

Your *Road* To Leadership



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How do I become a leader?

The single greatest predictor of organization health
is the (or lack thereof)

The best part of leadership is that you don't have to
be in charge of people or in a position of power to
be a true leader

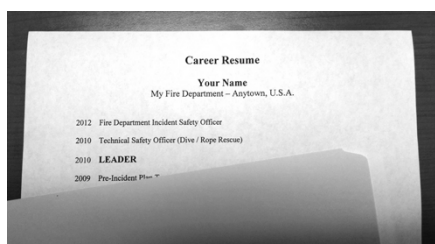
Company Officers are the that drives your
organization

Becoming a Leader



Why should I be led by you?

Because I consistently strive to set the proper example
for you to follow so one day you can replace me as a
formal leader and be asked the same question by
another person.





How are they different?

Management

Oversight of the production of acceptable results within known constraints

Leadership

Leadership is the ability to influence others, it is who you are. Leadership is manufactured through a process of personal growth cultivated through consistent and humble actions.



Leaders create change, managers manage change.

Good leaders tend to be good managers,
but good managers aren't necessarily leaders.



- * Two-thirds of people who leave their job resign because of an ineffective or incompetent manager

- * How is the fire service different?



Influence

The most powerful thing a leader can do is change minds

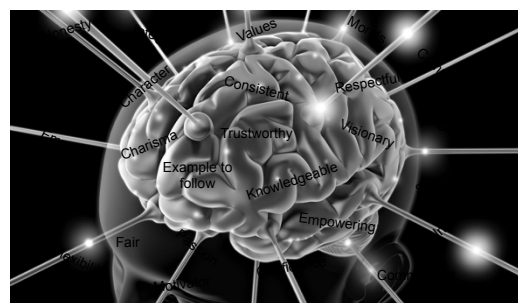


The Leadership *Road*

a.k.a. the process



What makes a good leader?





Leadership Characteristics

"If your actions inspire others to dream more, learn more, do more, and become more – you are a leader."

John Quincy Adams, 6th U.S. President



Leaders have *Passion*

Fact: More than 50% of all CEOs of Fortune 500 companies had C or C- averages in college

Fact: Nearly 75% of all U.S. Presidents were in the bottom half of their school classes

Fact: More than 50% of all millionaire entrepreneurs never finished college

They All Had Passion



Leaders have *Vision*



Leaders are *Passionate Visionaries*

Work toward making your vision a reality

Risk taking creates change

They have a plan



Leaders *Develop People*

The first responsibility of a leader is to create more leaders

Air Force General Wilbur Creech

-
- ✓ *Pay attention* to the people in your firehouse
 - ✓ Seek opportunities to *create value* in people
 - ✓ *Support* their goals and vision



Leaders *Set The Example*

Model the behavior you want to see in others

Credibility is crucial to leadership

Actions speak...?



Leaders *Have Integrity*

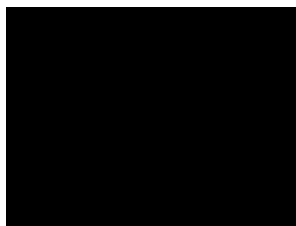
- ✓ *The cornerstone of character*
- ✓ Integrity is the standard by which people measure leadership
- ✓ *Doing what is right* is more important than being right



Communication



Communication



Leaders Communicate Effectively

Word selection

- ✓ Praise in public / Counsel in private
- ✓ Having the difficult conversation
- ✓ Bad-mouthing & complaining
- ✓ Written word (email / text)



Leaders *Develop Character*

Character:

Is one of the elements that make up your personality.

Character is substance (i.e. behavior)



Leaders *Develop Character*

Personality vs. Character



(Style vs. Substance)



Leaders *Develop Character*

What defines your character?

Actions / Attitude / Behavior



Leaders *Develop Character*

Attitude reflects Character

- ✓ Your attitude will impact everything
- ✓ You choose your attitude

"I am convinced that life is 10% of what happens to me and 90% how I react to it"

John C. Maxwell



Character in Action

*Character is not about what will benefit you
and is not about personal gain*

"A good leader takes a little more than their share of the blame and a little less than their share of the credit."

John C. Maxwell



Building Character

- ✓ Take responsibility for your past
- ✓ Redevelop your future
- ✓ Let your intent be known



What about my baggage?

It's never too late to re-invent yourself

Changing perception

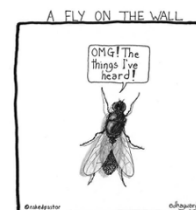


Changing Perception

Supporting actions / behavior

It take a consistent effort on your part.


Establish the "new normal" for you in other people's eyes.



 **Lay the Foundation**

Know yourself




 **The Road Map**

Developing yourself as a leader

Goal – Long term behavioral change


Two questions:

How am I supposed to behave?
What happens if I don't behave that way?

 **The Road Map**

Continuous progression

"Begin with the end in mind"
-Stephen Covey

 **The Road Map**


High standard of leadership

↓

Close the gap!

↑

Current performance

 **The Road Map**


Leadership Assessments


Perform a self assessment

- ✓ Honest evaluation

Have others assess you

- ✓ Peers, supervisors, subordinates
- ✓ Spouse, other family members, friends


 **The Road Map**



360 Leadership Assessment


Respond to each of the personal observations / descriptions in the 360 Leadership Assessment with a complete honesty. A rating response (1) is given when the ratee isn't exactly any other response. Total, perform the assessment on yourself. Then ask peers, supervisors, subordinates, family, and friends to complete a survey about you. Compare all the responses. Complete honesty in your responses is key to learning your strengths and weaknesses from multiple points of view in your life.

NAME	Strongly Disagree	1	2	3	4	5	Strongly Agree
1) Is trustworthy	Strongly Disagree	1	2	3	4	5	Strongly Agree
2) Shows consistency in attitude	Strongly Disagree	1	2	3	4	5	Strongly Agree
3) Can be counted on to do the right thing regardless of the situation	Strongly Disagree	1	2	3	4	5	Strongly Agree
4) Treats others fairly	Strongly Disagree	1	2	3	4	5	Strongly Agree


 **The Road Map**

Leadership Assessments


Collect the data




Keep an open mind




Close the gap



 **The Road Map**


Leadership Assessments

- ✓ Make a specific plan to begin closing those gaps
- ✓ Inform others of your plan

 **Goal Setting**

Set goals for your leadership development

- ✓ Clear picture
- ✓ Re-evaluate often
- ✓ Update your goals

 **Goal Setting**


2 types of goals:

Product goal Strategy

To be a great leader

Process goal Tactics

Nurture relationships with people.
Act with integrity.
Hold yourself and others accountable.


 **Goal Setting**

Common pitfall

Focusing too much on your product goal (Being a great leader)

Instead

Consistent effort of the process goals
(What it takes to be a leader)


 **Goal Setting**

Achieving success - process goals

Tie each process goal directly to your behavior

Process goal

- ✓ Nurture relationships with people.
- ✓ Act with integrity.
- ✓ Hold myself and others accountable.




Goal Setting

For Self Improvement

- Creating "To-Do" lists
- Calendars reminders
- ✓ Set up reminders:

"Leadership is Action, Not Position"



Calendar Reminders

← SAVE Discard changes Delete More Actions ⚙

On Duty

5/15/2014 to 5/15/2014

☒ All day ☒ Repeat: Every 8 days Edit

Event details Find a time

Where Enter a location

Video call Add video call


Calendar Paul Strong ⓘ

Description

DEPENDABILITY

Definition: Dependability means that you can be relied upon to perform your duties properly. It means that you can be trusted to complete a job. It is the willing and voluntary support of the policies and orders of the chain of command. Dependability also means consistently putting forth your best effort in an attempt to achieve the highest standards of performance.


Suggestions for Improvement: You can increase your dependability by forming the habit of being where you're supposed to be on time, by not making excuses and by carrying out every task to the best of your ability regardless of whether you like it or agree with it.



Commitment to Change

"Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal."

Vince Lombardi



Commitment to Change


Apply what you learn

- ✓ Readiness to Change

Knowledge without application is useless
- ✓ Willingness to put in the effort


Behave differently until new habits are formed
- ✓ Align your actions with goals

Decide to do it – follow through



Commitment to Change

- ✓ When the heavy lifting begins, the weak will scatter
- ✓ Actions that support words
- ✓ Payoff for being an ineffective leader?



Commitment to Change

- ✓ Changing behaviors to support your goals
- ✓ Don't expect instant gratification

"When you improve a little each day, eventually big things occur"

John Wooden



Commitment to Change

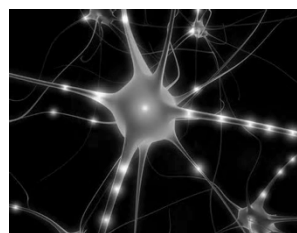
Personal Leadership vs. Organizational Leadership

Leadership is manufactured through a process of personal growth cultivated through consistent and humble actions.



Commitment to Change

It all starts in the brain



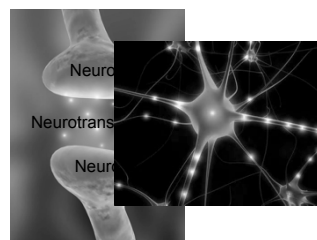
Brain Work

The battlefield of our lives is in our mind

- ✓ Your brain makes up about 2% of your body mass
- ✓ Yet it uses up to 20% of the oxygen and calories consumed on a daily basis
- ✓ Composed of about 80% water
- ✓ Contains over 100 billion neurons (neurotransmitters / nerve cells)
- ✓ Each neuron has upward of 10,000 connections with other neurons



Brain Work




Brain Work

- ✓ Creates patterns and templates of action.
- ✓ Over 3 billion decisions per second.
 - ✓ 90% of these decisions are made subconsciously
- ✓ The auto-pilot (subconscious) will control your brain




How do I become a leader?



~~How do I become a leader?~~

How do I *Live* as a leader?



Call To Action

Know Yourself

Educate / Study

- Read Books / Classes & Conferences
- Research Characteristics of Quality Leadership
- Learn From Other People (Find Examples)

Set Goals

- Actions & Behavior Supporting Desired Results
- Close The Gap
- Practice Daily / Develop Habits

Life is a Leadership Laboratory
LIVE your life as a *LEADER*

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