

**I. *Sargent's 12 rules for new leaders***

1. Thou shall understand the basics of organizational need and direction
2. Thou shall always keep humanity in your leadership
3. Thou shall always do your duty
4. Thou shall always follow the universal three
5. Thou shall always strive to maintain technical competence and educate yourself
6. Thou shall not be surprised when the kittens try to get out of the box
7. Thou shall understand that not all policy makes sense, but it is still policy
8. Thou shall evaluate people based on capabilities, not friendship nor ease of application
9. Thou shall understand that prejudice is a human construct, and that diversity is an organizational reality.
10. Thou shall immediately manage anger or violence in the work place
11. Thou shall be accountable and responsible for your actions and the actions of your team.
12. Thou shall never, ever, forget the business of the business.

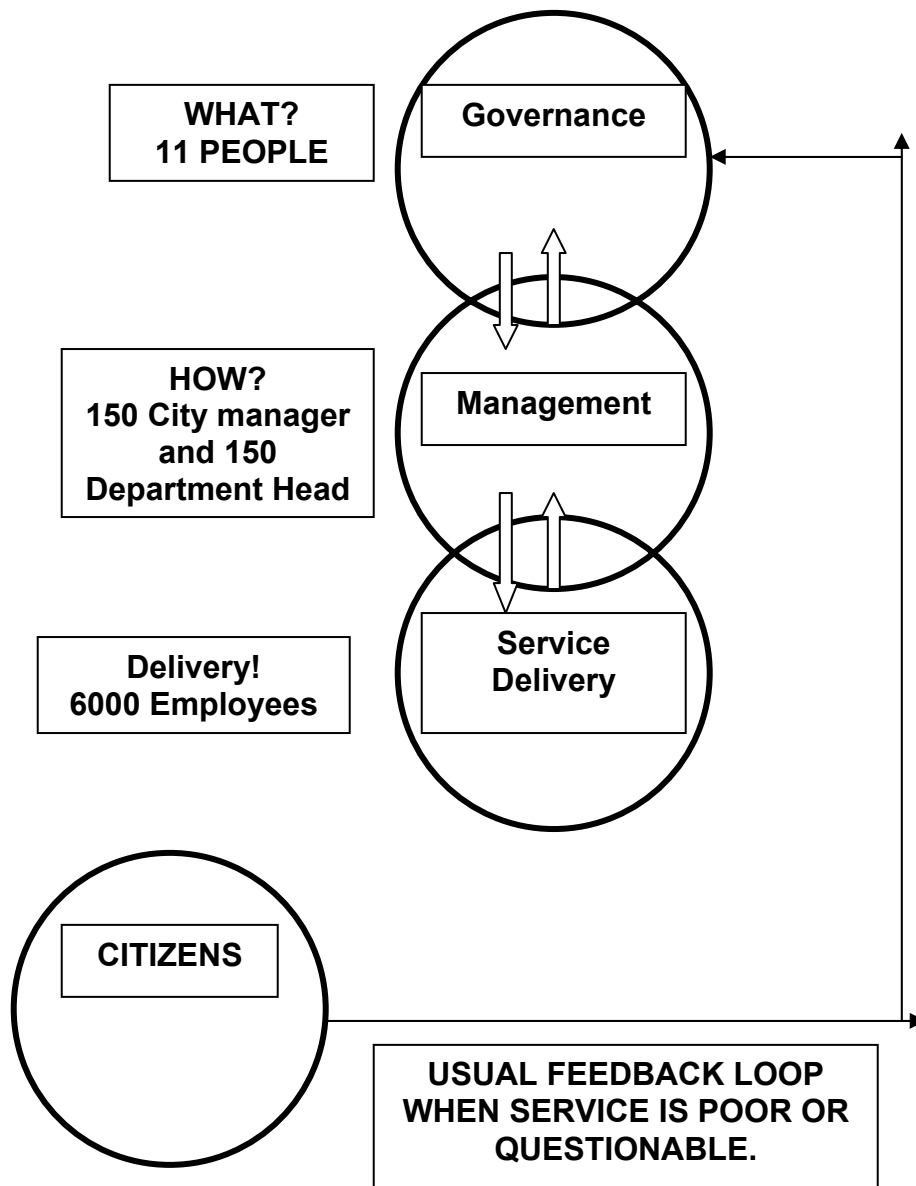
***IF YOU CANNOT WALK THE WALK,  
THEN DO NOT TALK THE TALK!***

**- VBFD Leadership Guidelines -**

***Some basics of Leadership and Management and Government***

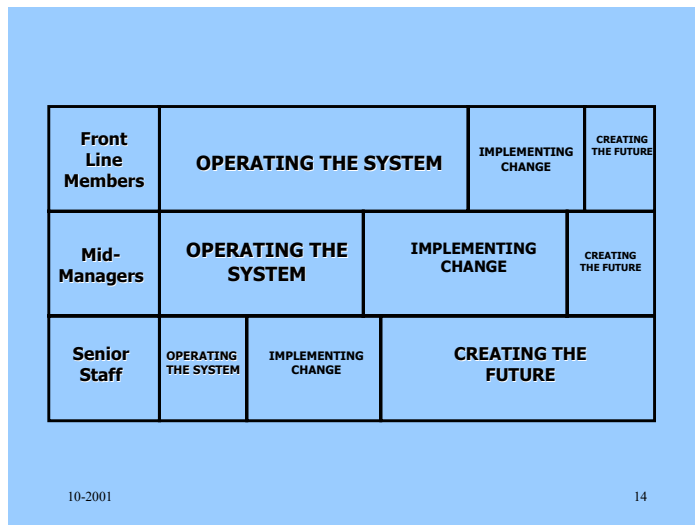
1. To be successful, progressive, dynamic and cutting edge organizations (especially fire departments) must be flexible, understand the changing environment in which they serve, have a road map to follow (strategic plan) and understand how to convert the fuzzy stuff of government into action.
2. In order to understand how municipal services end up with a method to provide service we must first understand the governmental model, and how it impacts us

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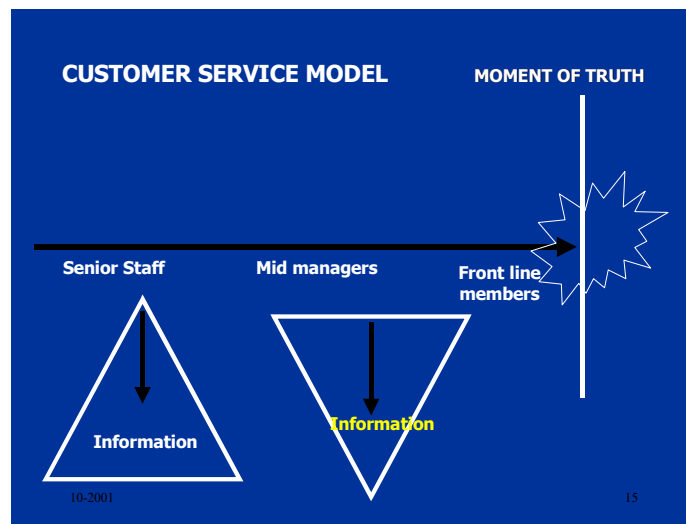


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3. As we find ourselves in leadership positions our primary focus on organizational time commitment changes. In order to effectively lead and manage we must spend our time in the most appropriate areas, based on our rank and organizational responsibilities.



4. If the previous system of time commitment and focus is true then we have several questions we need to ask ourselves.
  - How do we effectively create and implement change?
  - Can we create the future without implementing change?
  - Where does change come from?



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- Change is a process that has both short, medium and long term facets to the process. Some things may be easy to change in a short period of time while others may take years.
- 5. The truth about change is that true change is never driven from the top; in order to be successful it always has to come from the bottom up.
- 6. This does not mean that ideas do not, and will not come from the top, but in order for change to be effective the personnel who are ultimately responsible for converting the change into action must embrace it.
- 7. Personnel in the delivery mode of city government are the closest to the customer. If customer service is not working, if process change is needed they are most likely to see it first hand well before management and government portions do.

***Vision or Hallucination***

- 1. Strategic plans, values, mantras, mission statements and purpose are all parts of creating a vision. The real challenge for officers of all rank is finding a method to express this vision, and make it mean something to those involved with it.
- 2. The litmus test to determine if it's a vision or a hallucination is "if everyone sees it it's a vision, if no one but you sees it it's a hallucination!"
- 3. How many times have you been told, "You just don't see the big picture!"
  - Understanding the big picture as a company officer is important, but you cannot possibly lead by it.
  - You must be like a Riverboat Captain, and your challenge is **TO MAKE MEANING DAILY!**
- 4. People over plans: We must build a people centered organization. "The most important assets you have in all of this are the people, and if you don't put people at the center of your organization, you'll fail. Not profit motives, not size of the organization's headquarters, but people."  
- Colin Powell -

## **VALUES**

- Values are those aspects of your life that you hold dear – in the world of knowledge this is known as “experimental knowledge”. As you make your choices, sometimes compromising, sometimes holding firm, you come to realize that certain aspects of your life are more important than others. These critical aspects become your values, guiding the choices you make in the future. Some of your values remain constant throughout your life. Others will change with time and reflection. –



## **TORPEDOING SOME OLD CONSTANTS.**

**I can change people to be like me!**

People don't change that much  
Don't waste time trying to put in what was left out.  
Try to draw out what was left in.  
That is hard enough.

**Trust must always be earned**

As a Fire Service Leader if you do not fundamentally trust people, then there is no line, no point in time, beyond which people suddenly become trustworthy.

Mistrust concerns the future. If you are innately skeptical of other peoples motives, then no amount of good behavior in the past will every truly convince you that they are not just about to disappoint you. Suspicion is a permanent condition.

Eventually people will let you down, but that is the exception rather than the rule. Personnel who continually let you down should find themselves in another job.

**On keeping Humanity in your leadership**

“ Plans don’t accomplish work. Goal charts on the walls don’t accomplish work...it’s people who get things done.”

- General Colin Powell –
- Secretary of State –

“Organization doesn’t really accomplish anything. Plans don’t accomplish anything either. Theories of management don’t accomplish anything either. Endeavors succeed or fail because of the people involved.”

- Admiral Hyman Rickover –

1. People always hear what they are doing wrong, if you are not taking time each week to point out to people what they do right you are making a bad mistake.
2. Help your people solve small problems so they will come to you on the big ones.
3. Be approachable look for results not salutes.
4. Newbies are important make sure you treat them well. The newest members of our family are the future of our organization. Remember that people that are new in the work place feel intimidated and may feel lost during their first several tours. Assign a mentor and don’t let them stray far.
5. **Be the rising tide that lifts all boats.** Many times systems and officers around you may not understand concepts such as morale, esprit de corps, or team integrity. Every organizations success is a collective achievement envisioned by leadership and implemented by people.
6. Give people that deserve it a second chance. Remember that when you ask people to take a risk they also risk the chance of failure. As long as people are not making the same mistakes over and over, remember to use failures and mistakes as points of learning.
  - a. Use these events as moments of learning. Remember that if we don’t take time to point out what we did wrong and how to improve, we risk the chance of people accepting that “it was the correct way to do that”. If we are

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7. Bosses need self-reliant leaders that accomplish whatever needs to be done. If you can accomplish this you will build up your boss without trying to.
8. Stay in touch with your people in more ways than one. Understand what talents they have and nurture those talents. Try not to place people in areas where they have not talent until you have taken the time to provide them with the knowledge, skills and abilities to succeed.
9. Consider the following about people.
  - a. **People are competent:** Officers have been trying to outsmart firefighters for hundreds of years, and still have not figured out that it cannot be done. We can always count on the native ingenuity of our personnel to move the organization forward. Sometimes people will let you down, but don't expect it as a standard operating practice.
  - b. **Every Task is important:** There is no job in the fire department that is unimportant. Everyone in the organization has a role to play everyone has to be linked. If you convey to your people that they are high performance they are likely to be high performance. Headquarters is always there to support front line troops, and in most instances the people closest to the customer are usually right.

**Doing your duty**

***Do your duty in all things  
You cannot do more.  
You should never do less.***

- General Robert E. Lee -

1. Duty is something that you cannot avoid once you are promoted. You do have a choice. If you do not want to do your duty as required.
2. Most of the time your duty is going to be wonderful, but what circumstances will you find yourself in where doing your duty will be difficult?
  - a. When you work for poor leadership
  - b. When you have to deal with a "fringe employee"

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- c. When you have to discipline people for not being accountable and responsible
  - d. When you have to fire people or recommend termination
- 3. How do you choose people that are most capable of doing their duty at all times?

**“Look for intelligence and judgment, and most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balance ego and the drive to get things done”**

- Colin Powell's rules for recruiting and promoting –

- 4. Loyalty is an important aspect of doing your duty.

**“ When debating an issue, loyalty means giving me your honest opinion, whether you think I'll like it or not. Disagreement, at this state, stimulates me. But once the decision is made, the debate ends. From that point on, loyalty means executing the decision as if it were your own.”**

- 5. Integrity means that you clearly “stand for something” bigger than yourself, a purpose, a set of core values and ideals, and that your actions honestly reflect your convictions.
- 6. Drive means you are committed to making things move faster and cut through things as quickly as possible. Doing your duty means not waiting passively for your marching orders, that you don't whine about the pressure and how hard it is to “catch your breath around this place.”
  - a. Setting objectives beyond your formally assigned goals
  - b. Be impatient with the status quo and turn over stones to improve the organization.
- 7. A balanced ego means that you suppress strong egos. You don't need to apologize for being competent or seeking high goals. Leaders who are self assured but are not overly impressed by your own importance. Ego balance implies self-awareness. You need to know when to blast ahead and when to pause, regroup, and enlist new allies with complementary skills.



8. Character

**“ The leader sets an example. Whether in the Army or in civilian life, the other people in the organization take their cue from the leader – not from what the leader says, but what the leader does.”**

- Colin Powell -

9. A lesson gained from leading young people and children, when it comes to character. This concept is applicable for many leadership principles most importantly the following.

- Enforcing policy
- Correcting leadership behaviors
- Dealing fairly and equitably with all personnel

**“ In leading young people - either as a parent or a teacher – you can’t lecture them as to what they are supposed to do. The way they really learn what the right things to do in life are is by watching. They’re not always listening: there not always paying attention to what you’re saying. In fact, they take every opportunity not to pay attention to what your saying, but they’re always watching.”**

- Colin Powell -

10. When character is absent, leaders seem to “stand for” whatever seems to be politically or financially expedient, even if their decisions seem fuzzy, contradictory, or self-serving.

**On the Universal Three**

1. There are three rules that you must follow when in any leadership position.
  - Rule 1: When in Charge, Take Charge
  - Rule 2: People want you to take charge, but when you do so they will resist.
  - Rule 3: It’s a natural thing; get over it.

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2. THE ABC's of Leadership – fail these, fail as a leader
  - **Trust you subordinates:** You can't expect them to go all out for you if they think you don't believe in them.
  - **Develop a vision:** People want someone who knows where he or she is going.
  - **Keep your cool:** The best leaders show their mettle under fire. (That includes human resources issues)
  - **Encourage risk:** Nothing demoralizes the troops like knowing that the slightest failure could jeopardize their careers.
  - **Be an expert:** From boardroom to mail room everyone had better understand that you know what you are talking about.
  - **Invite dissent:** Your people aren't giving you their best....if they are afraid to speak up.
  - **Simplify:** You need to see the big picture in order to set a course, communicate it and maintain it. (Company and Battalion officers are river boat Captains)
3. No one ever got someone to follow by pushing him or her out of the trench. Always lead from the front.

**“GO FIRST!”**

**“Foster planning and problem solving partnerships!”**

4. Fifteen ways to develop your leadership skills for the long term.
  - Strive to do small things well
  - Be a doer and self starter, aggressiveness and initiative are the two most admired qualities of a leader, but you must also put up your feet and take time to think.
  - Strive for self-improvement through constant self-evaluation
  - Never be satisfied. Ask of any project, how can it be done better?
  - Don't over-inspect or over-supervise. Allow your subordinates to make mistakes in training, so they can profit from the errors during operations.
  - Keep your personnel informed: Telling them “what, how and why” builds their confidence
  - The harder the training, the more the team will brag.
  - Enthusiasm, fairness and moral and physical courage – four of the most important aspects of leadership
  - Showmanship – a vital technique to leadership.
  - The ability to speak and write well are two essential tools for leadership
  - Have consideration for others.
  - Yelling distracts from you dignity: take men and woman aside to counsel them.

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- Understand and use judgement: know when to stop fighting for something you believe is right. Discuss and argue your point of view until the decision is made, then support the decision.
- Stay ahead of your boss.

**On keeping the kittens in the box**

A. Personnel will try to test a new leader. They will test you on the following

- Station procedures and informal policy
- Formal policy and interpretation
- Response guidelines, expectations
- Past supervisors actions

B. Keeping the kittens in the box strategy

- Identify your expectations early (see universal three)
- Identity (listen) to personnel expectations of you
- Universal and fair enforcement of policy
- Open and constant communications
- Effective planning, shift operations
- Mentoring rookies or personnel with a need

C. On giving orders

- Before giving direction give some example of what not is not expected. (Bad paint job)
- Don't micromanage. Micro-management shows a lack of trust – what to do, not how to do it.
- Manage by End state and Intent  
    INTENT: WHAT NEEDS TO BE DONE?  
    END STATE: WHAT IS THE END PRODUCT TO BE?
- Use MAIN EFFORT: The most important issue that needs to be completed
- Use RULES OF ENGAGEMENT: Apply to how the task or mission is to be accomplished rather than the results of the task or mission. These do not tell you what to do, but what to avoid doing if at all possible. These are boundary lines or constraints.

D. Deposits and withdrawals from the Emotional Bank Account – what is this all about?

E. Methods to accomplish making those deposits

1. Going First
2. Staying in touch
3. Making Meaning daily
4. Becoming a Storyteller
5. Teaching with moments of learning

**On maintaining technical and professional competence.**

- A. You must always strive to educate and maintain your professional edge, and to create an environment where your personnel can obtain these same values.
- B. Without technical competence you can never expect personnel to respect trust or follow you. You will find yourself as the formal leader based on the number of horns, but you will be totally ineffective.
- C. What is expected of a leader and how does technical competence enhance your chances of success? **The concept of Frequency, time and training.**
- D. A leader must have CREDIBILITY! No one can live off of his or her reputation; you must have credibility **now!** Think about it.

***CREDIBILITY = TRUST + RESPECT OR C = T + R***

- E. TRUST: “I believe someone is doing things for my good and the good of the organization”:
- F. RESPECT: “I believe you know what to do and are doing it”
- G. As you maintain your technical and professional competence you will begin to MATURE: Or how competent and committed are you to your job?
- H. Consider this issue: “People are my most important asset” Is this true?
- I. You should consider going through re-training about once every three years. I mean a total retraining!
- J. Steven R. Covey calls this “Sharpening the Saw”. Education and technical capabilities are much more than simply having book smarts. Consider the four key components of renewing yourself

1. Physical: Nutrition, exercise, rest and stress management
2. Mental: Increase capacity through reading, writing and thinking
3. Spiritual: Reading inspiring literature, meditating, praying, and though spending time in nature
4. Social/Emotional: Constant daily deposits in the emotional bank accounts of our key relationships

- K. The issue of not maintaining technical competency in specific areas.
1. What happens when you become a senior chief or a senior executive? In some instances what has to be traded off for you're past competencies?
  2. What liability issues exist with failure to maintain KSA's?
- L. Creating a training imitative for your personnel
1. Consider the need to meet and establish training needs and organizational desires with your personnel
  2. How do you know what peoples desires, where they want to be in the organization, what they want to do if you don't ask them?
  3. How can you help them get there if you don't know what they want?
- M. Rookies and expectations
1. Do you have a rookie manual that they have to complete in the first year?
  2. What's the value of the manual how does in enhance your training and protect you at the same time?

### **On understanding and enforcing policy**

- B. One of the quickest traps to fall into as a new supervisor is not enforcing policy, on an equal basis.
1. It is impossible for you to turn your head successfully without falling into the common trap of "so now your going to enforce policy eh?"
- C. Equally problematic is talking bad about policy in front of the troops. You don't have to like it; you just have to do it.

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- D. Your job is to address policy with your supervisors or via the organizational process up to the point where the decision is made, and then “you get behind it and support it”
- E. Understand and organizational culture plays a big part in how policy is created. Additionally peoples values interjected into the organization can create policy as well. The question is; does the organizational culture agree with the individual culture. Cannot send mixed messages
  - 1. Sometimes if you “can’t change people, you have to *change people!*”

**The looking over the fence mentality – failure to do your duty!**

- F. Each individual has a “Circle of Influence and a Circle of Concern”
  - 1. How do you increase your circle of influence?

- G. Concept of “Retooling Doctrine”

***Its not easy creating an organization of people who understand that through they are expected to take rules seriously they are also expected to break them occasionally and eventually to tamper with them.***

- H. Learn from outsiders
  - 1. Policy and culture must not be insulated from the outside.
- I. Understand that policy and rules will never be able to cover all the situations an employee may find himself or herself in.
  - 1. In those situations it may be necessary to act first and apologize later. However, as long as you remember the “End State” the “Intent” and manage by the “Rules of Engagement” you will end up okay in the end.

**What to do when you inherit a “policy violation” by accident or design**

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- J. How can you eliminate goofy rules?
1. Moving from rules that are driven more by values rather than management philosophy.
  3. Books are directives
    - Rules are those things the department must follow because of legislative requirements, statute, ordinance, law or regulation
    - Policies are made by the department. Personnel must follow policy because the organization has decided that it is required.
    - Procedures explain how to complete recurrent tasks. To complete the task you must follow the assigned protocol or procedure.
    - Guidelines provide the best-known method to accomplish a particular task to reach a desired outcome.
- K. Rule driven systems: have extensive policy manuals in which nearly every conceivable policy is documented in detail. Most rule driven organizations, as we have discussed end up with a bunch of “goofy rules”
- L. Value driven systems: Take a different approach. Operations are based around a set of core values. These values are the fundamental part of the department’s operating system. The focus on values based systems is on outcomes rather than process. There are many possible paths to reach the same outcome and achieve excellence.
- M. Every value driven organization still needs rules, policies and procedures. The rules adopted by values driven organizations focus on timeless conduct and behavior. The rules are as few and simple as possible. They apply to everyone – all the time. They are also strictly enforced.

**On evaluating people and dealing with fringe employees**

**The big lie – “Merit raises”.**

**The Bar – what’s it mean – one of the fire service leaderships greatest challenges**

**“Minimum qualifications become maximum expectations”**

**- Mr. Jim Page -**

**Colin Powell's performance principles**

1. **Make performance and change top organizational priorities**
  2. **Define the new game, and expect everyone to play it.**
  3. **Make sure that your best performers are more satisfied than your poor performers.**
  4. **Get rid of nonperformers.**
  5. **Consider the possibility that is nobody's pissed off, you may not be pushing hard enough.**
- A. Evaluations are sometimes constrained by the organizational box in which they are formed
- B. What we do know about evaluations and motivation
1. Incentive pay plans do not work: Pay for performance works, but not incentive pay plans.
  2. Rewards may rupture relationships.
  3. Rewards may discourage risk taking
- C. Evaluations should start long before the official paperwork is done.
- Expectations clearly stated
  - Using operations as learning points
  - Mentoring
  - Reward failure
- D. Positive evaluations should be used as a communications tool in order to reinforce the good aspects of a subordinates actions. Additionally they should allow the following.
- Time for the employee to reverse evaluate the supervisor.
  - Time to talk about future goals and desires.
  - Time to discuss methods of improvement, ways to expand their performance.
- E. We should make sure we celebrate our success with our personnel and their actions.

**The Double D's – two of the supervisor's most powerful tools!**



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- F. There should be no surprise's when it comes to the official paperwork.
- G. Documentation is the key to success, consider the following
- Familiarize your self with the rights of all employees
  - Determine where the “official” human resources personnel file is
  - Any event important enough to warrant a sit down, is important enough to write down
- H. Any documentation that you undertake with the intention of indicating poor performance should have the following minimum characteristics.
1. What was done wrong?
  2. What rule or policy did it violate?
  3. What should have occurred?
  4. What will happen if it occurs again?
  5. What is expected in the future?
  6. What will you and the employee do to make that happen? (WORK PLAN)
  7. Specific statement regarding right to appeal, firefighters bill of rights, etc.
  8. Witness signature if necessary
- I. Make sure you are using the same guidelines to evaluate everyone.
1. Notice I did not say evaluates everyone the same, but use the same guidelines.
  2. Each individual brings with them their own strengths and weaknesses. Make sure you use the same process and that you document it properly
- J. You cannot have a “Zero Defects Mentality”. If personnel are not making mistakes they are not taking chances. Use mistakes as a tool for learning and improvement. Use the following limits.
- K. Repeated mistakes in the same area are of course unacceptable.
1. Mistakes during the “5 PERCENT TIME” are unacceptable.
  2. The higher up the food chain you go, the less tolerant and the more career threatening mistakes are and should be.

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- L. Unfortunately our organizations do hire people from time to time who should be making bagels for a living. When that occurs it is a stressful and unpleasant time in the work place. DO YOUR JOB; DO NOT PASS THE PROBLEM OFF TO SOMEONE ELSE.
1. Document, document, document
  2. Follow and administer policy
  3. Have witnesses
  4. Keep a journal
- N. Organizational Commitment to fringe employees (It takes an organization to fire an idiot!)
1. The entire chain of command must support the initiative
  2. The shift will need to engage
  3. You must get legal and HR involved
  4. Walk a poor evaluation through the system early

**On prejudice, diversity and sexual harassment.**

- A. Forget Diversity think about Unity.
- What do fire service minority members want?
  - What do fire service minority members want in minority hires?
  - What happens when a minority member is fired?
- B. By the year 2010 females will represent twice as many workers as males in the general workforce.
- C. Youth in the workplace is declining, below 20% in 1990

**Our workplace demands appreciating diversity not just tolerating it.**

- D. What makes for a good working relationship between people of different genders, ethnicity, or racial backgrounds?
- Relationships that involve the whole person.
  - A sense of shared history
  - Relationships are collaborative rather than competitive
  - There is a strong sense that each person values the other

E. What you, as a first line supervisor cannot afford to allow in the workplace.

- Racial or ethnic jokes or comments.
- Sexual or graphic displays in or around the house
- Personal or human prejudice to be displayed in the house.

### **Sexual or Workplace Harassment**

1. Two forms of sexual harassment
  - a. Quid Pro Quo
  - b. Hostile Work environment
2. Sexual harassment is unwanted, and illegal
3. Actions, language, visual displays, touching can all be methods by which sexual harassment takes place.
4. The concept of a “no tolerance policy”
  - a. Pornography on organizational computers
  - b. Visual pornography
  - c. Visual items which may offend based on religion or race
5. Litmus testing for sexual harassment.
6. Behavioral Standards
  - a. **Severity:** This term refers to an offensive act that is extreme. There exists a wide continuum of inappropriate behavior, ranging from jokes to assault. Severe behavior represents the worst type of offense, sexual assault and battery. When inappropriate behavior is severe, it may only occur once to qualify as harassment.
  - b. **Pervasiveness:** This term refers to the frequency of an inappropriate behavior. An isolated remark, or occasional slip of the tongue does not qualify as harassment. If less severe acts are continuously repeated however, they can become harassment.
  - c. **Reasonable Person:** This term represents an attempt by the courts to view the harassment from the perspective of society, instead of what is normally accepted in the workplace. For example, the fact that rough language and racial slurs are the norm among a group of employees would not be an adequate defense to a charge of racial harassment.

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- d. **Unwelcome:** The conduct under complaint must be unwelcome, meaning it was not encouraged, solicited, or invited by the victim. The sexual advance, request for sexual favors, or sexual conduct must be unwelcome to qualify as sexual harassment.
- 7. Supervisor/leadership actions:
  - a. Be proactive in approach, assuring all employees understand the expectations and the policy of the organization.
  - b. Set the model by your actions.
- 8. When investigating a complaint consider the following process
  - a. As, WHO, WHAT, WHERE AND WHEN
  - b. Avoid WHY.
  - c. Explain when intimate questions must be asked their importance and meaning.
- 9. How can you tell if you or someone might be perceived as harassing?
  - a. Do you often touch people in your dealings with others?
  - b. Do you use nicknames such as honey, sweetheart, etc?
  - c. Do you tell jokes which the opposite sex, people with disabilities or individuals of different ethnic or racial groups as the brunt of the humor?
  - d. Do you have pictures of scantily clad men or women posted in the workspace?
  - e. Do you have a history of becoming romantically or sexually involved with colleagues in the workplace?
  - f. Have you ever been called a “ladies man” or “Man chaser” in the workplace?
  - g. Have coworkers ever told you to keep your hands to yourself?
  - h. Do you laugh or otherwise participate when colleagues tell a joke that degrades a group of people?
  - i. Do you use sexual innuendoes in your normal conversation?
  - j. Do you ask coworkers or lower ranking colleagues to take care of personal needs for you, like getting coffee or running personal errands?
  - k. Do you often compliment colleagues on what they wear or how they look?
  - l. Have you ever responded “ I didn’t mean anything by it” upon hearing someone was offended by something you said or did?

## **On managing anger and violence in the workplace**

Workplace Violence is any physical assault, threatening behavior or verbal abuse occurring in the work setting. It includes but is not limited to beatings, stabbings, suicides, shootings, rapes, near suicides, psychological traumas such as threats, obscene phone calls, and intimidating presence, and harassment of any nature such as being followed, sworn at or shouted at.

The Workplace may be any location, either permanent or temporary, where an employee performs any work related duty. This includes, but is not limited to, the buildings and surrounding perimeters, including parking lots, field locations, and client's homes and traveling to and from work assignments.

- A. Violence in the workplace can usually be identified early.
- B. Familiarize your self with the early warning signs.
  - 1. History of violent behavior
  - 2. Obsession with weapons
  - 3. Discussion of weapons
  - 4. Direct or veiled verbal threats
  - 5. Intimidating co-employees or supervisors
  - 6. Obsessive involvement with the job with no apparent outside interest.
  - 7. A loner with little involvement with co-workers
  - 8. Does not take criticism well
  - 9. Verbalizes a hope that something bad will happen to a person.
  - 10. Expressing extreme depression over recent personal problems.
  - 11. Pushes the limits of normal conduct
  - 12. A loner or socially isolated individual with few personal outlets
- C. You must immediately assure that any employee showing signs of aggressive behavior in the work place is immediately advised that it will not be tolerated. If that employee has a significant emotional confrontation, he or she should immediately be relieved of duty.

D. Steps to take if a threat is made

1. Take all threats seriously
2. Note problem in formal file
3. Firmly explain that behavior is not tolerable
4. Intervene on issues
5. Provide assistance
6. Offer professional help
7. Make formal referral if indicated

E. Supervisors have a “Duty to Warn”

1. Every threat must be reported
2. The source of the threat is immaterial. If it is a customer/vendor, inform them that future threats will be reported.
3. Is employee venting anger? Confront, instruct, and consider EAP referral
4. Educate employees that passing on a threat is not snitching
5. Be aware of legal issues of non-response to history of threats.

F. Make sure you brief you chain of command on the situation.

G. And that will not be changed. Understanding these rules will decrease your frustration level and let you walk with eyes open.

**On Being Accountable and Responsible.**

1. As a supervisor you cannot have a “look over the fence” mentality.

**Remember that all great leaders fight not for themselves but for the cause. It's pretty much the same with subordinates they work for the cause not for the leader.**

**“ACCOUNTABILITY: “ A PERSONAL CHOICE TO RISE ABOVE ONES CIRCUMSTANCES AND DEMONSTRATE THE OWNERSHIP NECESSARY FOR ACHIEVING DESIRED RESULTS – SEE IT, OWN IT, SOLVE IT, DO IT!”**

- Conner, Smith and Hickman – The Oz Principle -

3. Here are some ways to tell if people are “below the line” and not being accountable for their work. Its not just about individuals its about organizations and entire industries.

- **Ignore/Deny** – This involves a variety of behaviors in the victim cycle. People may pretend that no problem exists, or that they don't know about it, or remain unaware of how the problem affects them or they may choose to deny it all together. (American Steel, American Auto Makers, even the American Education System – Here is an interesting fact for the Adult literacy survey. Roughly 90 million Americans over the age of 16 – almost half the category's total population – are as far as most workplaces are concerned, basically unfit for employment.
- **It's not my Job** – Its not my job is an age-old excuse that is used to excuse inaction, redirect blame, and avoid responsibility. It says, "I knew something had to be done, but I chose not to get involved." Whenever someone uses the "its not my job excuse" there is a price that is paid either directly or indirectly. In the end "its not my job" means don't blame me its not my fault
- **Finger Pointing** – This is the old "double tri-fecta" of attempting to put the blame somewhere else. This part of the victim cycle is about shifting blame for poor results
- **Confusion, Tell me what to do** – Here is where members cite confusion in order to subtly alleviate themselves of accountability. If the don't understand that problem or the situation, surely they cannot be expected to do something about it! Asking someone exactly how to do something, as a defense mechanism is simply an advanced form of excuse making because it stems from the victims desire to prepare his or her excuses for never taking action.
- **Cover your tail** – People at this phase of the victim cycle craft elaborate tales and precise stories as to why they couldn't possibly be blamed for something that might go wrong. Usually these stories are fabricated after the fact. Many victims prepare stories in advance of the results ever being in with anticipation of failure. Cover you tail comes in many forms from documenting everything in writing, to sending back up emails that can latter be used as proof of innocence. The final stage is when members actually run and hide to disassociate themselves from situations that could erupt into potential problems. They may fail to speak up in a meeting, or fail to open a piece of mail in seeking an excuse to distance themselves from having knowledge.
- **Wait and see** – Some people simply choose to wait and see if the problem gets better without any interaction on their part. They simply wait for the good news fairy to come around and sprinkle some fix it dust. Reality is that when

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things are not going well, inaction usually makes them worse.

**Tried and true excuses**

- “That’s the way we’ve always done it”
- “Its not my job”
- “I didn’t know you needed it right away”
- “It wasn’t my fault it was late”
- “That’s not my department”
- “No one told me what to do”
- “I’m waiting for approval”
- “Someone should have told me not to do that”
- “Don’t blame me, it was the bosses idea”
- “I didn’t know”
- “If you had told me it was that important, I would have done it.”
- “I’m to busy to do it”
- “Someone told me to do the wrong thing”
- “I though I told you”
- “ Why didn’t you ask me”
- “No one invited me to the meeting – I didn’t get the memo”
- “My people dropped the ball”
- “Nobody’s followed up on me; it can’t be that important”
- “I told someone to take care of this”

**Some solve it skills to Stay above the line**

- **Stay engaged** - When a difficult problem exists don’t be inclined to give up or stop trying, or to wait and see if things get better on their own. Don’t focus on what can’t be done, instead focus on creative and innovative alternatives
- **Persist** – You must constantly ask, “What else can I do?” This continual question allows you to develop alternative and creative solutions to fix the issue.
- **Think Differently** - Strive to solicit and strive to understand perspectives other than your own.
  - “ **The significant problems of we face cannot be solved at the same level of thinking we were at when we created them**”
  - Albert Einstein -
- **Create new linkages** – Forge new relationships, use internal and external sources of information and consider relationships with others you may not have previously considered.
- **Take the Initiative** – You must assume full responsibility for discovering solutions that will ultimately deliver the desired results. Solutions such as this only come about when you take the initiative to explore, search, question even after you think you have done everything that you can.



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- **Stay Conscious** – Stay away from autopilot mode and be aware of everything that may offer solutions for you. This means get away from “we have always done it this way” mentality, challenge current assumptions that may take you out of your comfort zone.
- 2 As a first line supervisor you are a “working foreman” You must lead by example and take responsibility for you actions, the success of your crew and its failures.
    - Safety issues around station and for apparatus
    - Project planning and completion
    - Organizational processes and reporting
    - Record keeping
  4. You must lead from the front, not based on the gold on your collar but on your capabilities and willingness to do what you ask your personnel to do.
  5. When you make a mistake, admit it, take your lumps and then get over it. You’re a human being despite the fact that you’re an officer. People forgive mistakes that are:
    - Understandable
    - Accepted
  5. It’s not what you say, but what you do that is the most powerful tool for your employee to evaluate your character and commitment
  6. Understand that as a leader you have to stand for something, if that something is all about you, your leadership capability is next to nothing.
  7. Demand to be questioned! Part of loyalty and integrity is speaking up and giving your best ideas. Part of being a successful leader is listening to other people’s ideas and thoughts without being offended. Remember, you don’t have the market cornered on good ideas.
  8. Never ever forget that as a first line supervisor you’re sole and underlying responsibility is for the Health, Safety and Welfare of your personnel! That means the following:
    - Your technical competence and decision making on the fire ground
    - Your decision making around the fire station
    - Your ability to take the initiative and institute training programs and opportunities for you and your personnel that are needed. Don’t wait for someone to do it for you.

### **On the Business of the Business**

**“Sometimes in our business, Goodbye really means Goodbye.**

**- Deputy Chief Ray Downey - FDNY**

- A. The organization actually pays you for what might happen, the what if, the 5% of the time margin.
- B. There are two basic rules that have to do with the business of the business.
  - Always take care of the customer above everything else, if you don't, someone else will.
  - If you don't have what it takes to fight fire, provide EMS and work with the team then GET THE HELL OUT!
- C. While everything that you do is important, and has organizational meaning and necessity nothing is as important to do effectively, do right, and do without error as providing emergency services.
- D. We still hire “Firefighter/Paramedics” not vehicle maintenance technicians, not inspectors, not educators, but personnel who, at the moment of truth can produce.
- E. Never forget that anyone who cannot do the business of the business, even through it represents a fraction of what we do, should not be in our line of work.
- F. If you cannot effectively lead your crew, technically and with the utmost calm and moral courage under fire, you have no right to be an officer.
- G. Complacency will kill you and your crew if you are not asking “what if” every day you come to work!

## **Bibliography**

I am not what you call a prolific reader, but I have some recommended reading that I think you should pick up. There are lots of textbooks out on Leadership, and the vast majority of them are **Garbage! Must-reads are highlighted.**

Here are some that do not fall into the garbage category.

### **On Leadership**

**Leadership – A Treasury of Great Quotations For Those Who Aspire to Lead** – William Safire and Leonard Safir – Galahad Books

**Leadership Secrets of the Rogue Warrior** – Richard Marcinko

**IT'S YOUR SHIP – Management Techniques from the Best Damn Ship in the Navy** – Captain D. Michael Abrashoff – Warner Books

**FIRST BREAK ALL THE RULES – What the Worlds Greatest Managers Do Differently** – Marcus Buckingham and Curt Coffman – Simon and Shuster

**PATTON ON LEADERSHIP – Strategic Lessons for Corporate Warfare** – Alan Axelrod – Prentice Hall Press

**Credibility** – How leaders gain it, lose it, why people demand it.  
James M. Kouzes and Barry Z. Posner

**Corps Business The 30 Management Principles of the U.S. Marines**  
David Freedman

**Crusade in Europe** – Dwight D. Eisenhower –Doubleday Press

**The Leadership Secrets of Colin Powell** – Oren Harari – McGraw Hill

**Leadership** – Rudolph Gulliani

**The Seven Habits of Highly Effective People** - James R. Covey

**Dinosaur Brains – Dealing with all those impossible People at Work** – Albert Bernstein, Sydney Craft

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How to Work for a Jerk – Success is the best Revenge – Robert M Hocheisher

Leaders – Strategies for Taking Charge – Warren Benis and Burt Nanus

**The Harvard Business Review** – Subscribe to it. Its expensive but worth every penny

### **On Change and leading Change**

**Firing Up Commitment during Organizational Change** Price Pritchett -Note: this is a simple handbook but very good.

**New Work Habits for a Radically Changing World** – Price Pritchett – the same

**Who Moved My Cheese** – Spencer Johnson, MD – G.P. Putman's Sons

**Good to Great – Jim Collins**

**The Oz Factor – Getting Results through organizational and individual accountability** – Connors, Smith and Hickman

**Get your Ship Together** – D Michael Abrashoff

### **On Strategy and Tactics both Fire ground and political**

**The Art of War** Sun Tzu - Translated by many people, I like the James Clavell version

**Cain and Abel at Work** – How to overcome office politics and the people who stand between you and success – Gerry Lange and Todd Domke – Broadway Books, 2002

**WARFIGHTING The U.S. Marine Corps Book of Strategy, Tactics for managing confrontation** –General A.M. Gray Commandant U.S. Marine Corps – Currency Double Day Press

**The Book of Five Rings for Executives** - Donald G. Krause – Nicholas Brealey Publishing

**The Art of War for Executives** – Donald G. Krause – Peregrine Press

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***On Decision Making and how Decisions are Made***

**Sources of Power**