



1

---

---

---

---

---

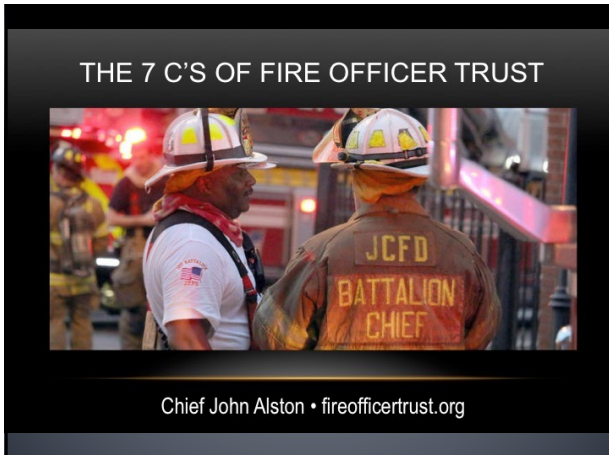
---

---

---

---

---



2

---

---

---

---

---

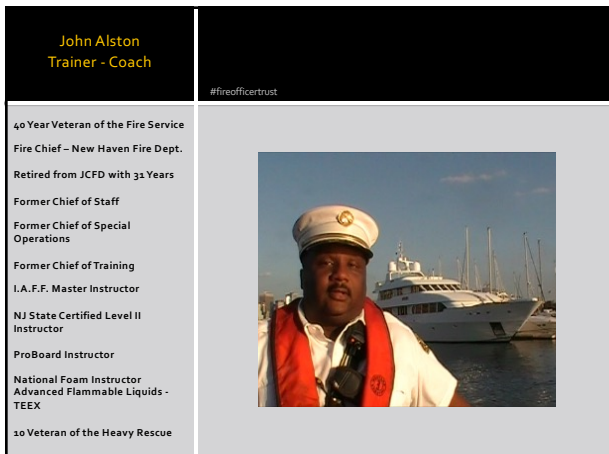
---

---

---

---

---



3

---

---

---

---

---

---

---

---

---

---

## Objectives

- Define the 7 areas for exploration and discussion
- Utilize dialogue & written exercises to identify key terms
- Utilize group activities to share commonalities and divergent ideas
- Identify unique issues and operations in the Fire Service Culture
- Discuss the theory and practice of Kaizen

#fireofficetrust

4

---

---

---

---

---

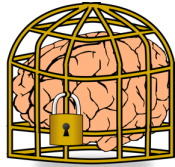
---

---

---

## Introduction

- Thank you, for your attendance.
- Ground Rules
- Feel Free to Disagree
- The Concept is old
- The Mindset (Closed vs Open)



#fireofficetrust

5

---

---

---

---

---

---

---

---

## What is a Paradigm?

- Thomas Kuhn – “How science moved from one pattern or model of reality to another.”
- Joel Barker – used the same idea but applied it to society, organizations, and individuals.
- Barker describes it as “a set of rules and regulations that establishes boundaries and tells you how to behave within those boundaries.”
- Gelatt says – “it’s a point of view, a frame of reference, a way of seeing things.”

#fireofficetrust

6

---

---

---

---

---

---

---

---

# Redefining the Present

## TRADITIONAL APPROACH

- Certainty and Control.
- Viewing the organization from a limited perspective.
- Internal focus
- Looking for the right answer.
- Eliminating or avoiding conflict
- Being uncomfortable with ambiguity.

## ALTERNATE APPROACH

- Flexibility and Adaptability
- Viewing the organization as part of the big picture.
- External focus.
- Asking the right question.
- Accepting conflict as healthy
- Finding meaning and pattern amid the clutter and confusion

#fireofficetrust

7

---

---

---

---

---

---

---

---

# Our Personal S.W.O.T. Analysis

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

#fireofficetrust

8

---

---

---

---

---

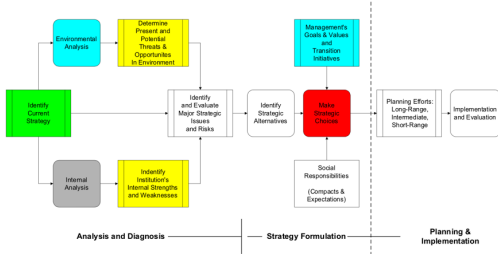
---

---

---

# Planning Change by Scan

A Strategic Thinking Model for the Implementation of Change



#fireofficetrust

9

---

---

---

---

---

---

---

---

## Change is...

- Stress
- Painful
- Necessary
- Worthwhile

#fireofficert

10

---

---

---

---

---

---

---

---

## The 7 C's of Fire Officer Trust

- Commitment
- Competence
- Confidence
- Communication
- Courtesy
- Consistency
- Courage

#fireofficert

11

---

---

---

---

---

---

---

---

## The FIRST "C"

#fireofficert

12

---

---

---

---

---

---

---

---

## The First "C" is Commitment

- Commitment to Yourself
- Commitment to Your Family
- Commitment to Your Agency or Organization
- Commitment to the Mission and/or Vision
- Commitment to the Rules and Regulations
- Commitment to Stewardship
- Commitment to Your Co-workers
- Commitment to the Citizens and People

#fireofficetrust

13

---

---

---

---

---

---

---

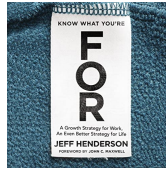
---

---

---

## The Identity Crisis

- Who are you?
- What are you?
- Who are the others around you?
- How do others perceive you?
  - What do you want to be known for?
  - What are you known for?
- What is your Burning Desire?



#fireofficetrust

14

---

---

---

---

---

---

---

---

---

---

## The SECOND "C"

#fireofficetrust

15

---

---

---

---

---

---

---

---

---

---

## The Second "C" is Competence

- Learn your position in the organization well
- Learn the other positions in your organization
- Learn & master your policies and procedures
- Take courses from multiple sources
- Attend seminars and trade shows (Duuuh!)
- Seek opportunities to network and share
- Stay current - Monitor Industry Trends
- Join a "Mastermind Group" or Study Group
- READ, READ, READ, READ....READ!!!!!!

#fireofficetrust

16

---

---

---

---

---

---

---

---

---

---

## How We Learn

- Knowledge 5% (What we learn and retain)
- Demonstration 20% (People learn by what they see)
- Practice 50% (Repetition)
- Sharing 90% (Teaching)
- Yes, we learn more by sharing

#fireofficetrust

17

---

---

---

---

---

---

---

---

---

---

## The THIRD "C"

#fireofficetrust

18

---

---

---

---

---

---

---

---

---

---

## The Third "C" is Confidence

- Once your Commitments are identified
- And your Competence starts improving
- When you handle responsibilities head-on
- Know the length & breadth of your authority
- Know what is fair, right, and appropriate
- Confidence will occur on its own
- You will develop **"Command Presence."**

#fireofficetrust

19

---

---

---

---

---

---

---

---

## What is "Command Presence"?

- Hot Seat Time ( Define Command Presence)

#fireofficetrust

20

---

---

---

---

---

---

---

---

## Food for Thought...

- "Every adversity, every failure, every heartache carries with it the seed of an equal or greater benefit" - Napoleon Hill"



#fireofficetrust

21

---

---

---

---

---

---

---

---

## What is Your Level Of Confidence?



#fireofficertrust

22

---

---

---

---

---

---

---

---

---

---

## The Non-Verbal Language



#fireofficertrust

23

---

---

---

---

---

---

---

---

---

---

## What Are You Thinking Right Now?

■ Is she saying that I can create confidence just by acting confident?

■ **Yes!**



#fireofficertrust

24

---

---

---

---

---

---

---

---

---

---



## How Do You Display Confidence?

- What will you do differently?



#fireofficetrust

25

---

---

---

---

---

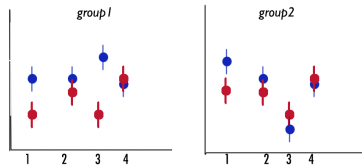
---

---

---

## Authority vs. Confidence vs. Power

- Some folks see them as synonymous.
- They are not!



#fireofficetrust

26

---

---

---

---

---

---

---

---

## Five Points of Power

- Position Power – Rank or Title
- Task Power – the interconnection
- Personal Power – ability to influence others
- Relationship Power – Who you know
- Knowledge Power – “Radar O’Reilly”

#fireofficetrust

27

---

---

---

---

---

---

---

---

## Expand Your View

**Don't Buy Into  
The Assumed Constraint  
That Position Power  
Is The Only Power  
That Works.**

#fireofficertrust

28

---

---

---

---

---

---

---

---

The FOURTH "C"

#fireofficertrust

29

---

---

---

---

---

---

---

---

## The Fourth "C" is Communication

**The biggest  
communication problem  
is we do not listen to  
understand.**

**We listen to reply.**

#fireofficertrust

30

---

---

---

---

---

---

---

---

## FD Culture of Communication

- Telegraph
- Teletype
- Telephone
- Tell-a-Fire Fighter
- And...“If you don’t know or haven’t heard any good rumors...
- Start one!” >;o)

#fireofficertust

31

---

---

---

---

---

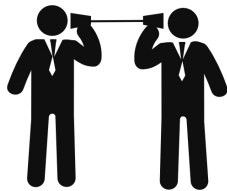
---

---

---

## Simple Communication Process

- Message
- Sender
- Receiver



#fireofficertust

32

---

---

---

---

---

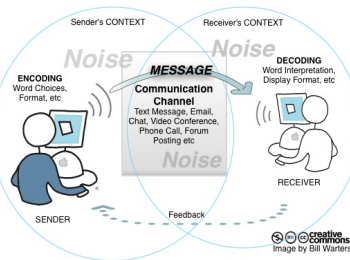
---

---

---

## Realistic Communication Process

- Sender
- Message
- Medium
- Interference
- Receiver
- Feedback
- Confirmation



#fireofficertust

33

---

---

---

---

---

---

---

---

## Sender

- Ethos, Pathos, Logos & Kairos
- Authority or Position
- Inflection
- Intonation
- Pitch
- Demeanor
- Tone

#fireofficetrust

34

---

---

---

---

---

---

---

---

## Message

- Innocuous
- Urgent
- Severe
- Needed
- Important
- Incomplete
- Complete



This image by Unknown Author is licensed under CC BY 4.0.

#fireofficetrust

35

---

---

---

---

---

---

---

---

## Medium

- Verbal
- Non-Verbal
- Written (E-Mail, Text, Tweet, Letter, Note, Postcard???)
- Oral (Voice, Device, Live, Delayed, etc.)
- Visual Electronic Display (MDT, Pager, etc.)

#fireofficetrust

36

---

---

---

---

---

---

---

---

## Interference

- Unclear delivery
- Physical and/or audible noise during the delivery.
- Electronic static
- Poor Signal (<math>5 \times 5</math>)
- Sender has some "impedance"
- Receiver is not receptive
- Disruption on either end of the delivery or transmission.

#fireofficetrust

37

---

---

---

---

---

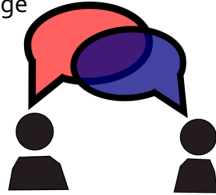
---

---

---

## Receiver

- Not ready, able or willing to receive
- Not "tuned" in properly
- So busy preparing to respond or act and missed the complete message
- Expecting something else



#fireofficetrust

38

---

---

---

---

---

---

---

---

## Feedback

- There is no feedback given by Receiver
- Is missed because the sender was not interested in it.
- Sender was not prepared to receive it.
- Feedback was misinterpreted by the sender for different reasons
- Feedback is necessary... **COPY?**
- **ROGER THAT!**

#fireofficetrust

39

---

---

---

---

---

---

---

---

## Confirmation

- What was the end result?
- Was the end result effective?
- How do you know?

#fireofficetrust

40

---

---

---

---

---

---

---

---

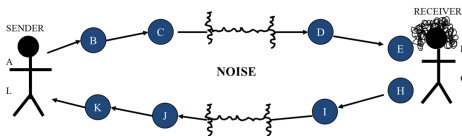
---

---

## The Communication Process

### THE COMMUNICATION PROCESS

- |                                   |                                   |
|-----------------------------------|-----------------------------------|
| A. WHAT DO I WANT TO COMMUNICATE? | D. WHAT DOES SHE HEAR?            |
| B. WHAT DO I THINK I SAID?        | E. WHAT DOES SHE THINK SHE HEARD? |
| C. WHAT DOES A RECORDER HEAR?     | F. WHAT IS THE IMPACT?            |



- |   |   |
|---|---|
| J. WHAT FEEDBACK IS AVAILABLE TO ME?  | G. WHAT RESPONSE DOES SHE INTEND?         |
| K. WHAT DOES SHE HEAR, SEE & FEEL?  | H. WHAT RESPONSE DOES SHE THINK SHE GAVE? |
| L. WHAT DOES THIS FEEDBACK TELL ME ABOUT WHAT I HAVE JUST TRIED TO COMMUNICATE? | I. WHAT WAS THE FEEDBACK RESPONSE?        |

#fireofficetrust

41

---

---

---

---

---

---

---

---

---

---

## Effective Communication

- Hearing is the physical act of receiving sound.
- Listening is interpretation and processing
- There is a difference (ask any married person)
- We must be just as good a listener as we are a communicator.
- **Seek to hear, before you are heard!**

#fireofficetrust

42

---

---

---

---

---

---

---

---

---

---

## Are You a Good Listener?

- Quick Exercise

#fireofficetrust

---

---

---

---

---

---

---

---

43

## Steps for Connecting with and Leading Millennials

- Create incentives for them (Clarify the "Why")
- Micromanage at first (Offer consistent feedback)
- Let them share ideas.
- "Gamify" the tasks at hand
- Launch a mutual mentor initiative (Match them with older colleagues)
- Communicate the importance of their work

#fireofficetrust

---

---

---

---

---

---

---

---

44

## Steps for Connecting with and Leading Millennials

- Tell them the truth (Graciously)
- Celebrate any and all progress (Enable them to see improvement in their work)
- Manage by objective (Eventually, give them a goal and let them reach it their way)
- Mentor more than manage. (Relate to them as a coach more than a scrutinizing boss)

#fireofficetrust

---

---

---

---

---

---

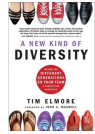
---

---

45

## Steps for Connecting with and Leading Generation Z

- Encourage them to simplify their lives and remove some self-imposed pressure.
- Discuss personal and professional with them and help them to become value-driven
- Build a relationship with them before expecting trust.



#fireofficetrust

46

---

---

---

---

---

---

---

---

## Steps for Connecting with and Leading Generation Z

- Listen to them and affirm their dreams and goals.
- Provide them with a sense of purpose as they perform (sometimes) menial tasks
- Give them short-term commitments they can keep and put wins under their belts.
- Help them focus on one meaningful objective and pull it off

#fireofficetrust

47

---

---

---

---

---

---

---

---

## One Way to Connect

- "We must build the bridges of relationship that can bear the weight of the truth." – Dr. Tim Elmore

#fireofficetrust

48

---

---

---

---

---

---

---

---



The FIFTH "C"

C

#fireofficetrust

49

---

---

---

---

---

---

---

---

**The Fifth "C" is Courtesy**

- Keep your hands to yourself.
- Share and share alike.
- If you don't have anything nice to say about someone or something...
- Don't say anything at all.
- If you have the ability to help someone, anyone, you help them!

#fireofficetrust

50

---

---

---

---

---

---

---

---

**For it or Against it?**

P. C.

#fireofficetrust

51

---

---

---

---

---

---

---

---

## Where did we go wrong?

- PC = Politically Correct (Sex, Religion, Race)
- PC = PROFESSIONAL and COURTEOUS!
- Courtesy is hardly ever addressed.
- Is it the Technology?
- Is it Social media?
- Do we, as professionals, have a Worldview?
- Is Courtesy seen as Weak or Antiquated?
- Example...The Door and the Breath mint

#fireofficetrust

52

---

---

---

---

---

---

---

---

## Stages of Change in the FD

- Racist, Sexist, Homophobic
- Lewd, Crude and Obnoxious
- Fireman to "Fire Fighter"
- Manpower to "Crew, Staffing or Personnel"
- Self Absorbed, Self-Centered, Self-Interested, and borderline Narcissistic.

#fireofficetrust

53

---

---

---

---

---

---

---

---

## An Epiphany

- I was guilty.
- Treat people the way you want yours treated
- We said...I will trade my time for your time!
- We said...My comfort for your comfort!
- We said...My emergency for your emergency!
- And yes...
- We said...My Life for Yours!
- That's what we signed up for...Isn't it?

#fireofficetrust

54

---

---

---

---

---

---

---

---

## Courtesy Cost's You Nothing!



#fireofficetrust

55

---

---

---

---

---

---

---

---

## The SIXTH "C"

#fireofficetrust

56

---

---

---

---

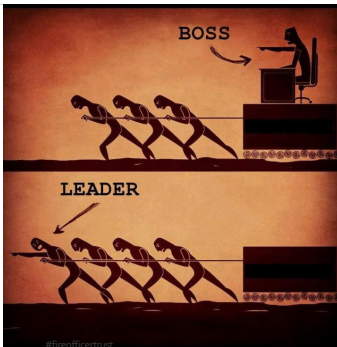
---

---

---

---

## The Sixth "C" is Consistent-C



#fireofficetrust

57

---

---

---

---

---

---

---

---

## Routines and Rituals

- We are creatures of habit.
- Everyone has one, if not more than one
- What are yours?
- We are born with two fears.
- We must look at "Nature vs. Nurture."
- Role-models vs Mentors and Coaches
- We can change habits and learn "New Things"

#fireofficetrust

58

---

---

---

---

---

---

---

---

## The Sixth "C" is Consistency

- The Change from Fire Fighter to Fire Officer
- If You - Never Wore Your Uniform Properly
- If You - Never wore your P.P.E. Properly
- If You - Never cared for the rules or policies
- Fire Fighters have long memories – LOL
- Be honest about becoming an Officer
- Rank alone does not equal Respect!

#fireofficetrust

59

---

---

---

---

---

---

---

---

## The Sixth "C" is Consistency

- "When I was a child, I spoke as a child
- I reasoned as a child.
- But when I grew up, I put away "childish things".
- Greatness is consistency on steroids.

#fireofficetrust

60

---

---

---

---

---

---

---

---



61

---

---

---

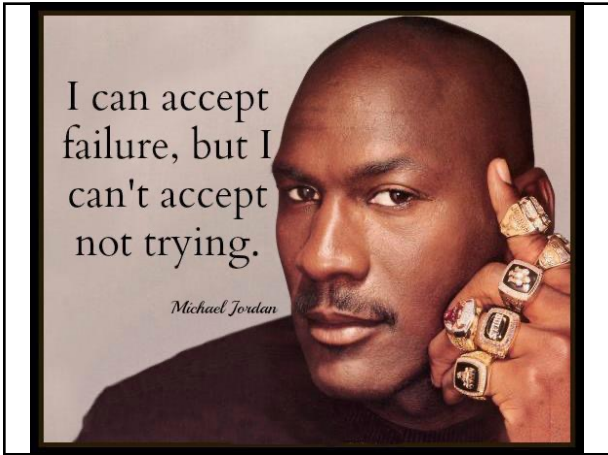
---

---

---

---

---



62

---

---

---

---

---

---

---

---

**The Seventh "C" is Courage**

- Change the things you can.
- Accept and work with what you can't change
- Have the courage to try...
- Lose your fear of failure – Accept It!
- Thomas Edison and the Light Bulb
- "Like riding a bike"

#fireofficetrust

63

---

---

---

---

---

---

---

---

**BE STRONG ENOUGH  
TO STAND ALONE,  
SMART ENOUGH TO  
KNOW WHEN YOU  
NEED HELP, AND  
BRAVE ENOUGH TO  
ASK FOR IT.**

LINKEDIN.COM

BASE FROM LINKEDIN QUOTE.COM

64

---

---

---

---

---

---

---

---

## Define Kaizen

- Quality Work Circle
- Change for the good, as a course of action
- Continuous improvement (Small increments)
- Total Quality Management (Internal/External)
- Total Involvement and Input from all.
- Toyota's Implementation (Camry)
- Honda's Implementation (Accord)
- **Question:** How Do I Make Continuous Improvement Part of an On-Going Process?

#fireofficetrust

67

---

---

---

---

---

---

---

---

## 5 Ways to Add Value to Others

1. Do I have value to add? (What can I do for you that you need?)
2. Do I value what I do?
3. Do I value the person? (What's best for you?)
4. How do I add value? (Can I deliver something to you that will help you most and add value?)
5. How do I increase my value? ( The law of the lid)

#fireofficetrust

68

---

---

---

---

---

---

---

---

## The 7 C's of Fire Officer Trust

- **C**ommitment
- **C**ompetence
- **C**onfidence
- **C**ommunication
- **C**ourtesy
- **C**onsistency
- **C**ourage

#fireofficertust

69

---

---

---

---

---

---

---

---

## Conclusion

- A lot of information in a short amount of time
- You don't have to agree, but try 1 of the 7.
- "The Greatest hindrance to effective Leadership is Assumption."  
  - ( Leaders listen, learn and then lead)
- You are the Captain of your Ship...  
 ...and the Master of your Fate.
- Thank You!

#fireofficertust

70

---

---

---

---

---

---

---

---

## Bibliography / References

- Leading Fearlessly – John Alston
- Total Quality Management – Dr. Carl Holmes
- 15 Invaluable Laws of Growth - John C. Maxwell
- 21 Irrefutable Laws of Leadership – John C. Maxwell
- Management in the Fire Service – Harry Carter
- Shaping the Future – NFA – Dr. Lee Ireland
- Emergenetics – Dr. Geil Browning
- How to Say It for First-Time Managers – Griffin
- Fundamentals of Management – Robbins/Decenzo
- Work Happy – "What Great Bosses Know" - Geisler

#fireofficertust

71

---

---

---

---


---


---

---

---


**Please Scan & Complete**

 Give feedback to John

Scan this QR code 

Or go to <https://talk.ac/johnalston>  
and enter this code when prompted

**TFCA2025**

Powered By 

#fireofficetrust

72

---

---

---

---

---

---

---

---

---

---

**Our Monthly Newsletter**



#fireofficetrust

73

---

---

---

---

---

---

---

---

---

---

**For Further Information**

John Alston, @j\_alston  
john@fireofficetrust.org  
www.chiefalston.com  
[www.triedbyfireleadership.com](http://www.triedbyfireleadership.com)  
<https://www.johnmaxwellgroup.com/johnalston>  
#fireofficetrust  
@fotrust  
732-904-2758 (M)1  
203-300-2671 (O)

#fireofficetrust

74

---

---

---

---

---

---

---

---

---

---