

# SYMPOSIUM IN THE SUN

International Association of Fire Chiefs



## Using Emotional Intelligence & Authentic Leadership to Create Followers & Leaders in Your Fire Department

VCOS Symposium in the Sun

November 11, 2022

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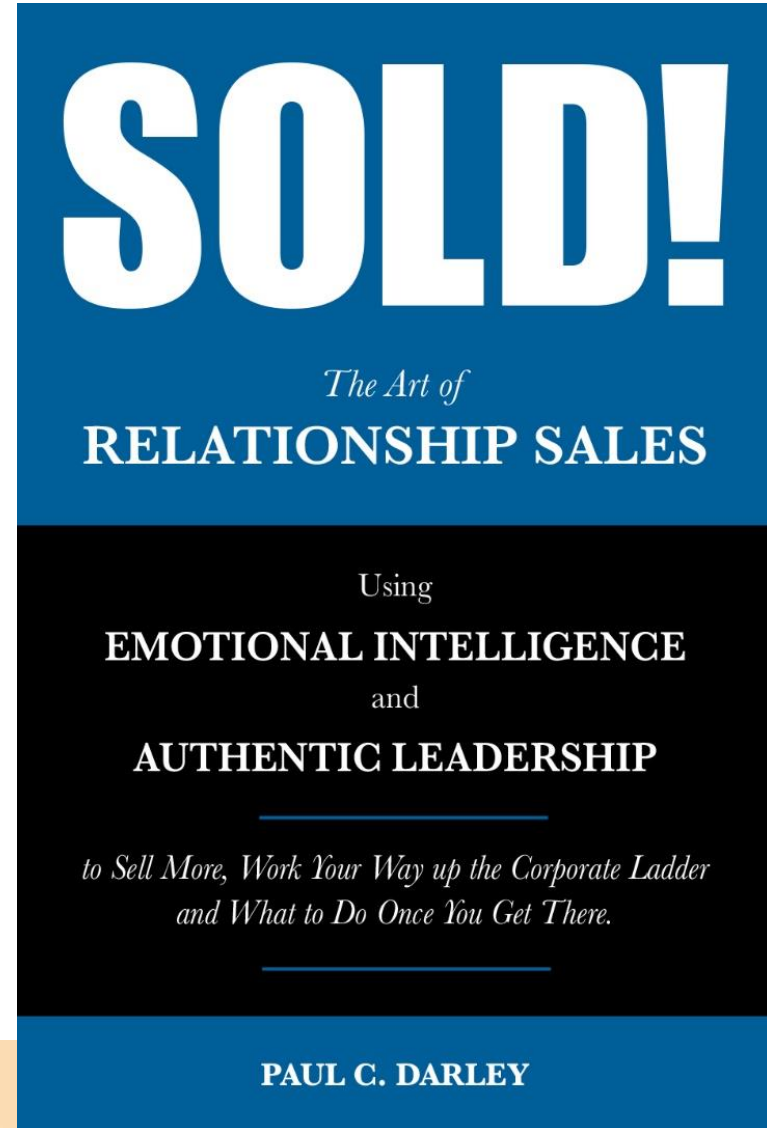


**#VCOSSUN22**



# Sold! Key Take-Aways OVERVIEW

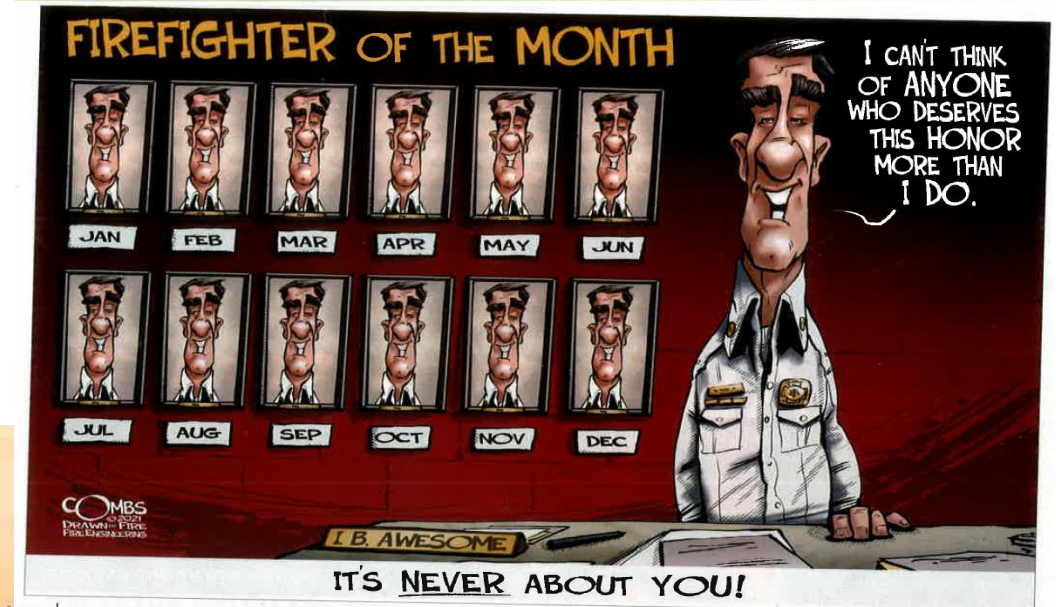
- Emotional Intelligence
- Authentic Leadership
- Relationships
- Management Tips



# Overarching theme

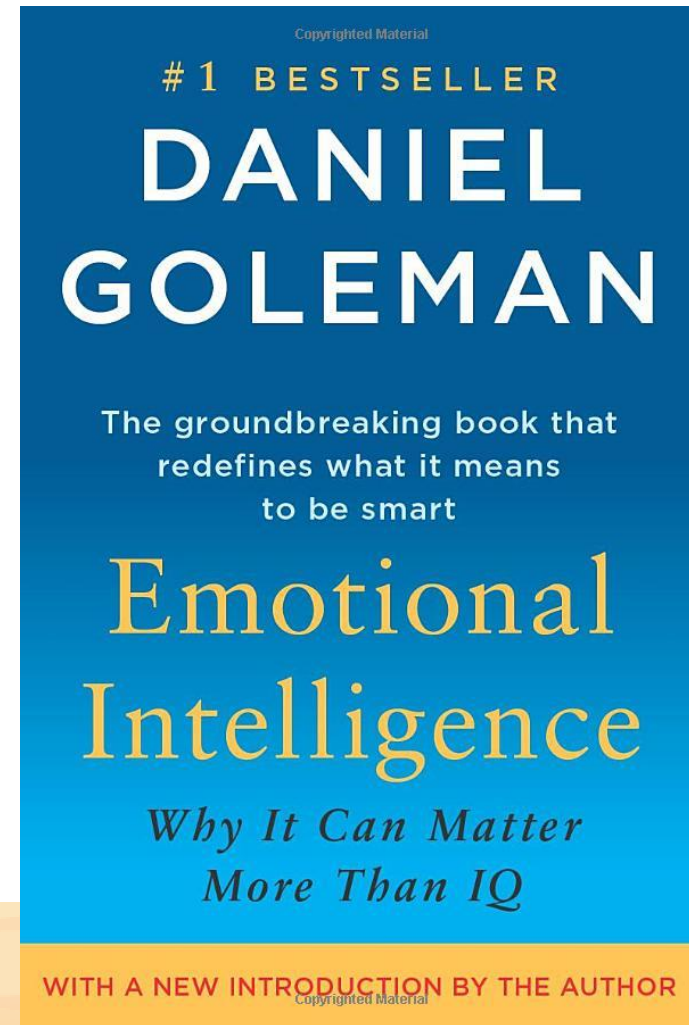
## Sell me on that corner...

### Take-Away #1 : It's not about you



# Emotional Intelligence Defined

- Emotional Intelligence (EI) is the ability to **manage both your own emotions** and understand the **emotions of people around you**.
- There are five key elements to EI: **self-awareness, self-regulation, motivation, empathy, and social skills**.



# Emotional Intelligence (EQ/EI)

	Recognition	Regulation
Personal Competence	<p><b>Self-Awareness</b></p> <ul style="list-style-type: none"> <li>✓ Self-confidence</li> <li>✓ Awareness of your emotional state</li> <li>✓ Recognizing how your behavior impacts others</li> <li>✓ Paying attention to how others influence your emotional state</li> </ul>	<p><b>Self-Management</b></p> <ul style="list-style-type: none"> <li>✓ Getting along well with others</li> <li>✓ Handling conflict effectively</li> <li>✓ Clearly expressing ideas and information</li> <li>✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully</li> </ul>
Social Competence	<p><b>Social Awareness</b></p> <ul style="list-style-type: none"> <li>✓ Picking up on the mood in the room</li> <li>✓ Caring what others are going through</li> <li>✓ Hearing what the other person is "really" saying</li> </ul>	<p><b>Relationship Management</b></p> <ul style="list-style-type: none"> <li>✓ Getting along well with others</li> <li>✓ Handling conflict effectively</li> <li>✓ Clearly expressing ideas/information</li> <li>✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully</li> </ul>

Source: Daniel Goleman's – Components of Emotional Intelligence

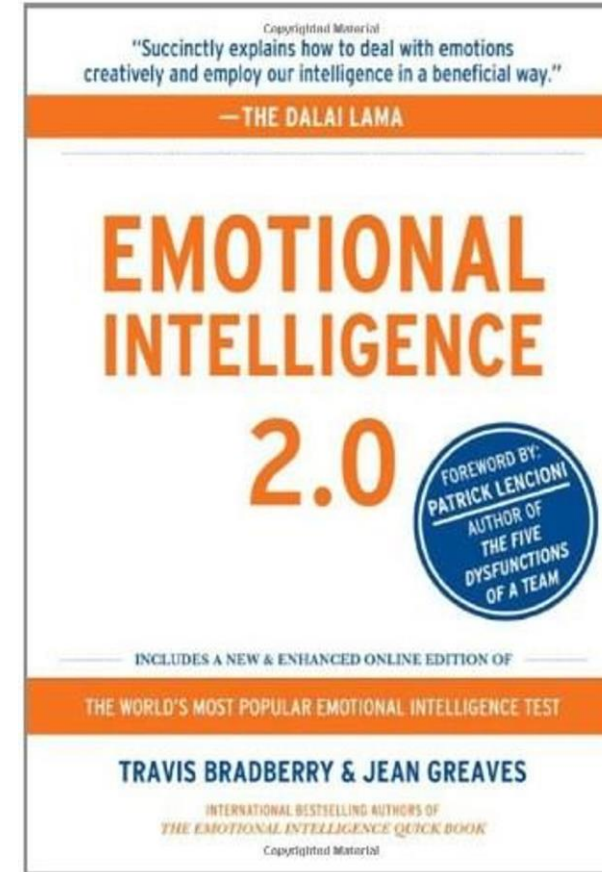
Emotional Intelligence has four key components:

- **Self Awareness** - Understanding who you are and working on your shortcomings
- **Self Management** - Being able to control your emotions and impulses
- **Social Awareness** - Being able to properly assess the needs of others...active listening
- **Relationship Management** - Using your skills to motivate and get the desired results from others



# Emotional Intelligence – In Practice

- Fortune 500 CEOs tested for EQ
  - Why – Because they create followers who believe in the mission and can execute
- Test yourself now and then later as you practice
- Need to Practice EI / EQ
  - Starts at home
- COVID – Took a toll on a lot of people.
  - Rebuild relationships Leaderships
  - Adjust your leadership style for post pandemic environment. Rules have changed
  - Keep an eye on your team for mental illness

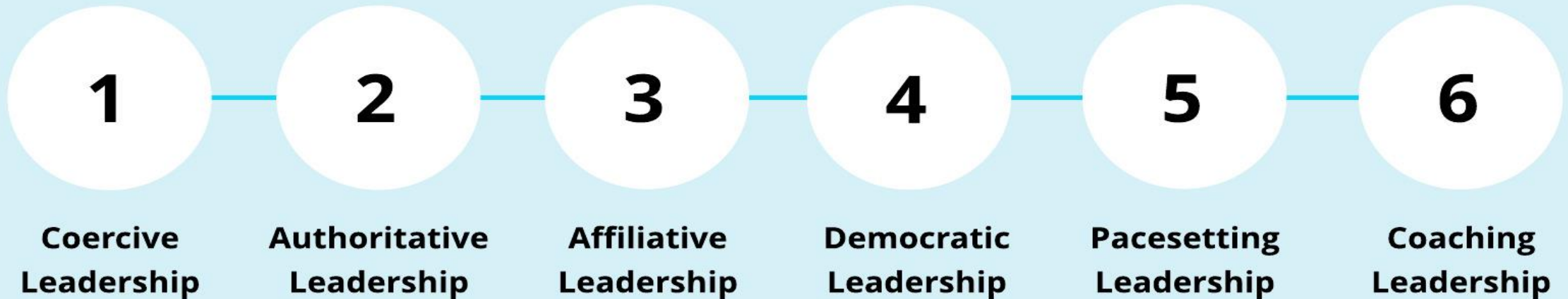


**Take-Away #2 : 90 Second Rule**

# Leadership Styles - 2004

## The 6 Goleman Leadership Styles

The six basic styles of leadership proposed by Daniel Goleman



HBR What Makes Leader? 2004

*Personio*

# Authentic Leadership Defined

## 5 Traits of Authentic Leaders

1. Sense of **Purpose**
2. Distinct **Values**
3. **Relationship** Building
4. Goal & **Self Discipline**
5. Genuine **Heart**

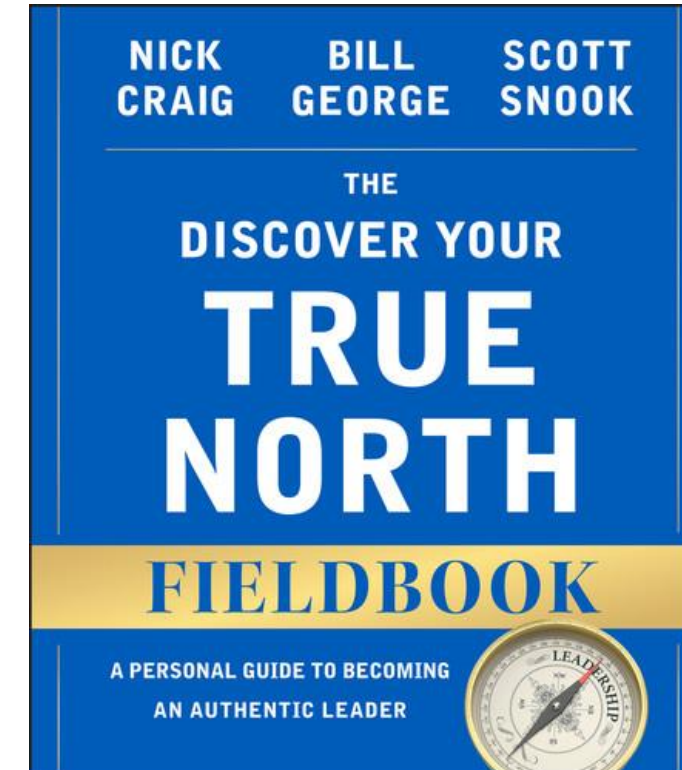
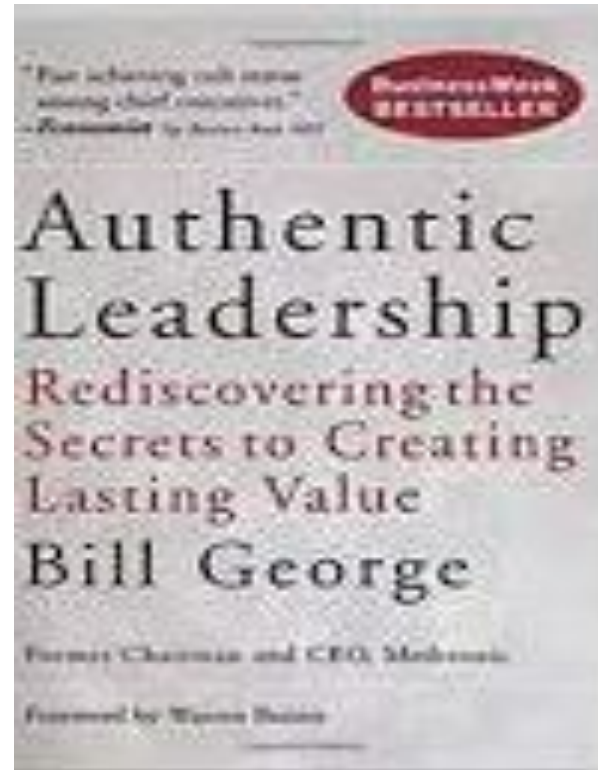
“Authentic leadership is a **style of leadership that focuses on transparent and ethical leader behavior and encourages open sharing of information needed to make decisions while accepting followers' inputs.**” The experts seem to agree that authentic leadership is about **being you and making room for others, too.**”



# How Do you Develop your Authenticity

## Bill George – 2003

- Explore your life story
- Take Time to Reflect
- Seek Feedback
- Understand your own leadership style



# The AUTHENTICITY PARADOX – HBR January 2013

## What Is Authenticity?

A too-rigid definition of authenticity can get in the way of effective leadership. Here are three examples and the problems they pose.

### Being true to yourself.

Which self? We have many selves, depending on the different roles that we play in life. We evolve and even transform ourselves with experience in new roles. How can you be true to a future self that is still uncertain and unformed?

### Maintaining strict coherence between what you feel and what you say or do.

You lose credibility and effectiveness as a leader if you disclose everything you think and feel, especially when you are unproven.

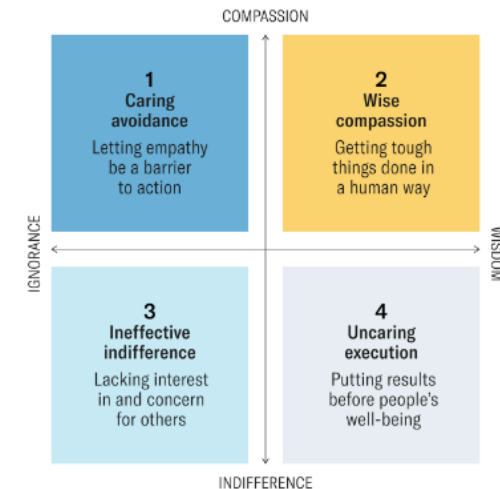
### Making values-based choices.

When we move into bigger roles, values that were shaped by past experiences can lead us astray. For instance, “tight control over operating details” might produce authentic but wrong-headed behavior in the face of new challenges.

# Compassionate Leadership – HBR December 2020

## The Wise Compassion Leadership Matrix

Compare this leadership style to three other common ones.



Source: Rasmus Hougaard

HBR

# Authentic Leaders Build Relationships & Motivate others to action

## Think of Great Leaders who you know...

- Very Self-aware /Self Improvement
- Ability to build relationships - trust
- **THEY GET IT!**
  - Size up situations
  - Listen
  - Put others first
- **Able to motivate people to action.**
  - Others naturally want to follow
- They earn respect by respecting others
- Give back – Mentor



Appreciation Strategy Humility  
Commitment Responsibility Listening  
**Leadership**  
Integrity Honest Communication  
Values Purpose Determination  
Passion Principles





# What would you Leadership Bumper Sticker Read? What's your Mantra?



**Be Nice**



**Take-Away #3 : What's your leadership bumper sticker read?**

# Chief John Buckman III Leadership Tips Going Beyond Chief Brunacini's "Be Nice"

October 12, 2022 – FireREscue1.com

- **Don't talk smack.**
- **Look for the good. Show appreciation.**
- **Forgive those who have hurt you.**
- **Don't judge others by their past.**
- **Treat others with kindness.**
- **Offer support and love.**
- **Never look down on others.**
- **Be mindful of your influence.**

**Being kind** to others sets the positive example for successful leadership. **Treat others the way you want to be treated** and it will be returned many times. Remember, you can't change others' behavior, but you can change yours and set a **positive example** for how others should act.





# What is thought leadership?

As a notable expert in a specific company, industry or society, a thought leader is **someone who offers guidance and insight to those around them**. In other words, a thought leader has a positive reputation of **helping others with their knowledge** and insight.

## Thought Leadership Competition Generates Powerful Insights

“We can’t solve problems by using the same kind of thinking we used when we created them.” – Albert Einstein

With ever-evolving challenges in public safety, fire service leaders must continually investigate new ideas and technology, confront things done out of “tradition,” and question everything, while still bringing together firefighters as one team on one mission.

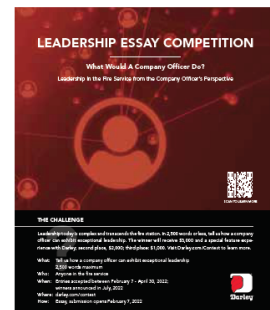
Recently, Darley hosted the first Thought Leadership Essay Competition. The challenge we posed was: “In 2,500 words or less, tell us how a company officer can exhibit exceptional leadership.”

The contest was open to anyone in the fire service, and we received essays from firefighters, company officers, chiefs and training instructors. We received 87 essays in total and they were impressive in their depth and breadth of ideas on changes, improvements, how to lead and how not to lead. Some of them had stories, some of them showed decades of service. There was such dedication to the fire service and to fellow firefighters in these essays.

Our judges needed an extra week to make a final decision on the winners because the writing was so strong. They did finally narrow it down, and winners of the 2022 Thought Leadership Essay Competition are:

- 1<sup>st</sup> Place: Kerry Henderson, James City County Fire Dept., Virginia
- 2<sup>nd</sup> Place: Kyle Matousek, Oak Brook Fire Department, Illinois
- 3<sup>rd</sup> Place: Brandon Howard, South Metro Fire Rescue, Colorado

Congratulations to our winners! If you’d like to read their essays and stay in the loop on our next Thought Leadership Essay Competition, view the September issue of Inside Darley, available on [www.darley.com](http://www.darley.com).



We awarded over \$5000 to winners. Look for additional essay contests in the future.



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# Thought Leadership Essay – What Makes a Great Company Officer?

Essay 21

## Exceptional, Authentic Leadership

If you have been in the fire service any length of time you have taken some of the obligatory Officer and Leadership classes taught by Firefighters and Fire Officers of varied ability. Some of these classes may be required for promotion or may serve to check a box for a career ladder advancement. Believe me, there are some great fire service leadership classes out there and I encourage you to seek those out. My fear is that too many in the fire service take the required, check the box promotion classes and never look anywhere else for development. Today I want to encourage you to think outside of the traditional, fire service leadership concepts, and seek out what will personally improve your ability to influence and mentor others in a positive way, because that is what makes an exceptional company officer.

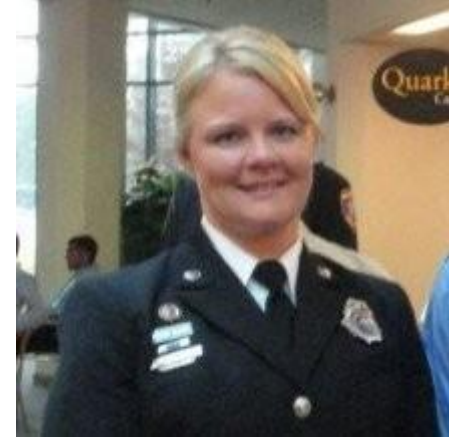
The single, most important thing a Company Officer can do to exhibit exceptional leadership, is to be authentic. Developing an authentic leadership style, and learning what it means to be truly

authentic, has to take place before taking that big promotion. This means taking time early in your career, well before a promotion process, to evaluate your own authenticity and then use that authenticity as an informal leader in the department. I have seen too many and then try to emulate someone else's leadership style that doesn't quite figure out what they want their style to be. Your subordinates will see right being your true self or if you suddenly try to change who they've always

What does it mean to be authentic? Mike Robbins says "We live in a culture of authenticity. We want our leaders, our co-workers, our family members, we interact with to tell us the truth and to be themselves". Unfortunately we have to act or be a certain way in order to be a part of whatever culture is the case in the firehouse.

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*Be Yourself, Everyone Else is  
Already Taken*  
-Oscar Wilde













Authentic leadership comes from ancient Greek philosophy and is associated with virtues such as fortitude, temperance, justice and prudence. When I first thought about what it meant to be an authentic leader, a steady, speak your mind at all costs type of leader came to mind. But when I carefully looked at each of those virtues, I came to the realization that an authentic leader is also one that uses great restraint when needed. He/she uses judiciousness and is careful when choosing his/her words and most importantly uses compassion to get to know what each member of his/her team needs to succeed. Andreas Jones, from the Forbes Coaches Council says that the authentic leader has a flexible

# Thought Leadership - Essay Contest “How can a fire dept company officer exhibit exceptional leadership”

- Good leadership requires **good communications**
- Although there are many ways to become a better leader, **writing** is an undeniable leadership requirement. Writing has the advantage of being deliberate
- I am always impressed and excited whenever I listen to fire fighters and company officers **talk about the future and the challenges we face together**
- While future and current leaders may have different perspectives than more senior members of the fire service, **their level of dedication and willingness to problem-solve** reflects the best the fire service has to offer
- **Informational influence** has become one of the most important leadership traits
- The only way to lead effectively when **you cannot force people to do something** is to be an example of how **leaders share information and lead from a place of caring**
- Today’s leaders display characteristics of **thought leadership** – which is changing people’s minds and inspiring at a distance
- Both active leadership and thought **leadership unite diverse people because the idea(s) inspires them**
- Good persuasion and good leadership depend on good communication.
- Think like a leader. Write like a leader
- They are **values driven**



# The Darley Way

-  We follow our core values
-  We do what we say we are going to do. And more!
-  We are focused on delighting our customers.
-  We're honest, friendly, respectful, engaging & appreciative
-  Err on the side of the customer
-  We empower our employees
-  We are easy to deal with and quick to respond to our customers
-  Speed is a competitive advantage "It's not the big that eat the small, it the fast that eat the slow."
-  We under promise/over deliver
-  We enjoy what we're doing and have fun



## CORE VALUES

### INTEGRITY

We will act in an honest, ethical manner, and we will do what we say we are going to do.

### PASSIONATE CUSTOMER FOCUS

Everything we do will be focused on taking care of our customers in a prompt and fair manner, while meeting or exceeding their quality expectations.

### RELATIONSHIPS BASED ON RESPECT

We will strive for relationships built on trust and mutual respect - with our employees, customers and suppliers.

### TEAMWORK • EMPOWERMENT • RECOGNITION

We will foster a culture of teamwork and encourage an environment that empowers our employees to make the right decisions for our customers. We will recognize the efforts of our employees on a job well done and encourage their input for continuous improvement while maintaining a family business environment.

### INNOVATION

We will continue to develop innovative products and embrace technological advancements based on solid engineering and testing.

### CELEBRATION

We will take time to have fun and celebrate our Team Darley victories and special efforts.

# Building Relationships

- **When people meet: (Amy Cuddy)**
  - Can I trust this Person?
  - Can I respect this person?
- **Built on Trust – Doing what you say you are going to do. On time, every time.**
- **Relationships are built over time through a series of code-shifts**
  - Firefighter & Warfighters - Brothers
- **Mindfulness Presence**
  - Be Present Put the cell phone away–





# Fostering Relationships

- Trust, Commitment & Accountability
- Look for leaders who want to be leaders
- Be Respectful and professional
- Ask high impact questions
  - What keeps you awake
  - Life on scale of 1 – 10
- Be a problem solver
- Put their interests' first
- Likeability Solve their pain

Lencioni's Five Dysfunctions of a Team



# Help those around you - Solve their Pain

➤ Need to build a relationship in order to get to know their pain

➤ What is truly important to them

➤ Use of surveys are good, but may not reveal their true pain

➤ Sell the problem, not the solution

➤ What's your Why?



**Take-Away #6: People build relationships for emotional reasons. Find their pain.**

# Put in the Effort - Perseverance/Patience Passion – How to Set yourself Apart from the Pack

- **Put in the effort**
- **Passion – Trumps everything**
  - **Can't be faked**
- **People remember stories with lessons**
  - **Tell a Story – After you hear theirs**
- **Make yourself different**
  - **Power of handwritten notes**

**Take-Away #7: It doesn't take much to separate you from the pack**



**“I’m convinced that about half of what separates the successful entrepreneurs from the non-successful ones is pure perseverance.”**

Steve Jobs  
1955-2011



# What not to do...

- Don'ts – All hurt your integrity/brand
- Don't Spread Rumors
- Don't talk ill of others...co-workers, boss, etc.
- Don't talk about your organization in the third person - it's always "we" never "they"
- Don't Overreact. Stay calm and take time on your response.
- Don't go outside the lines - If you don't want it on the front page of the newspaper, then don't do it
- Don't say, "To be honest with you"
- Don't put False Time Pressures on people
- Don't interrupt. Listen more than you talk. Really listen!
  - LISTEN = SILENT



# Find your WHY – Simon Sinek

## The Golden Circle

### WHAT

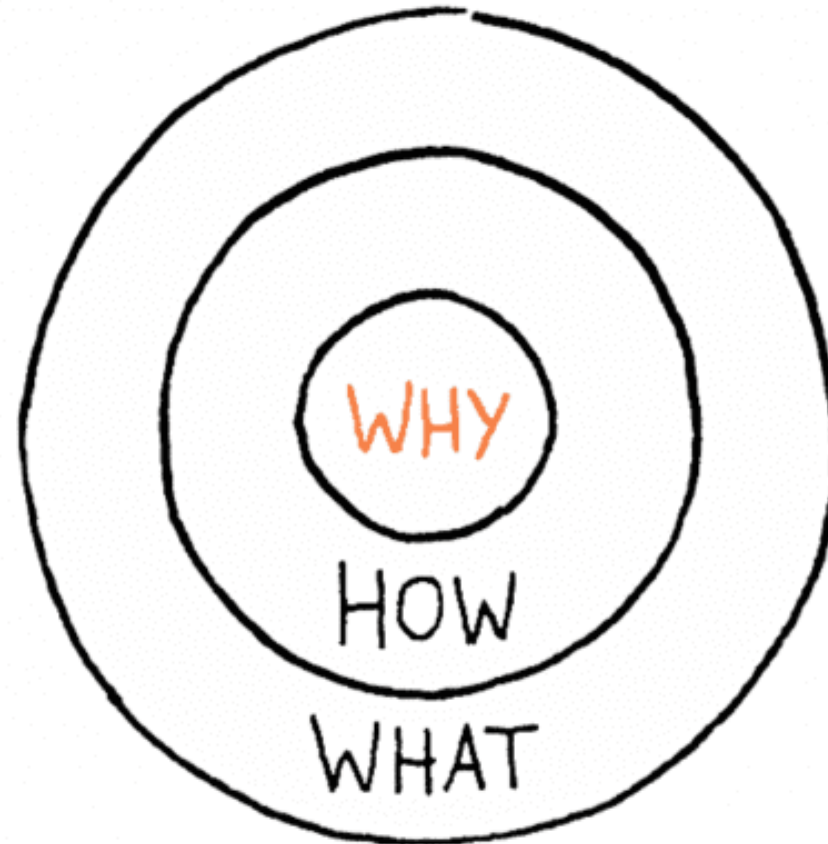
Every organization on the planet knows WHAT they do. These are products they sell or the services

### HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

### WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.

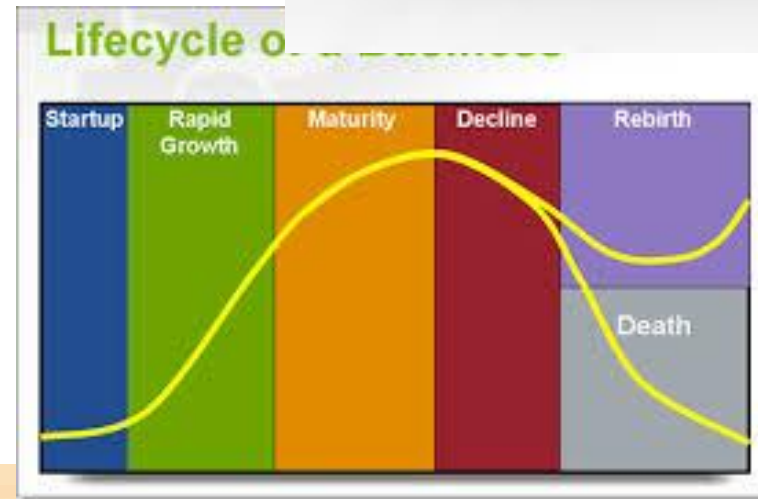




# Management LEADERSHIP Tips

- Push decision making down in the organization
  - HBR - Who's got the monkey?
- Smelly moose – don't let things fester
- Praise others – It's your currency
- Reinvent yourself, your organization, your department
  - Dow Jones Companies

**Take-Away #7: Don't take the monkey**



# Final Thoughts Keys to success

- Questions?
- You have your own brand – Guard and manage it!
- Bumper Sticker – Be authentic, follow our values and lead by Example.
- Passion Trumps Everything
  - Enjoy what you are doing
- Create a Legacy –
  - How do you want to be remembered?
- Find your followers pain points and inspire them by believing in your Why!
  - Serving others



# Thank you for listening and for the opportunity to serve you!!

You Serve Others...  
We Serve you!

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**Darley**

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HE NEVER TURNS OFF THE RINGER

For over 100 years, the Darley family and employees have shown a passionate commitment to the firefighting community. Equipment, Pumps, CAFS, Emergency Water Purification - you name it, and Darley answers the call.

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