

The 9L's Outline

Purpose: To explain key concepts and fundamentals for a person in position of authority to develop and sustain a high-performance culture.

1. Understand that each of us are unique and we work in a unique profession
 - a. Although many principles of leadership apply to the fire-service there are exceptions
 - i. Understanding those exceptions and why they matter
 - ii. There is no cookie cutter formula for leadership
 - b. We have all been shaped by those we have come up under
 - i. Whether it was a what not to do list
 - ii. Or we were set up for success
 - iii. We are unique
2. When you have a high functioning firehouse, the fireground goes much smoother
 - a. When you understand how to build a high-performance culture everything else starts to fall into place.
 - i. Attitudes
 - ii. Fitness
 - iii. Discipline
 - iv. Training
 - v. Morale
 - vi. Tactics
3. Principle of a forever learning mindset
 - a. Learning must be consistent
 - b. Learning leads to competence
 - c. All great Leaders are readers
 - i. More than the content that is read
 1. Physiological benefits of reading
 2. Empathetic improvement from reading
 - d. The philosophy of learning by teaching
 - i. The Feynman technique explained
4. Principles of Communication
 - a. Shut up and Listen
 - b. Don't have hyper-inflation of your words
 - c. Listen to Learn
 - d. Understanding others motivations
 - i. Never make up their story
5. Principle of Level
 - a. Understanding what level you are on in relation to those you are responsible for
 - i. Never put yourself in a position to take from your crew
 - ii. Their possessions
 - iii. Your protection
 - b. The importance of autonomy
 - i. Avoiding micromanagement
 - ii. Basics of Empowerment
 - c. The importance of dignity
 - i. Discipline in private

- ii. Praise in public
 - d. Understanding influence
 - i. It is not about control
 - ii. It is not finite
- 6. Principles of Vision
 - a. Understanding Vision
 - i. What a vision is
 - ii. What a vision is not
 - iii. Communicating Vision
 - b. Vision vs. goals
 - c. Luck vs. Preparation
 - d. Understanding Expectations
 - i. Methods for remedying when:
 - 1. Expectations are not met
 - 2. Understanding why
- 7. Principles of Camaraderie, Morale and Esprit-de-corps
 - a. Understanding the importance of downtime
 - b. What you make important will be important for the crew
 - c. Complaints and how they must be handled
 - d. Building and fostering strong morale
 - i. Forging an identity
 - ii. Using intentional language
- 8. Principles of Integrity and Reputation
 - a. Understanding integrity
 - b. Understanding the importance of reputation
 - i. What a reputation is
 - ii. What a reputation is not
 - iii. Understanding integrity of reputation
 - c. The power of your personal example
 - i. Understanding standards and accountability
 - ii. Leveraging your own example
- 9. Principles of Work
 - a. Our success on the fireground is determined by our success on the training ground
 - i. Success is not an accident
 - ii. Hope is not a strategy
 - b. The best way to take care of your people is to make sure they know:
 - i. Their jobs
 - ii. Their district
 - c. Excuses exist for everyone
 - i. Understanding the difference between fault and responsibility
- 10. Principles of Consistency
 - a. Understanding momentum
 - b. Saying “no” is a cop-out
 - c. Understanding culture
 - d. The formula for Success
- 11. Final Takeaways
 - a. The power of Trust
 - b. Understanding the power of empowerment