can take emotion out. What does emotion do in difficult conversations?
- Job perks are more important than ever. Generation-Zers want to express themselves.
- Education, education, education!!! They all are getting degrees or know they must have them. Help them in the endeavor.
- As a leader you must understand the different platforms out there. COVID-19 has shown us that we can do a lot of different things virtually, still get the job done, and still connect.
- Think about building in an onboard process. Although educated, most is formal, and not hands on. So, think about bringing them in slowly or developing a job step booklet/program.
- Generation Z-ers are very in tune with stress and mental wellness. Learn more about it if you don't know and offer them resources for it.
- Although they always seemed plugged in because of their technology, they like their downtime. Don't invade on their private time.
- Last and probably most important with Generation Z-ers is inclusion and diversity. They don't see race, color of skin, sex, sexual orientation, religion, among other things to define people. If your organization does, you're in trouble.



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Generational Differences

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."

-Socrates (born in 470 BC)



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Module 7 - Emotional Intelligence

What current leadership is looking for in the future of company officers, middle management, and chief officers



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What is Emotional Intelligence?

Emotional intelligence is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.

Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
Positive outlook		Inspirational leadership	Teamwork

SOURCE: MORE THAN WORDS, LLC, 2017

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Self-Awareness & Development

- Always be yourself.
- Be thankful.
- Ask questions.
- Keep your emotions in-check.
- Tap into your passion.
- Create a back-up plan.
- Share your knowledge and skill set.
- Develop your communication skills and listening skills.
- Learn and utilize new technology.
- Be happy! Be confident! Be prepared!



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Power of Relationships

- Look for the value in others.
- Be approachable.
- Say "please" and "thank you."
- Listen. Really listen!
- Always share and give the credit away!
- Be respectful and empathetic.
- Find common ground.
- Forgive & forget.
- Honor confidences.
- Own your mistakes!
- Respect others time.



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Understand How People Communicate

- Words = 7%
- Voice/Tone = 38%
- Body language = 55%



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Communicate, Cooperate, Collaborate

- ✓ Be tactfully honest.
- ✓ Ask for help when needed.
- ✓ Don't assume you know.
- ✓ Avoid sarcasm.
- ✓ Stick to an agenda.
- ✓ Be a team player always.
- ✓ Work to reach consensus.
- ✓ Create win/win scenarios.
- ✓ Believe in your team.
- ✓ Never speak poorly of the boss/organization.



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Satisfy and Serve Others

- Remember: You have two types of customers...
- Internal: Fellow employees or volunteers for whom you provide services.
- External: Those who pay for your services or support your funding.



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Module 8 – Mental Health and Wellness

Are we truly working to support the mental wellness of the troops we supervise?



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Mental Wellness/Behavioral Health Statistics

Since the fire service has only recently begun to collect data on behavioral health issues, here is data collected on the general public. The National Alliance on Mental Illness (NAMI) cites the following statistics related to behavioral health for the public:

- Approximately 1 in 5 adults experiences mental illness per year.
- Approximately 1 in 25 adults experiences a serious mental illness per year (interfering with or limiting one or more major life activities).
- Approximately 18.1% of adults experience an anxiety disorder (posttraumatic stress disorder, obsessive-compulsive disorder and/or phobias).
- Approximately 50% of adults experiencing a substance abuse disorder are also living with a mental illness.
- The third most common cause of hospitalization in America for adults aged 18-44 is a mood disorder (i.e., major depression, bipolar disorder).
- Each day 18-22 veterans die by suicide.



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Mental Wellness/ Behavioral Health

So how do you look for behavioral health issue signs?

We are lacking in training across the board in this area. We should know our staff members as good as anyone, but sometimes we don't see it. Here are some signs to look for from the IAFC's.

Think "RAILS"

-Recklessness/impulsiveness – purchasing guns, running into unsafe situations, reckless driving personal or department vehicles/motorcycles

-Anger – Suppressed or explosive anger issues, often displaced from where it should be

-Isolation – becoming distant from the group or family

-Loss of Confidence – often in skills for ability to get their job done.

-Sleep Deprivation – loss of sleep indicates stress, anxiety or PTS that members might be struggling with without even realizing.



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Resources

There are many resources out there to help firefighters and emergency workers who are having mental health and wellness issues.

The NVFC has a program called Share The Load.

It is a support program that helps firefighters, EMTs, and their families overcome persistent sadness, suicidal thoughts, substance abuse, work or life stresses, or other issues affecting work or home life.



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Module 9 – Culture Change

Where do you even begin as a leader with culture change????



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Culture Change

So, what is organizational culture?

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Life Safety Initiative #1 – Everyone Goes Home

Cultural Change: Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility.

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Culture Change

Does your department have a culture issue that needs to be addressed?

What are some culture issues that are current in many departments that need to be address?



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Culture Change

Steps to start cultural change in your department

- Define the current culture issue
- Define a set of desired actions, values or beliefs with input from staff members (helps with the buy in)
- Don't try and change the entire culture at once
- Align the cultural change with your department's mission, strategic plan, goals, or core values
- Attempt to get Fire Chief or upper-level management support
- Attempt to get support from the "unofficial" leaders, and you know immediately who they are. (Without them you will get no where).
- Start it the change with yourself
- Hold people accountable
- Don't rush the results



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Culture Change

So as a leader, you have found the need for some type of cultural change in your organization.

Now you have taken the proper steps to make the culture change happen from the previous slide.

The next question is How long is it going to take for the culture to change?



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Module 10 – Leadership Tips

What are some tips to being a good leader or a good number #2?



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Customer Service Satisfaction

- ✓ Make your welcome immediate and warm.
- ✓ Use folks' names.
- ✓ Know your citizens and staff.
- ✓ Respond promptly.
- ✓ Focus on they can do.
- ✓ Be proactive.
- ✓ Under promise and over deliver.
- ✓ Put a smile on your face.
- ✓ Always explain a wait. Tell them why.
- ✓ Offer: "call me anytime" and mean it!



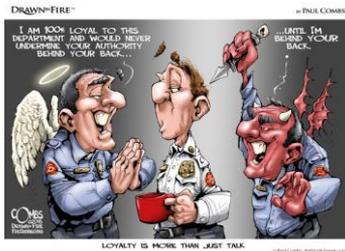
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Supporting Your Chief or Boss

How to Support your boss better?

- Embrace the mission of the department
- Understand your boss's goals
- Learn your boss's expectations
- Anticipate his or her needs
- NEED to know your boss's calendar
- Do your job well and pay attention to details
- Take initiative
- Honor your boss' time
- Consult when stuck or doubt
- Present solutions and not problems
- Help others in their jobs
- Meet deadlines
- Call them out in private when something is wrong
- Maintain Confidentiality
- Show credit on good ideas and projects
- Make your boss look good when they are away
- Under promise and always over deliver



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Shine When Bad Stuff Happens

- Few people like or enjoy dealing with problems; however, problems are the reason many of us have jobs and provide the service.
- When things go wrong, we are presented with a wonderful gift, the opportunity to shine.
- Research shows that when mistakes are effectively corrected, our customers often think even more highly of the organization.

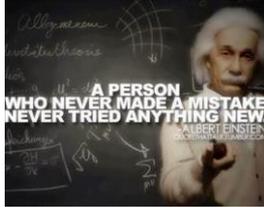


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When "IT" Does Occur...

- ✓ Keep your cool.
- ✓ Look for the learning opportunity.
- ✓ Think before you act.
- ✓ Anticipate problems.
- ✓ Think gray not black and white.
- ✓ Let go of what you cannot control.
- ✓ Choose to try.
- ✓ Develop a good support system.
- ✓ Take care of your body, mind, soul, and the troops.



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Set The Example – Attitude is Everything

- ◆ Challenge the status quo.
- ◆ Go beyond your defined role.
- ◆ Control your personal time.
- ◆ Be a change element.
- ◆ Take calculated risks.
- ◆ Stay on task. Productivity is important.
- ◆ Prioritize your work/goals/objectives.
- ◆ Measure performance and analyze results.
- ◆ Encourage "out of the box" thinking.
- ◆ Focus on root causes and not on quick fixes.
- ◆ Investigate the low hanging fruit.



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Set The Example – Attitude is Everything

"A positive attitude causes a chain reaction of positive thoughts, events, and outcomes. It is a catalyst, and it sparks extraordinary results." - Wade Boggs

- Some simple ways to help you have a good attitude.
- Breathe when something doesn't go right
- Smile
- Reframe your challenges
- Learn to accept rejection
- Use positive words
- Replace "have to" with "get to"
- Don't get dragged into other complaints
- Have solutions, don't just point out problems
- Help someone else
- Remember why you got started in this business to begin with



The attitude you put forward each day will determine the attitude and success of your team.

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Your Organization's Future

- Succession Planning: You will not be around forever!
- "The process of identifying long-range needs and cultivating a supply of internal talent to meet the future needs of the organization."
- HR Sentry
- This is a critical aspect of the leader's responsibility.



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Planning/Future Options

- **Mentoring** – "A wise and trusted counselor or teacher or an influential senior sponsor or supporter."
 - Coaching
 - Teaching
 - Training
 - Guiding
 - "Taking Under Your Wing"
- **Officer training programs** –
 - Formal
 - Structured
 - Organizational



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Planning for Success

- ❖ Other critical areas that will attribute to the success of your organization and you as well are:
 - ❖ Strategic planning
 - ❖ Developing goals
 - ❖ Developing objectives
 - ❖ Be sure the above are timely with deadlines
 - ❖ Holding people accountable
 - ❖ Developing measurement and analytics to track your success



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10 Tips for Becoming A Successful Leader

- ✓ Be familiar with your organization's mission and contribute to its success each day.
- ✓ Know who your internal and external customers are and strive to "WOW" them.
- ✓ Constantly think about how you might do your job or role faster and better. Also, implement ideas for doing so.
- ✓ Look for ways to reduce costs and eliminate waste in performing your daily tasks.
- ✓ Benchmark and replicate the best practices of other individuals, departments, and organizations.



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10 Tips for Becoming A Successful Leader

- ✓ Be proactive by addressing issues before being asked or told to do so.
- ✓ Keep other team members informed about your areas of responsibility.
- ✓ View complaints as opportunities to fix issues.
- ✓ Get to the root of problems and avoid "quick fixes" that will likely result in issues reoccurring.
- ✓ Take specific actions to ensure you continue to learn, grow, and develop new skills.



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Leadership Food for Thought

"Leaders aren't born, they are made. They are made by hard effort, which is the price all of us must pay to achieve any goal worthwhile."
- Vince Lombardi (Hall of Fame Football Coach)

*"You have got to do three things:
-Train 'em
-Trust 'em
-Love 'em"*

If you do those three things, everything else will work itself out.
- Larry Holloman (Retired Battalion Chief at the Winston-Salem FD and Instructor for Forsyth Technical Community College in North Carolina)



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Final Leadership Note

It's not about me, it's about the Citizens we serve!

It's not about me, it's about my department!

It's not about me, it's about the guys and gals on your team!



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Questions?

National Volunteer Fire Council
1-888-ASK NVFC (275-6832)
nvfcoffice@nvfc.org

www.nvfc.org



Please take our evaluation by scanning the QR code!

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