

**Leadership & Succession Planning
for the Next Generation**


**“As Iron Sharpens Iron, So One Person
Sharpens Another”
Proverbs 27:17**

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**Anthony Kastros
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**Begin with the End in Mind
Stephen Covey,
The 7 Habits of Highly Effective
People**

**[Calm the Chaos\New Mastering
Command 2\El Camino save.MP4](#)**

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True or False?




- **One day you woke up, looked around, and realized "I'm one of the 'old salts' now!"**
- **We (the Old Salts) always complain about the next generation. Our predecessors complained about us too.**
- **Covid exposed dormant issues within our organizations.**
- **There are unprecedented challenges in recruitment, retention, and officer development.**

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True or False?




- **Today's challenges are from many factors including (but not limited to):**
 - **Generational differences**
 - **Social media over Social skills**
 - **Technology over Trade skills**
 - **Individualism over Teamwork**
 - **Self-centered over Service-centered thinking**

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True or False?




- **As chiefs, you may feel like:**
 - **It's hard to relate to the new members**
 - **Very few care anymore**
 - **It's hard to fill overtime and strike teams compared to when you were a firefighter**
 - **Recruitment and retention is more challenging by the month**

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True or False?




- **As executive-level chiefs, you may feel like:**
 - **Way too many issues land on your desk**
 - **Many issues should/could have been handled below your level**
 - **The company officers are not leading and holding anyone accountable**
 - **Some of the BC's are doing the same**

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Succession Planning in the 2020's




- **It's more than officer classes:**
 - **Cultural training and basic life skills in the academy**
 - **Conflict resolution role plays for officers**
 - **Meyers Briggs Personality Testing**
 - **Battalion Chiefs stepping up as coaches, mentors, ambassadors and advocates**
 - **Labor/Management retreats and RBO components**

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Succession Planning in the 2020's




- **It's more than officer classes:**
 - **New members STILL want to be part of something special**
 - **They may not have any family**
 - **They may have anxiety being around a lot of people**
 - **They may leave if they are not respected**
 - **They may find a new career if they are not fulfilled**

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Succession Planning in the 2020's




- **It's more than officer classes:**
 - **Respect: "Regard Every Single Person with Equality, Compassion and Tact" (meet them where they are)**
 - **Bridge the Tactical Gap:**
 - ✓ **Recruits: Life skills in the academy**
 - ✓ **Company officers: Conflict resolution, team building and inspirational skills**
 - ✓ **Battalion Chiefs: Make them relevant**
 - ✓ **Executive Chiefs: Make time in your schedule**

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Succession Planning in the 2020's




- **It's more than officer classes:**
 - **Task Books**
 - **Academies**
 - **Mentoring**
 - ...**At ALL levels**


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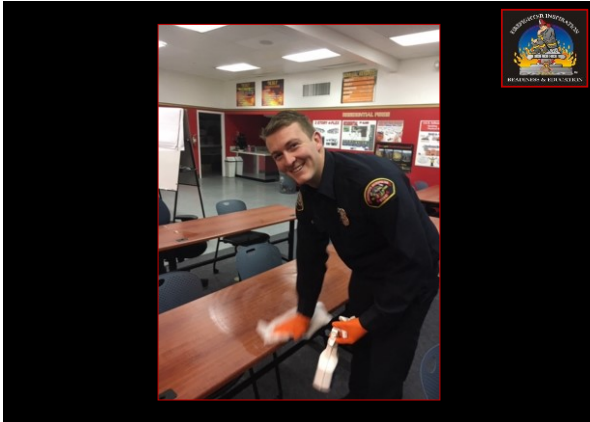
Gen Z



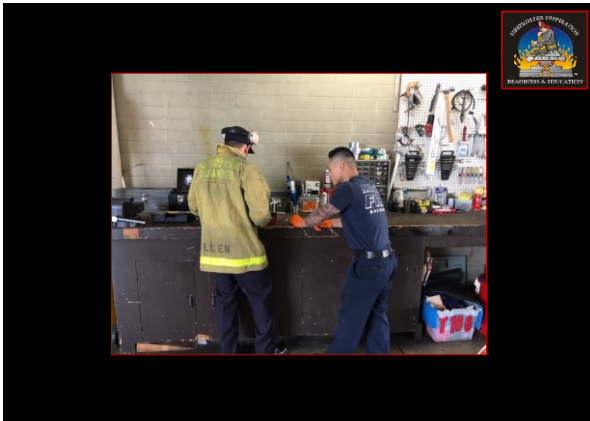
- Technology**
- What does this do to human skills?
- Social Media**
- What does this do to expectations?
- Instant Gratification**
- What does this do to job satisfaction?
- Unrealistic Expectations**
- What does this do to temperament?
- Self Reliance**
- What does this do to teamwork?



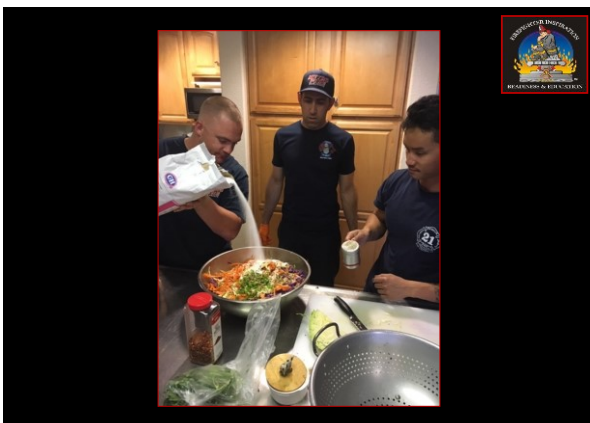
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Recliner Snipers

- **Angry (Either from childhood or from the FD)**
- **Tear others down to feel better about themselves**
- **Don't like change**
- **Tribal with other snipers**
- **Greatly insecure and can be leveraged for changes in behavior...**





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Other Firefighter Types:

- The Old Salt
- The Recliner Jockey
- The Tour Guide
- The Up and Comer
- The 2 'N 20
- The Village Idiot
- The Adrenalin Junkie
- The Politician
- The Pot Stirrer
- The Lawyer
- The ROAD




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Conflict Resolution Role Plays



KEY POINT


WE ARE A TEAM



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**Mastering Fireground Command
Calm the Chaos!**



The Textbook

By
Anthony Kastros
&
Brian Brush



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**Mastering Fireground Command
Calm the Chaos!**




- ✓ **Compliant with:**
- ✓ **FESHE**
- ✓ **NIMS/ICS**
- ✓ **NFPA**
- ✓ **ULFSRI**
- ✓ **32 Contributing Authors**
- ✓ **560 Pages**
- ✓ **Victim-Focused**
- ✓ **Decentralized Command**



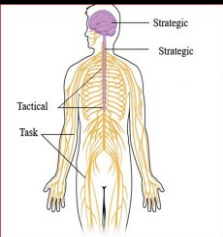
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The Tactical Gap




- **Strategic**
- **Tactical**
- **Task**



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The Tactical Level




- **Vital to the Organization**
- **Connects the troops to HQ**
- **You are HQ to the troops (good and bad)**
- **Do not fight in front of the kids**
- **What the troops think of their BC forms most of what they think of the whole organization**
- **Labor/Association Relations are CRITICAL at the Tactical Level**

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The Tactical Level




- **Common Pitfalls**
 - **Bad mouthing HQ ("They...")**
 - **Bad mouthing other BC's ("He/She...")**
 - **Being a victim ("They don't care what I have to say")**
 - **Being a martyr ("It's too late for poor old me...")**
 - **Being a revolutionary ("Follow me or we will all die")**

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Middle Manager Syndrome




- **Feeling out of the loop**
 - The troops know more about what's going on through informal media, grapevine, or union
- **Irrelevance**
- **Glorified mail delivery**
- **Not part of important decisions/meetings that affect you**
- **Not seizing the opportunity!!!**


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4 Types of BC's




- **The Super Captain**
 - Does not want to be part of management
 - Promoted for the power, pay, and perks
 - Lingers at the firehouse all day
 - Avoids HQ
 - Out of the loop




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4 Types of BC's




- **The Super Chief**
 - BC is a temporary rung on the ladders of upward mobility
 - Lingers at HQ all day
 - Avoids the firehouse
 - Out of touch with the troops
 - Never trains. Makes political appearances




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4 Types of BC's




- **The Ghost**
 - **Just wants to make it to retirement quietly**
 - **Afraid of screwing up**
 - **Hides in their BC office all day**
 - **Avoids everyone**
 - **Management by keyboard**




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4 Types of BC's



- **The Unicorn**
 - **Embraces/Owns the position of BC**
 - **Brings value to both the strategic and task levels**
 - **Excellent relationships**
 - **Trainer, mentor, coach, advocate, advisor, mediator, moderator, interpreter**



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Battalion Chief Job



- ✓ **Leader (Admin in the field)**
- ✓ **Ambassador**
- ✓ **Advocate**
- ✓ **Counselor**
- ✓ **Coach**
- ✓ **Role Model**
- ✓ **Mentor**
- ✓ **Training Officer**

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What hinders chiefs from leading?



- **Budget!!!**
- **Counsel/Board**
- **Phone/text/email**
- **Meetings**
- **Reports**
- **Politics**
- **Lack of street cred**
- **Broken Relationships**



"I don't have time..."
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**STRATEGIC SOLUTIONS
for the Chief Officer**




- **Walk the walk**
- **Give away the power**
- **Make time for face time**
- **Turn off the cell phone**
- **Get out from behind the desk**
- **Visit your companies**
- **Meet with your captains**
- **Trickle up leadership**
- ***Make the time!***



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**Modern Leadership and
Succession Planning is a
24-Hour-A-Day Job**



T/L = Task/Leadership

It's Not Just About the Fire

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