

# Officer Development Leadership Skills

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## Leadership Traits **LEADERS TEACH**

LOYAL  
EDUCATED  
ADAPTABLE  
DETERMINED  
ENTHUSIASTIC  
RELIABLE  
SELFLESS  
TOUGH  
EMPATHETIC  
ASSERTIVE  
COURAGEOUS  
HONORABLE

## How to Delegate

1. Establish and maintain an environment that is favorable to delegating.
2. Select the right person for the job (*Talents, skills & ability*).
3. Assure the person understands the assignment.
4. Keep an open door policy.
5. Be prepared to accept and deal with the consequences of that person's actions if they do not meet your Department's expectations.
6. Always reward performance.

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## 8 ways to Improve Morale

1. Praise Often and in Public
2. Set Goals
3. Lead By Example
4. Don't Micro-Manage
5. Eliminate Problems Quickly
6. Encourage/Help Promotion
7. Instill Team Spirit
8. Be Consistent and Fair

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## **Critiquing:** The Sandwich Technique

1. Begin on a positive
2. Criticize the act, not the person
3. Clearly explain what you want/expect
4. Develop a solution together
5. End on a positive note

## The 3U's

*Unaware*

*Unable*

*Unwilling*

## **Subordinate Problems:**

**Unaware:** Not aware/conscious of what is going on.

**Unable:** Lacking mental or physical capability or efficiency; incompetent.

**Unwilling:** Boldly resisting authority or having a defiant attitude.

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## Mentorship Programs

Qualities of a good mentor: Experienced; Goal oriented, Adequate to above-average coaching skills, A history of strong work ethic and a positive attitude, A commitment to organizational development, Respects others, Understands the goals of the organization.

Qualities of a good Mentee: Eager to grow and change, Willing to invest time, Positive attitude, Accountable, Respectful, Purposeful, Confident, Loyal

Match experienced fire fighters with good attitudes with new recruits

### Trust Breakers

- Lying
- Breaking promises
- Spreading gossip
- Being judgmental or critical
- Taking care of your own needs at the expense of others
- Over promising & under delivering

### Trust Builders

- Always telling the truth
- Keeping your word
- Under promising and over delivering
- Being dependable on a consistent basis
- Not participating in negative gossip
- Showing others that you care about their needs

### Administrative Tasks

P-R-DIE

Planning  
Research  
Development  
Implementation  
Evaluation

### How to Prevent Freelancing

Determine if the freelancer is *Unaware, Unable, Unwilling?* Take these actions:

- ✓ Training,
- ✓ Policies and SOP's,
- ✓ Clear directions on the fire ground,
- ✓ Openly delegate tasks,
- ✓ Hold people accountable,
- ✓ Communicate your expectations.

### Structure Fire Reports

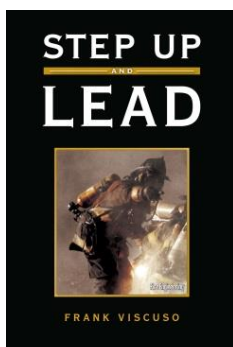
En Route,  
Establish Command,  
Size-Up Factors,  
Initial Radio Report,  
Resources Requested,  
Incident Command System,  
Strategies and Tactics,  
Problems Encountered,  
Under Control,  
Transfer/Terminate Comm.  
Additional Information

### PURPOSE of a Post Incident Analysis

- ID your department's strengths and weaknesses,
- Reinforce effective departmental SOPs, and
- Give management insight on how to improve on department procedures that were found to be ineffective or lacking.

### Customer Service

The lifeblood of your organization can be summed up in one word



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Fire training, drills and promotional tips for career and vounteer firefighters. Detailed info on these topics can be found in the book **Step Up and Lead!**