

**UN/RE/NEW**

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**YOUR CULTURE**

# THE CASE FOR CULTURE

Culture impacts the  
Fire Service

- Safety
- Team Cohesion
- Mental Health
- Retention and Recruitment



**More than  
a  
Buzzword**



# FIRE SERVICE CULTURE

## The Umbrella Principle



# CULTURE IN SPORTS

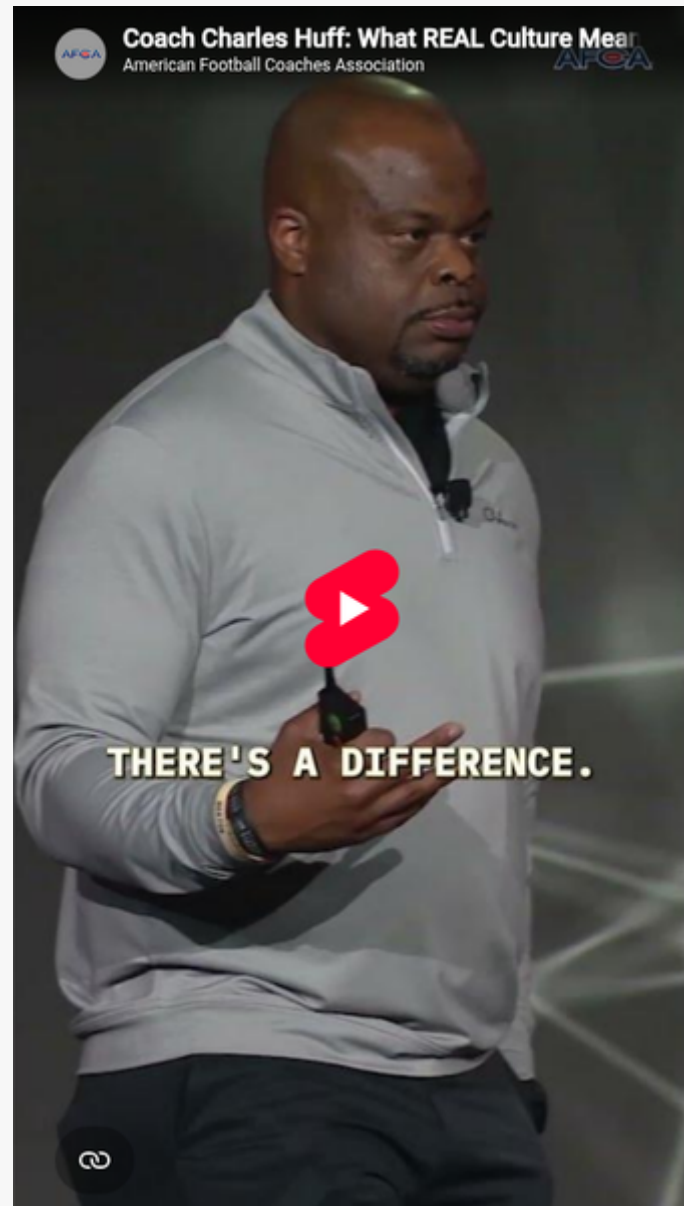
Winning culture happens when the team believes.

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## **Charles Huff** University of Memphis

*If it's not player driven, it's not culture.*

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## **Urban Meyer**

*Leaders create culture.  
Culture drives behavior.  
Behavior produces results.*

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## **Mike Smith**

*Culture is defined and created from the top down, but it comes to life from the bottom up.*



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## **Mike Krzyzewski**

*Don't take your culture for granted. There needs to be a constant renewal of values.*

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# CULTURE IN BUSINESS

Maintaining Culture is your strategy for success

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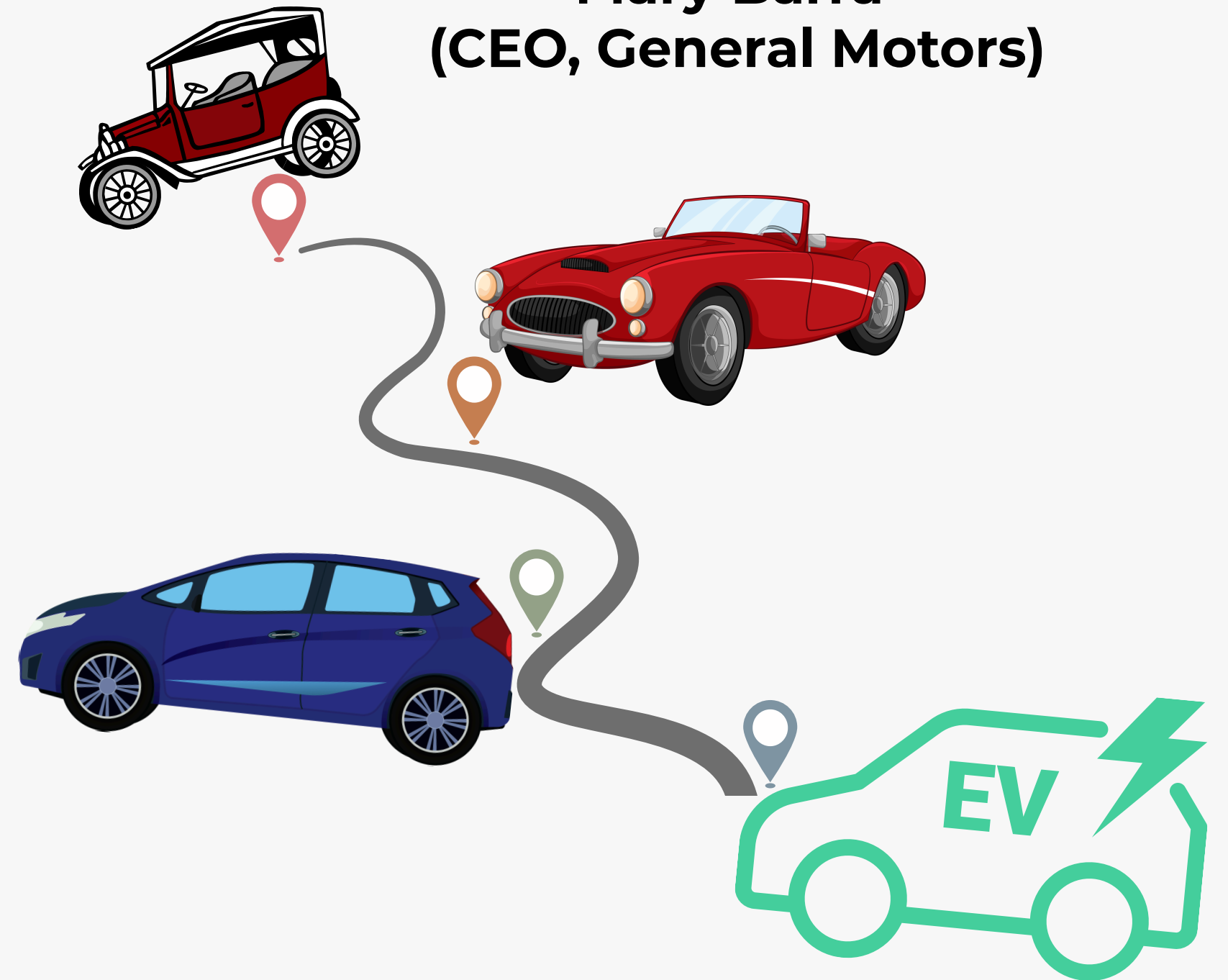


**“Culture is not a part of the strategy — it is the strategy.”**

**Howard Schultz  
(Former CEO, Starbucks)**

**“Our job is to make sure culture doesn’t just change once. It keeps evolving.”**

**Mary Barra  
(CEO, General Motors)**

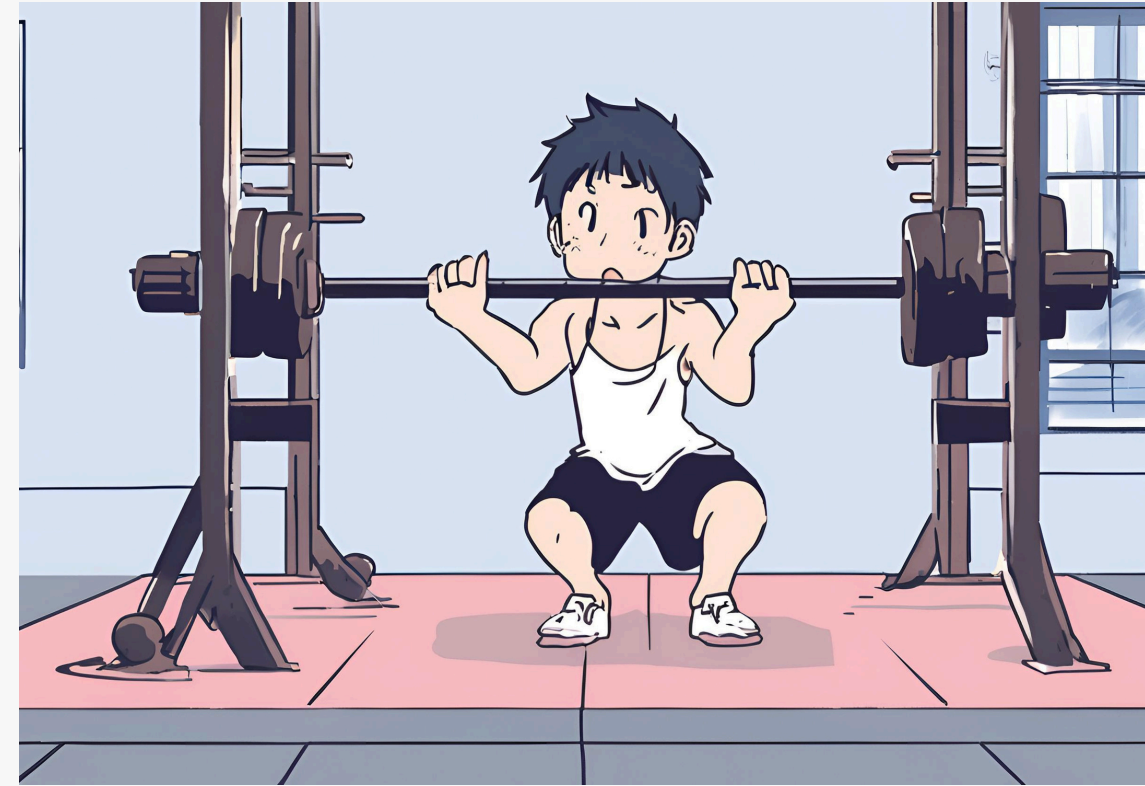




## **STRONG CULTURE**

### **Benefits**

- **High Trust and Teamwork**
- **Greater resilience in crisis**
- **Continuous personal and professional growth.**



## **WEAK CULTURE**

### **Risks**

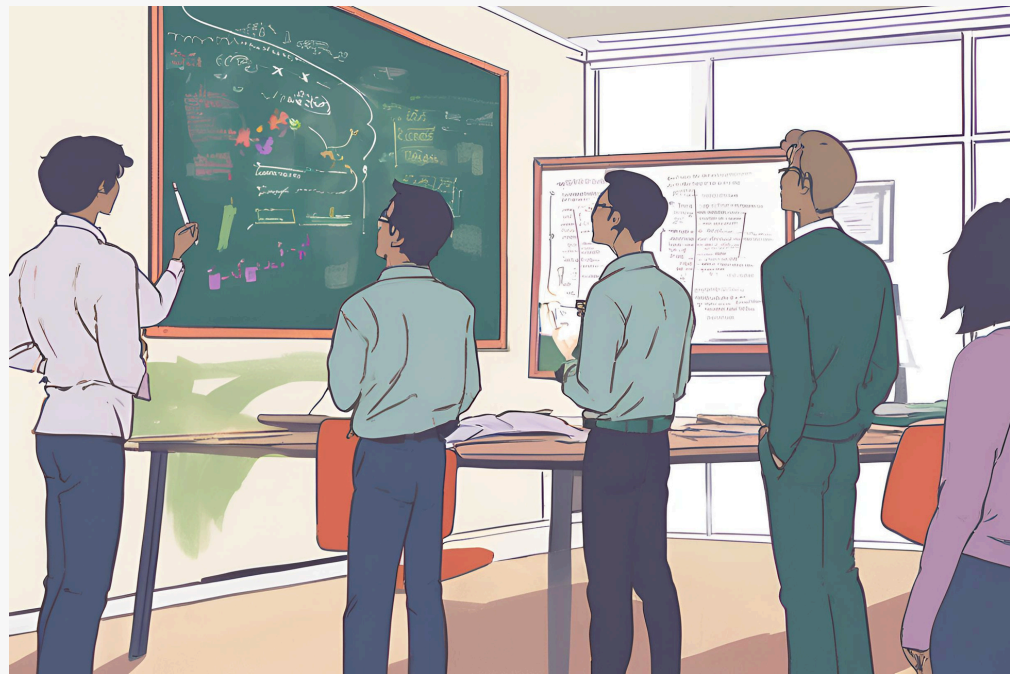
- **Low Morale**
- **Increased Turnover**
- **Compromised safety and effectiveness**

***A great culture is not just a feel-good thing. It drives behavior, and behavior drives results.***  
***-Jon Gordon, Author***

# THE LEADERS ROLE

*Leadership is not about being in charge. It is about taking care of those in your charge. - Simon Sinek, Author*

## Define the Culture



## Model the culture



## Love your team



# BEFORE WE START

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- Permission to tell stories about culture change.



# TODAYS OBJECTIVES

1. Understand the Un/Re/New Model
2. Discuss real-life examples from the fire service and other industries
3. Learn practical ways to apply the Un/Re/New steps for your team

## 'Un-Re-New' your fire department culture

A three-step roadmap for cultural transformation

April 22, 2024 10:08 AM · Tony Haden



# Un/Re/New

## Dive Deeper



# PEDERNALES FD

Our Story



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**Unknown / Walled Off**



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**One Decision Maker**



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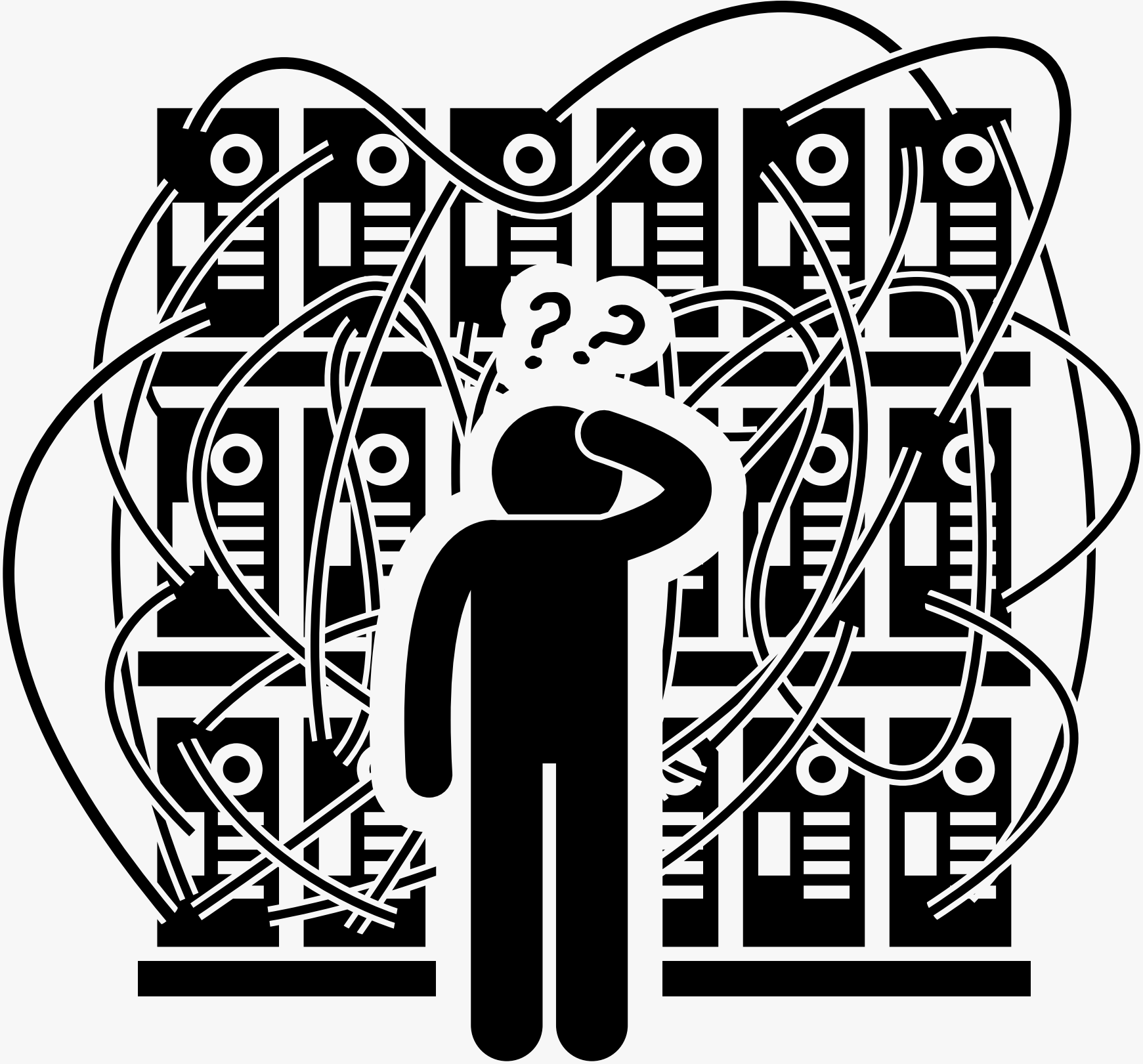
**High Turnover**

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# PEDERNALES

## FD

Our Story



One Big Culture Problem...

**UN/RE/NEW**

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**YOUR CULTURE**

# THE "UN" PHASE

Identifying the problems

Untrusting

Unkind

Uninformed

Uncomfortable

Uninvolved

Unforgiving

~~Untrusting~~

~~Unkind~~

~~Uninformed~~

~~Uncomfortable~~

~~Uninvolved~~

~~Unforgiving~~

# THE “RE” PHASE

Review, Restore, Reimagine

Re-evaluate what exists

- Policies
- Social Norms
- Common Practices



# THE “NEW” PHASE

Add Value, Change Perception



# What do your walls tell people?



**OLD**



**NEW**

# Big Department Issues -



That may work in a department your size...  
what about larger departments where you *can't*  
interact with everyone.

Un-heard

Un-sure of leaders

Un-able to interact

Re-imagine communication

Re-introduce people and vision

New-model

New-scheduling

New-intentionality

# Big Department Issues -

## Shift Commander



Crews were un-aware of who the Shift Commander was and un-sure of what the expectations were

Re-store contact with each member of the shift -  
*Not reasonable*

Re-introduce myself to the team

New- Video message to department

New- Vision Challenge



## Un/Re/Newing Seafood

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- *Un - Un-controlled Promotions, Un-accountable Policies*
- *Re - Re-organized Leadership, Re-commitment to Cost Discipline, Re-vamped Menu*
- *New - 10-4 Rule, RED framework and training*



# COMPANY OFFICERS

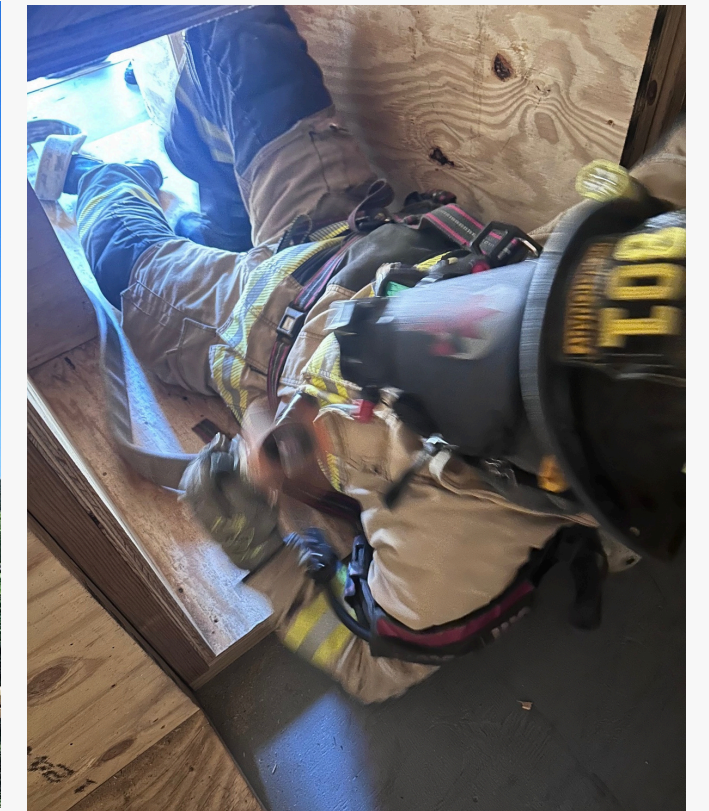
## STATION 803

Can we *PLEASE* do something with this shed???

PFD Lieutenant Robert Ming

*“I got absolutely humbled today at the Caddyshack. I have NEVER felt that uncomfortable in a SCBA mask in 30 years. I’m not the firefighter I once was, but I am extremely proud of the ones that we get to serve and cheer on. These props could be some of the best value that we will ever see monetarily and camaraderie wise.”*

PFD Assistant Chief Tye Prange



# IS THIS SUSTAINABLE?

## Navigating Challenges in Culture Change



**Trust and  
Transparency**

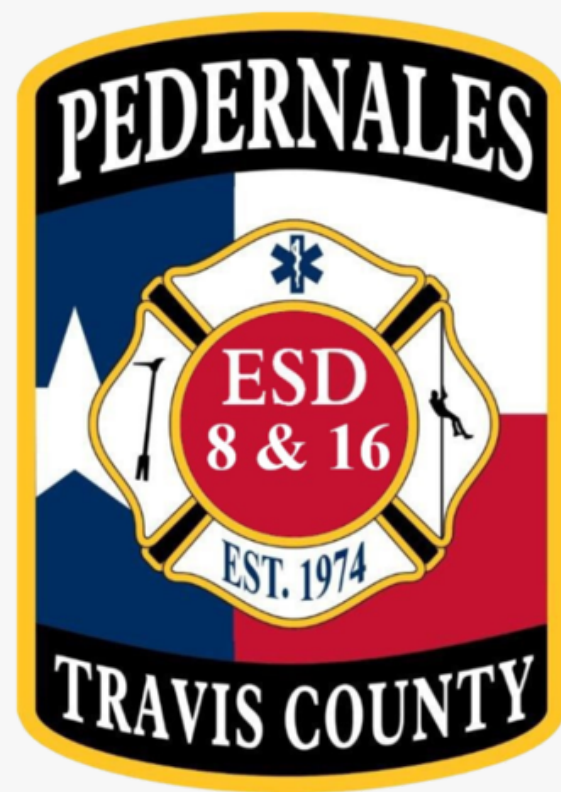
**Continuous Work  
Never Quit**

**Big and Small  
Wins**



## Continuous Work Never Quit

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## Recent Un-Re-New Process

- 2024
  - Un-Coordinated, Un-Connected
    - Lingering issues
    - Old stories
  - Re-Store Relationships
    - Rocks in the Backpack
  - Re-View Practices
    - Earn belief in fairness and transparency
  - New Language – Word of the Year
    - 2025 – Forward
      - Directional
      - Windshield > Rear View Mirror

### Issue

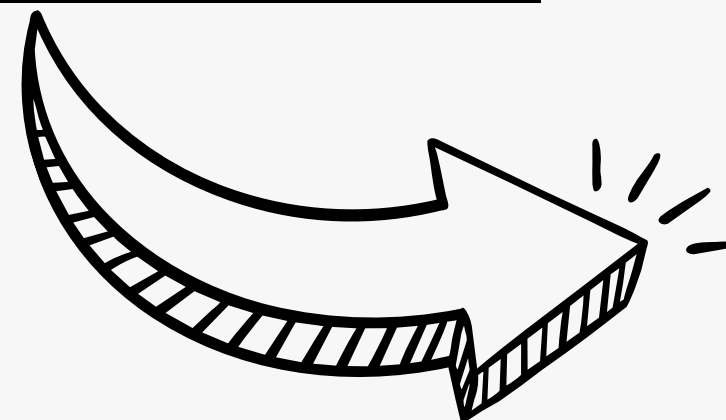
- Merger Talks
  - Does Forward really mean Merge?

## Continuous Work Never Quit



## Recent Un-Re-New Process

- New Word
  - 2026 – “Believe”
    - In ourselves
    - In our mission
    - In our community



# WHERE SHOULD I START?

1. Start with TRUST
2. Take the easy wins
3. Establish credibility
4. Own mistakes/failures
5. Live in the “re”



# KEY

## TAKEAWAYS

### Un/Re/New: A Path Forward

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- *Find the “UN’s” in your culture*
- *“RE”view and “RE”evaluate*
- *Add something “NEW”*
- *Live in the “RE”*
- *Culture work is never done*



# THANK YOU

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FOR COMING



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