

Fire Leadership

Overview

Leadership begins early on in your fire career. This module will focus on the Fire Leadership Website and give firefighters a place to turn for leadership resources.

<http://www.fireleadership.gov/toolbox/toolbox.html>



Paul Gleason
Lead by Example
Award



Values
and
Principles



Leadership
Toolbox



Training
Courses



Leadership
Committee

Leadership Toolbox

Duty

Prepare Your Subordinates

Professional Reading Program

Leadership in Cinema

Be Proficient

Staff Ride Library

Make Sound Decisions

Tactical Decision Games Library

Sand Table Showroom

Ensure Tasks are Completed

Standard Operating Procedure Guide

Respect

Know Your Subordinates

L-380 Crew Cohesion Assessment

Keep Subordinates Informed

Briefing and Intent

Build the Team

L-280 Leadership Assessment Course

Employ Subordinates Appropriately

After Action Reviews

Integrity

Know Yourself

Self-Development Plan

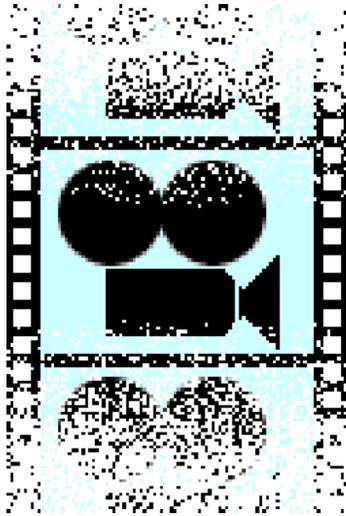
Set the Example

Leaders We Would Like to Meet

Seek Responsibility

About Leadership

Leadership in Cinema



The Leadership in Cinema program is intended to provide a selection of films that will support continuing education efforts within the wildland fire service. Films not only entertain but also provide a medium to teach leadership at all levels in the leadership development process—self or team development.



Leadership Discussion Topic 1



What movie have you seen recently that provided a powerful leadership lesson?

Crew Cohesion Assessment

In terms of crew cohesion, each crew is different, and even the same crew with the same people will vary in the level of cohesion from time to time. The Crew Cohesion Assessment is designed to provide a tool to measure crew or team behaviors as they relate to cohesion.

Crew cohesion is no mystery. The factors that make crews and teams cohesive are well known, documented through the centuries in both literature and research. This tool describes behaviors that are grouped into seven general categories representing characteristics of cohesive groups. Although not all-inclusive, the list can provide a place to start in determining the strengths and weakness of your crew or team in relation to team cohesion.

The interpersonal dynamic of teams or crews changes constantly. What was true last year may not be true today. A leader's responsibility is to continually monitor and assess the health and well-being of the crew and its members. This tool can be used independently by a single crew leader, by a leadership team, or with the crewmembers.



Leadership Discussion Topic 2



What is the value of assessing your crew cohesion?

Self Development Plan

No matter how long you work in the wildland fire service, being a successful firefighter means being a student of fire. Along your career path you will have many opportunities to learn. A complete leadership development process will include formal training, challenging field experiences, and your own self-directed learning efforts.

Use the table below as a guide for starting your Self Development Plan Worksheet.

Leadership Level	Development Goals
<p><u>Follower /Aspiring Leader</u> Takes responsibility for personal actions and decisions</p> <p>Becomes competent in basic job skills</p> <p>Takes initiative and learns from others</p> <p><u>Asks questions</u> and develops their communication skills</p>	<ul style="list-style-type: none"> ● Read the <u>Individual Development Plan Guide</u>. ● Speak with your supervisor about your agency's formal IDP process. ● Start your <u>Self Development Plan Worksheet</u>. ● Become familiar with the <u>Wildland Fire Leadership Values and Principles</u>. ● Become familiar with <u>Leading in the Wildland Fire Service</u>. ● Select and read a book from the <u>Professional Reading Program</u> ● Attend the <u>L-180 Human Factors course. (online)</u> ● Lead a small group discussion on a familiar topic such as pump or chainsaw operations or safety session.
<p><u>New Leader</u> Accepts responsibility, not only for their own actions, but for those of their team</p> <p>Understands organizational structures (ICS and agency)</p> <p>Demonstrates proficiency in job skills as a leader</p> <p><u>Asks questions</u> in order to learn from others</p> <p>Establishes a relationship with a <u>mentor</u></p>	<ul style="list-style-type: none"> ● Review and update your <u>Self Development Plan Worksheet</u>. ● Read and discuss <u>Leading in the Wildland Fire Service</u>. ● Select and read a book from the <u>Professional Reading Program</u> annually. ● Attend the <u>L-280 Followership to Leadership course</u>. ● Obtain and review your agency organization chart. ● Attend next <u>formal course</u> in your ICS function. ● Do a <u>Crew Cohesion Assessment</u> for your crew. ● Seek a temporary assignment on a different type of crew. ● Serve as a <u>unit instructor</u> for a fire training course at your home unit. ● Research and present to your crew a historic fire, near miss, <u>incident review</u>, etc.
<p><u>Leader of People</u> Demonstrates expertise in job skills</p> <p>Develops credibility and reputation</p> <p>Develops own ideas</p> <p><u>Mentors</u> New Leaders</p>	<ul style="list-style-type: none"> ● Review and update your <u>Self Development Plan Worksheet</u>. ● Read and discuss <u>Leaders We Would Like to Meet</u>. ● Read at least two books annually from the <u>Professional Reading Program</u>. ● Attend the <u>L-380 Fireline Leadership course</u>. ● Attend the next <u>formal course</u> in your primary ICS function. ● Attend an entry level <u>course</u> in another ICS function. ● Be the lead <u>instructor</u> for a fire training course at your home unit. ● Become a proficient facilitator of <u>After Action Reviews</u>.

<p><u>Leader of Leaders</u> Demonstrates breadth of experience</p> <p>Provides direction in situations with significant consequence</p> <p>Shares <u>ideas</u> for the broader organization</p> <p>Mentors Leaders of People</p>	<ul style="list-style-type: none"> • Review and update your <u>Self Development Plan Worksheet</u>. • Read and discuss <u>Communicating Intent</u>. • Read at least three books annually from the <u>Professional Reading Program</u>. • Attend the <u>L-381 Incident Leadership course</u>. • Attend formal <u>training</u> in your primary and secondary ICS functions. • Write an article for an agency or professional publication. • Become a proficient facilitator in <u>Tactical Decision Games</u>.
<p><u>Leader of Organizations</u> Influences organizational decisions</p> <p>Anticipates and plans for future operations</p> <p>Mentors promising Leaders of Leaders for key roles in the organization</p>	<ul style="list-style-type: none"> • Review and update your <u>Self Development Plan Worksheet</u>. • Read the monthly <u>Wharton Leadership Digest</u>. • Read at least four books annually from the <u>Professional Reading Program</u>. • Attend the <u>L-480 IMT Leadership course</u>. • Attend formal <u>training</u> in your primary and secondary ICS functions. • Attend a <u>NWCG Committee</u> meeting as a guest. • Be a lead <u>instructor</u> at a <u>Geographic Area Training Center</u>. • Design and conduct a <u>Staff Ride</u>. • Attend <u>L-580 Leadership is Action</u>.



Leadership Discussion Topic 3



 **What is the benefit of creating a Self Development Plan?**



A special thanks to
Travis Dotson, Laif Morrison and the Hammett Fire Crew
 for their efforts toward the production of this module.



Want More Information?



Fire Leadership

- Wildland Fire Leadership Development Program
 - <http://www.fireleadership.gov>