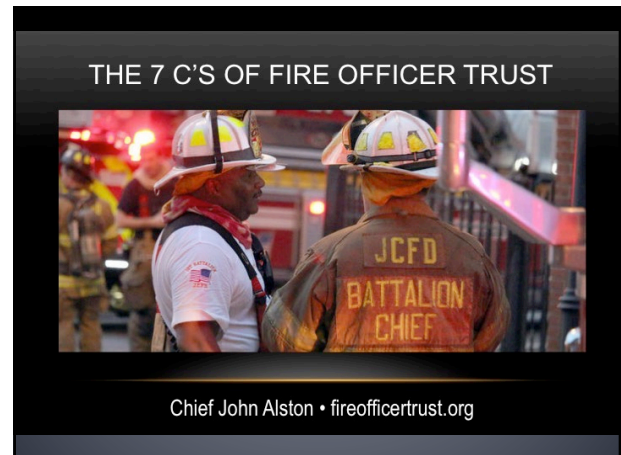
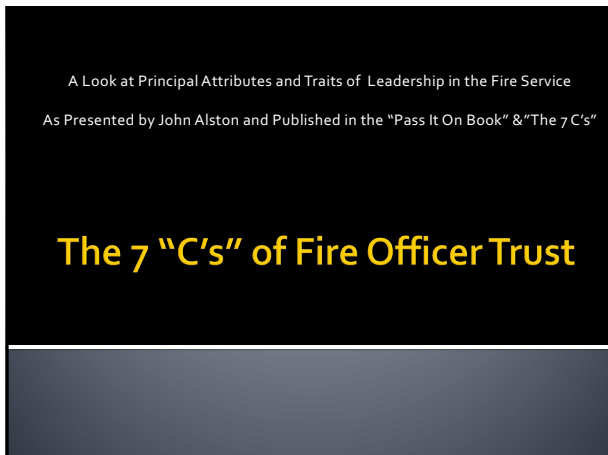




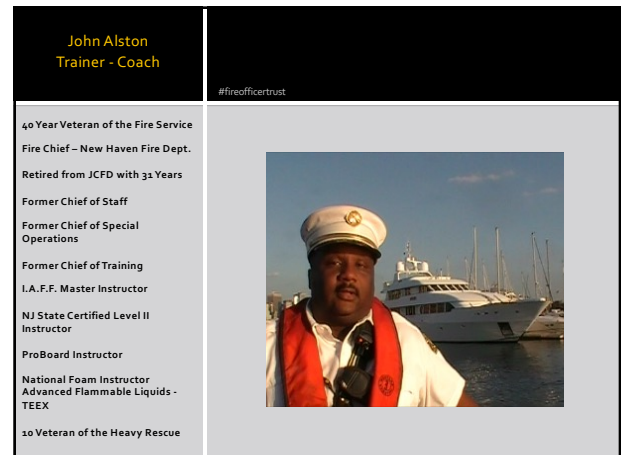
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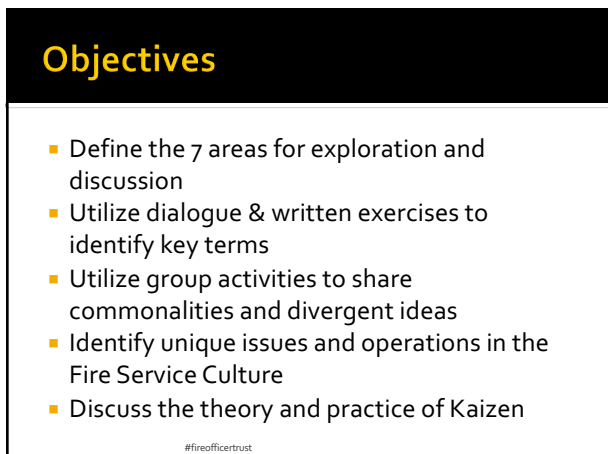
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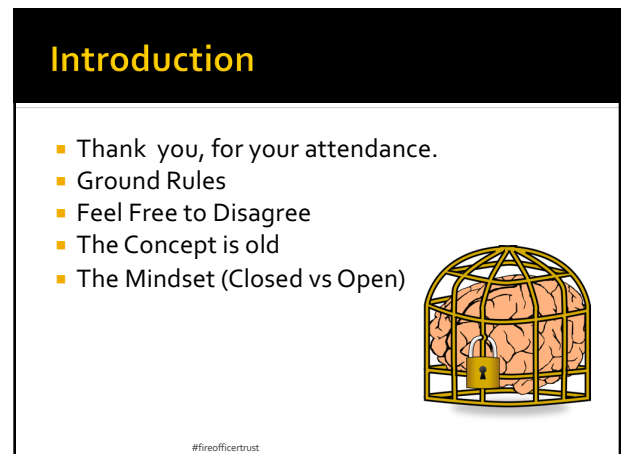
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## What is a Paradigm?

- Thomas Kuhn – “How science moved from one pattern or model of reality to another.”
- Joel Barker – used the same idea but applied it to society, organizations, and individuals.
- Barker describes it as “a set of rules and regulations that establishes boundaries and tells you how to behave within those boundaries.”
- Gelatt says – “it’s a point of view, a frame of reference, a way of seeing things.”

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## Redefining the Present

### TRADITIONAL APPROACH

- Certainty and Control.
- Viewing the organization from a limited perspective.
- Internal focus
- Looking for the right answer.
- Eliminating or avoiding conflict
- Being uncomfortable with ambiguity.

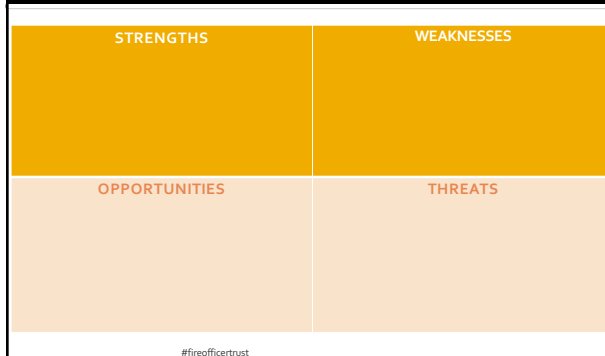
### ALTERNATE APPROACH

- Flexibility and Adaptability
- Viewing the organization as part of the big picture.
- External focus.
- Asking the right question.
- Accepting conflict as healthy
- Finding meaning and pattern amid the clutter and confusion

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## Our Personal S.W.O.T. Analysis



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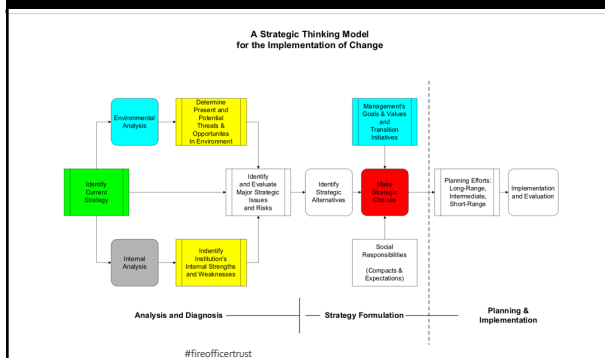
## Change is...

- Stress
- Painful
- Necessary
- Worthwhile

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## Planning Change by Scan



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## The 7 C's of Fire Officer Trust

- Commitment
- Competence
- Confidence
- Communication
- Courtesy
- Consistency
- Courage

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## The FIRST "C"

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## The First "C" is Commitment

- Commitment to Yourself
- Commitment to Your Family
- Commitment to Your Agency or Organization
- Commitment to the Mission and/or Vision
- Commitment to the Rules and Regulations
- Commitment to Stewardship
- Commitment to Your Co-workers
- Commitment to the Citizens and People

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## The Identity Crisis

- Who are you?
- What are you?
- Who are the others around you?
- How are you perceived by others?

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## The SECOND "C"

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## The Second "C" is Competence

- Learn your position in the organization well
- Learn the other positions in your organization
- Learn & master your policies and procedures
- Take courses from multiple sources
- Attend seminars and trade shows (Duuuh!)
- Seek opportunities to network and share
- Stay current - Monitor Industry Trends
- Join a "Mastermind Group" or Study Group
- READ, READ, READ, READ....READ!!!!!!

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## Ken Blanchard

"When Your  
**Competence**  
Is Low, You Need,  
**Direction;**  
When Your  
**Commitment**  
Is Low, You Need  
**Support."**

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## The THIRD "C"

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## The Third "C" is Confidence

- Once your Commitments are identified
- And your Competence starts improving
- When you handle responsibilities head-on
- Know the length & breadth of authority
- Know what is fair, right, and appropriate
- Confidence will occur on its own
- You will develop a **"Command Presence."**

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## What is "Command Presence"?

- Hot Seat Time ( Define Command Presence)

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## Food for Thought...

- "Every adversity, every failure, every heartache carries with it the seed of an equal or greater benefit" - Napoleon Hill"



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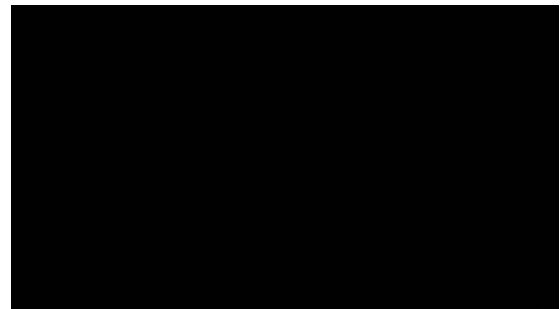
## What is Your Level Of Confidence?



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## The Non-Verbal Language



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## What Are You Thinking Right Now?

- Is she saying that I can create confidence just by acting confident?
- **Yes!**



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## How Do You Display Confidence?

- What will you do differently?

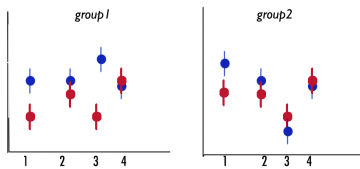


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## Authority vs. Confidence vs. Power

- Some folks see them as synonymous.
- In this case, they are not.



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## Five Points of Power

- Position Power – Rank or Title
- Task Power – the interconnection
- Personal Power – ability to influence others
- Relationship Power – Who you know
- Knowledge Power – “Radar O’Reilly”

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## Expand Your View

**Don't Buy Into  
The Assumed Constraint  
That Position Power  
Is The Only Power  
That Works.**

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The FOURTH “C”

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## The Fourth "C" is Communication



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## FD Culture of Communication

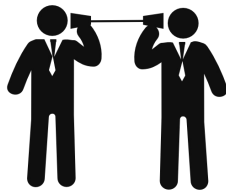
- Telegraph
- Teletype
- Telephone
- Tell-a-Fire Fighter
- And..."If you don't know or haven't heard any good rumors...
- Start one!" >;o)

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## Simple Communication Process

- Message
- Sender
- Receiver

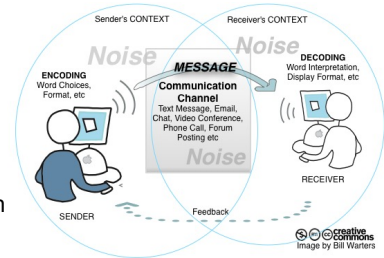


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## Realistic Communication Process

- Sender
- Message
- Medium
- Interference
- Receiver
- Feedback
- Confirmation



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## Sender

- Ethos, Pathos, Logos & Kairos
- Authority or Position
- Inflection
- Intonation
- Pitch
- Demeanor
- Tone

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## Message

- Innocuous
- Urgent
- Severe
- Needed
- Important
- Incomplete
- Complete



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## Medium

- Verbal
- Non-Verbal
- Written (E-Mail, Text, Tweet, Letter, Note, Postcard???)
- Oral (Voice, Device, Live, Delayed, etc.)
- Visual Electronic Display (MDT, Pager, etc.)

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## Interference

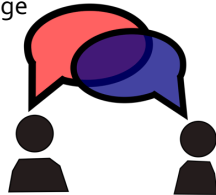
- Unclear delivery
- Physical and/or audible noise during the delivery.
- Electronic static
- Poor Signal ( <5 x 5 )
- Sender has some "impedance"
- Receiver is not receptive
- Disruption on either end of the delivery or transmission.

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## Receiver

- Not ready, able or willing to receive
- Not "tuned" in properly
- So busy preparing to respond or act and missed the complete message
- Expecting something else



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## Feedback

- There is no feedback given by Receiver
- Is missed because the sender was not interested in it.
- Sender was not prepared to receive it.
- Feedback was misinterpreted by the sender for different reasons
- Feedback is necessary... **COPY?**
- **ROGER THAT!**

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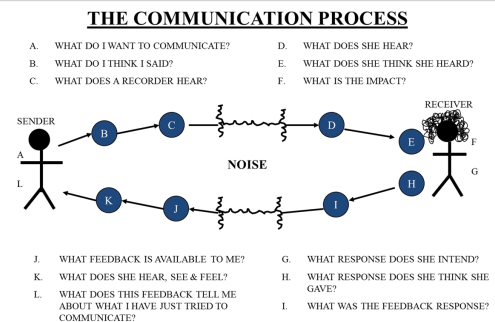
## Confirmation

- What was the end result?
- Was the end result effective?
- How do you know?

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## The Communication Process



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## Effective Communication

- Hearing is the physical act of receiving sound.
- Listening is interpretation and processing
- There is a difference (ask any married person)
- We must be just as good a listener as we are a communicator.
- **Seek to hear, before you are heard!**

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## Are You a Good Listener?

- Quick Exercise

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## Factoid:



**Everyone Communicates Few Connect**

**5 Principles that are foundational for understanding how to connect with people**

1. *Connecting* Increases Your Influence in Every Situation
2. *Connecting* Focuses on Others
3. *Connecting* Goes Beyond Words
4. *Connecting* Always Requires Energy
5. *Connecting* Is More Skill Than Natural Talent

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## The FIFTH “C”

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## The Fifth “C” is Courtesy

- Keep your hands to yourself.
- Share and share alike.
- If you don't have anything nice to say about someone or something...
- Don't say anything at all.
- If you have the ability to help someone, anyone, you help them!

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## For it or Against it?

P. C.

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## Where did we go wrong?

- PC = Politically Correct (Sex, Religion, Race)
- PC = PROFESSIONAL and COURTEOUS!
- Courtesy is hardly ever addressed.
- Is it the Technology?
- Is it Social media?
- Do we, as professionals, have a Worldview?
- Is Courtesy seen as Weak or Antiquated?
- Example...The Door and the Breath mint

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## Stages of Change in the FD

- Racist, Sexist, Homophobic
- Lewd, Crude and Obnoxious
- Fireman to "Fire Fighter"
- Manpower to "Crew, Staffing or Personnel"
- Self Absorbed, Self-Centered, Self-Interested, and borderline Narcissistic.

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## An Epiphany

- I was guilty.
- Treat people the way you want yours treated
- We said...I will trade my time for your time!
- We said...My comfort for your comfort!
- We said...My emergency for your emergency!
- And yes...
- We said...My Life for Yours!
- That's what we signed up for...Isn't it?

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## Courtesy Cost's You Nothing!



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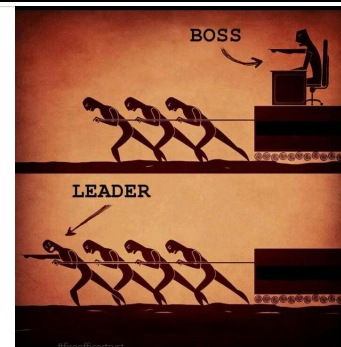
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## The SIXTH "C"

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## The Sixth "C" is Consistent-C



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## Routines and Rituals

- Everyone has one if not more than one
- What are yours?
- We are creatures of habit.
- We are born with two fears.
- We have to look at "Nature vs. Nurture."
- We can change habits and learn "New Things"
- Learn to read all over again.
- "SQ3R" – Moving from passive learning

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## The Sixth "C" is Consistency

- The Change from Fire Fighter to Fire Officer
- If You - Never Wore Your Uniform Properly
- If You - Never wore your P.P.E. Properly
- If You - Never cared for the rules or policies
- Fire Fighters have long memories – LOL
- Be honest about becoming an Officer
- Rank alone does not equal Respect!

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## The Sixth "C" is Consistency

- "When I was a child, I spoke as a child
- I reasoned as a child.
- But when I grew up, I put away "childish things".

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## Use a Journal or Planner

- Write down goals and ideas
- Try "Bullet Journaling".
- Write down your impressions and feelings
- READY YOUR JOURNAL, Periodically!
- Work from one "Script"
- One Journal at a time.

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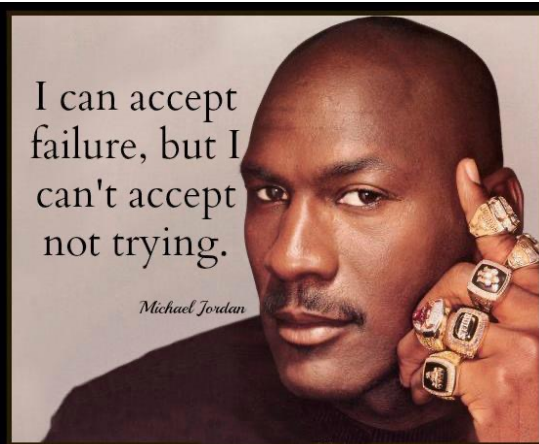
## The SEVENTH "C"

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I can accept  
failure, but I  
can't accept  
not trying.

*Michael Jordan*



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## The Seventh "C" is Courage

- Change the things you can.
- Accept and work with what you can't change
- Have the courage to try...
- Lose your fear of failure – Accept It!
- Thomas Edison and the Light Bulb
- "Like riding a bike"

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**BE STRONG ENOUGH  
TO STAND ALONE,  
SMART ENOUGH TO  
KNOW WHEN YOU  
NEED HELP, AND  
BRAVE ENOUGH TO  
ASK FOR IT.**

SLIDETODAY.COM

QUOTE FROM SLIDETODAY.COM

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## Benchmarking

- Sets goals and "S.M.A.R.T." objectives
- Identifies progress or lack thereof.
- Provides tacit feedback.
- Insures transparency.
- Keeps all levels informed & focused on common goals.

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## The Kaizen Theory



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## Kaizen Process & Benefits



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- Increased productivity
- Improved quality
- Better safety
- Lower operating costs
- Improved customer satisfaction
- Decrease in sick time
- Increase in morale
- Greater personal investment

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## Kaizen Overview

- Good processes bring good results
- See for yourself to grasp the current situation. ("Undercover Boss")
- Speak with data, manage by facts
- Take action to contain and correct the root causes of problems.
- Work as a team.
- Kaizen is everybody's business.

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## Define Kaizen

- Quality Work Circle
- Change for the good, as a course of action
- Continuous improvement (Small increments)
- Total Quality Management (Internal/External)
- Total Involvement and Input from all.
- Toyota's Implementation (Camry)
- Honda's Implementation (Accord)
- **Question:** How Do I Make Continuous Improvement Part of an On-Going Process?

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## Conclusion

- A lot of information in a short amount of time
- You don't have to agree but try 1 of the 7.
- "How do you know when you know?"
- You are the Captain of your Ship...  
...and the Master of your Fate.
- Thank You!

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- Fundamentals of Management – Robbins/Decenzo
- Work Happy – "What Great Bosses Know" - Geisler

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## Please Scan & Complete



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## For Further Information

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