



# Five Alarm Leadership

*Real Leadership With Real People*

Chief Rick Lasky & Chief John Salka

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# Building Tomorrow's Leaders *and* Successors



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# Who are you?

- Supervisor?
- Manager?
- LEADER!

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**Managers enforce**  
*Rules,*  
**Leaders promote**  
*Values!*

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**Anyone can lead,**  
**but not everyone is**  
**a leader.**

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**Leadership**  
**is like parenting,**  
**not everybody**  
**does it right!**

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## *Leadership;*

Do it YOUR way!



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## Nothing happens without a *Leader!*

- Space voyages
- Baseball championships
- Police investigations
- Home building

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The success of an organization depends to a great degree on it's leaders and their capability to supervise, inspire, and train their people.

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Every job, activity,  
game, project or  
initiative, involves  
**LEADERSHIP.**

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Sometimes the leader is  
actually the person being  
paid to be the leader *and*  
sometimes it is someone  
else (you).

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Simply put, people  
want to be lead.

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Think of a great leader.  
What made them great?

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■ Dwight Eisenhower



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## **Failure Clears a Path for Success**

**When I think of people who have failed, I am reminded of the true story of a man who couldn't seem to do anything right.**

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**He attended school off and on as he was growing up, but he was highly ambitious. As a young man, he threw his hat into the ring for the General Assembly but lost the election.**

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**So he enlisted in the military, was assigned to a rifle company, and achieved the rank of captain. Unfortunately, his company disbanded, necessitating his reenlistment as a private. Back to square one.**

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After serving in the military, he returned home to work in a store that subsequently went out of business. So he bought a store of his own with a partner. It too failed, leaving him badly in debt.

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His partner died a year later, plunging him further into debt. His sweetheart died the following year. He had a nervous breakdown.

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After he recovered, he made a bid for U.S. Congress. He lost the election. He tried again and was elected to the Legislature, but declined the seat in order to run for the U.S Senate.

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He lost the election. Then he was nominated to run as the candidate for Republican senator, but he lost the election after a stunning and now famous (and humiliating public) debates with his opponent.

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What a loser!

Right?

Wrong!!

*This man who couldn't seem to do anything right was...*

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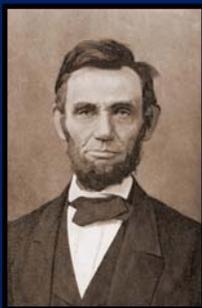
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■ Abraham Lincoln



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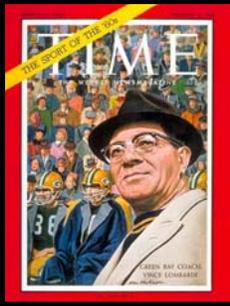
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■ Vince Lombardi



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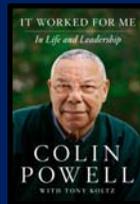
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■ Colin Powell



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*They were successful because...*

- They got things done
- They took the lead
- They made things happen
- *They supported their team...*

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*They understood team building  
and why we need teams...*

- How they work
- That they expose hidden talents
- How they increase results
- They promote unity and trust

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## *Teamwork*

Coming together is a beginning;  
Keeping together is progress;  
Working together is success!

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*But most importantly...*  
*They remembered*  
*where they came from!*

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For the Leader,  
getting things done  
does not mean doing  
*everything!*

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## *The Leader*

- Needs to make sure everything gets done

*But...*

- Does not need to DO everything

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*Leadership is IN!*

Have **INTEGRITY**

Display **INITIATIVE**

Be **INNOVATIVE**

Have **INSIGHT**

Be **INTERESTED**

Provide **INSPIRATION**

Have **INTENSITY**

Dispense **INFORMATION**

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# Integrity

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## *Integrity*

You say what you mean

*and*

You mean what you say

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***Your Character is  
Built by Your Integrity***

Your character can be defined by how  
you act when no one is looking!

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**Do the right thing.  
No, do what's right!  
*It takes courage!!***

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A leader who is dishonest and who  
can't be trusted, is about as  
effective as leader as water is in  
your gas tank. No one and we  
mean no one wants to be led by  
someone who can't be trusted.

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# Initiative

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## *Initiative*

To begin,  
start or  
initiate a  
course of  
action.

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**February 28, 2018**



**"With the recent tragedy in Florida, I wanted to make clear my policy on responding to an active shooter.**

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**All commissioned Deputies, if you respond to an active shooter, you are expected to take immediate action. We do not stage and wait for SWAT, we do not take cover in the parking lot, and we do not wait on another agency.**

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**We go in and do our duty. We engage and stop the shooter and save lives. If for any reason you feel you cannot follow this directive please inform your supervisor and we will work to get you reassigned."**

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**Sherriff Tracy Murphree  
Denton County Sheriff's Office**

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**Innovation**

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Each situation that arises may require innovation

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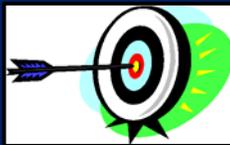
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Failure to hit the bulls eye is never the fault of the target. To improve your aim, improve *yourself*.



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Wherever you're lacking, whether it's operational, tactical, or just with your people skills, you have to see where that flaw is and work to improve it.

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- What kind of a problem solver are you?
- Are you open minded enough to see the big picture OR do you live in a vacuum?

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“Success on any major scale requires you to accept responsibility... In the final analysis, the one quality that all successful people have is the ability to take on responsibility.”

Michael Korda  
Editor-In-Chief, Simon & Schuster

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Things changed the moment you accepted a LEADERSHIP position.

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Being responsible  
sometimes, means  
pissing people off.

General Colin Powell

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Insight

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**Leaders must possess a real and true understanding of the mission of their organization.**

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**They must support and believe in the values of the organization.**

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**There are 5 things that happen when leaders put their agenda's above the people:**

**1. They become self-serving instead of a servant.**

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**2. They manipulate people instead of motivating them.**

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**3. They become self-absorbed instead of focusing on others.**

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**4. They are image-conscious instead of improvement-conscious.**

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**5. They place their interest above the people's interest.**

**John Maxwell**

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## **Our Tradition**

*Why we do what we do!*

If you will just pass on some insight into that tradition to the younger members in your department...

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...you'll go a long way toward strengthening your entire organization for the future.

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# Interest

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Find a purpose and your passion will follow.



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**A leader must be genuinely interested in what is going on.**

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*"If you chase two rabbits,  
both will escape."*

Keep the number one job...  
...the number one job!

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# Inspiration

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## The Marine Corps Attitude

"Once a Marine,  
always a Marine."



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## The Fire Service Attitude

"Once a Firefighter,  
always a Firefighter!"



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No matter what happened to  
you yesterday, your attitude  
is your choice today.

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*Your people are a  
mirror of YOUR  
attitude.*

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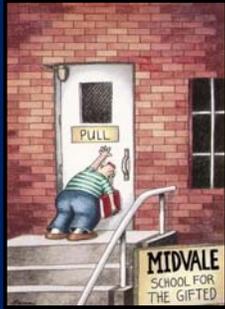
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**You follow ugly kids home,  
You're gonna find  
ugly parents!**



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**Intensity**

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**Getting things done!**

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**A leader with great *passion* and few skills always outperforms a leader with great skills and no passion.**

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# Information

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**Provide the information to your people that they need to do their jobs.**

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## Give them the "goods"

*Don't sand bag or hold back!*

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## Empower your team!

- Instill ownership
- Delegate
- Trust your people
- Demand results and...  
*...accept their best efforts.*

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## The key is *Mentoring*

*"One generation plants the trees; another gets the shade"*

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## The benefits of mentoring

- Sharing insights and information
- Encourages junior officers
- Enhances training
- Improves communication and feedback
- Creates higher levels of job satisfaction and commitment!

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- Creates a system for networking and professional development
- Improves overall quality of department's organizational culture
- Faster promotional rates and money
- Increased career mobility

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## Who is a good mentor?

- Accepts mentor role as a trust position
- Is successful and accomplished
- Motivator
- Passion for teaching and helping others
- Willingness to help
- Good communicator and listener

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**"I remind myself every morning:  
Nothing I say this day will teach  
me anything. So if I'm going  
to learn, I must do  
it by listening."**

**Larry King**

LISTEN & SILENT  
are spelled with the  
same letters  
Think About It ♪

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## **Mentoring challenges**

- Attitudes, beliefs and values
- Poor people skills
- Egos
- Confidentiality

*— "What you see here, what you say here, what you  
hear here, when you leave here, let it stay here!"*

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## **Mentoring; So what can you do?**

- Provide a conducive environment
- Promote and support mentoring
- Discuss advantages ... *why*
- Prepare for the role
- Do it!

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## *Mentoring*

If everyone below me is successful, then I am!

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### *Some points to ponder...*

- Do what's best, do what's right, and never do anything to hurt the outfit
- Realize this right now; you're never going to make everyone happy  
*(sorry but it's true)*

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**"Be willing to make decisions. Don't fall victim to what I call the ready-aim-aim-aim-aim syndrome."**

T. Boone Pickens

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- Building relationships builds confidence
- Remember what “Open Door” means
- Stay in touch with the troops

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## Leadership assessment

As a leader--as it is with pretty much anything you do in life, you have to constantly assess just how effective you are, and how passionate you are about what it is you are doing.

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Good leaders have the ability to look at themselves and evaluate just how much of an impact they are having on those who work for them and with them, and just what kind of a job they are doing for the people they work for

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## Egos eat brains!

Often it's our egos that interfere and block us from being honest with just how well we are performing especially as leaders.

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## Never stop learning

Never halt the learning process for when you do you begin to feel the sting of mediocrity.



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- Do you really care what kind of helmet they wear?
- Be a mentor
- Define and explain your expectations

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Understanding that the respect needed by a leader is not commanded or demanded, but instead earned.

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A good leader realizes early on that respect is a two-way street. You have to show it if you expect to get it.

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- Fight for better staffing and equipment
- Don't be afraid to try new things;

*Amateurs built the Ark -  
Professionals built the Titanic*

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- Make decisions on good, solid, information and common sense, not on emotions
- Stop complaining and remember there are more good guys than bad

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- Lead with fairness and firmness. The good leader has the ability to be fair, realistic and objective in their assignments, decision making, discipline, coaching and counseling.

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**“Never walk past a mistake.”**



Colin Powell

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■ An officer with good or great leadership skills does everything else better.

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We all remember that school teacher that made that difference in us when we were a kid, the one that changed and impacted your life forever.

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What kind of a leader do you want to be? Who are you going to help? Who's life do you want to impact? Be that leader!!

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*...and the biggest question.*

When it's all said and done  
and it's time for you to leave,  
did you make a difference?

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