

Leading With Courage



Wildland Fire Leadership Campaign Reference Guide

ACKNOWLEDGEMENTS

- David Parmenter - writer, facilitator, and international management/leadership presenter
 - <http://davidparmenter.com/>
- Kentucky Personnel Cabinet's Leadership Institute
 - <http://personnel.ky.gov/li.htm>
- Michael Harris, Chancellor, Indiana University Kokomo
 - <http://www.iuk.edu/chancellor/>
- United States Coast Guard
 - <http://www.uscg.mil/default.asp>
- Wildland Fire Leadership Development Program
 - <http://www.fireleadership.gov/>

CAMPAIGN CONTACT

Any questions regarding the campaign should be directed to:

Pam McDonald
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LEADING WITH COURAGE

FY2013 WILDLAND FIRE LEADERSHIP CAMPAIGN

Task: Provide an opportunity for wildland fire service personnel to focus leadership development activities on a nationally-sponsored, centrally-themed leadership campaign and recognize local leadership participation efforts.

Purpose:

- To foster a cohesive effort to promote leadership across the wildland fire service.
- To provide a template that can be used to encourage leadership development at the local level.
- To provide a mechanism to collect leadership best practices and share throughout the wildland fire service.

End State: Creation of a wildland fire service culture that willingly shares leadership best practices in order to maintain superior service-wide leadership.

Dates of Campaign: Between January 1 and November 30, 2013

Length of Campaign: Determined locally to meet the goals and the objectives of the local unit or crew.

Audience: The campaign is not limited to wildland firefighters. All members of the wildland fire service are invited to participate.

Implementation: Wildland fire leaders and/or managers at the local unit or crew level devote time between January 1 and November 30, 2013, to promote leadership development specifically targeted at “Leading with Courage.”

The campaign is **flexible**. Local units and crews may use or adapt any or all materials contained within this document **or** develop a program or activity spotlighting the campaign theme and the Wildland Fire Leadership Values and Principles. Campaign coordinators are encouraged to think outside the confines of the template and develop a program that meets local and individual needs.

Measuring Success:

- **Local**
 - Local unit fire leaders and managers will determine what “success” looks like and how participation will be recognized.
 - Local unit fire leaders will acknowledge their unit’s participation in the campaign by notifying the NWCG Leadership Subcommittee Logistics Coordinator by e-mailing the following information to [BLM FA Leadership Feedback@blm.gov](mailto:BLM_FA_Leadership_Feedback@blm.gov):
 - Name of participating unit/crew

- Point of contact (POC) name
- POC contact information (telephone and e-mail)
- Number of individuals participating—include percentage of personnel involved
- Brief description of campaign activities
- Recommendations for future campaigns (optional)
- **National:** A committee formed by the NWCG Leadership Subcommittee will recognize one unit’s contribution to the campaign through the *IGNITE the Spark for Leadership Contest – From the Field for the Field*. (See pages 2 and 3 for complete details.)

Recognizing Participation:

- The NWCG Leadership Subcommittee will acknowledge the first 500 units who submit their participation results.
- A sample certificate (example shown on page 10) is available from the WFLDP website (<http://www.fireleadership.gov/>) for use by local units to acknowledge students of fire participating in the leadership campaign.

IGNITE the Spark for Leadership Contest – From the Field for the Field

Throughout the nation, wildland fire leaders are building teams and developing their people using tools they have found or developed themselves. Imagine if our leaders and their subordinates shared their experiences and successes with each other. Consider the possibility of going to the Wildland Fire Leadership Development Program website and having a ready-made palette of leadership development tools from which to choose—items *from the field for the field*.

Using the spirit of healthy competition among wildland fire crews and personnel, the “IGNITE the Spark for Leadership Contest” is intended to be one of the mechanisms used to collect leadership best practices to be shared throughout the wildland fire service.

The *IGNITE the Spark for Leadership Contest* is **optional**. Items to submit:

- *Required:*
 - Written summary not to exceed two (2) pages. (See “Judging” section for what to address)
- *Recommended:*
 - Supplementary materials not to exceed ten (10) pages or pieces. May include, but is not limited to, photos, videos, and materials used.
- *Optional (but highly encouraged and can be done with coordination of the NWCG Leadership Committee Logistics Coordinator):*
 - Chronicle your leadership campaign through the WFLDP’s social media network such as the blog, Facebook, and MyFireCommunity.

Send your campaign documentation to:

- *Mail:* NWCG Leadership Subcommittee
Attention: Pam McDonald
3833 South Development Avenue
Boise, ID 83705
- *Electronically:* BLM_FA_Leadership_Feedback@blm.gov

Judging

All entries will be judged on the following criteria:

- Innovation
- Creativity
- Apparent tie-in to the WFLDP values and principles
- Potential application as a wildland fire leadership best practice
- Comprehensiveness of campaign (several elements used versus one or two and focus on campaign theme)
- Inclusiveness (all personnel considered target audience)
- Level of participation by target audience
- Use of social media during the campaign (as allowed by agency policy)
- Fun factor

Prize

The winning unit will receive a plaque/trophy of recognition, be featured on and through various media sites and publications, and satisfaction in knowing that they contributed to the growth of the program.

Entry Deadline

November 30, 2013

GENERAL ACTIVITIES

The following activities can be used throughout the campaign:

- Select an article or book focusing on “leading self” and facilitate a Fireline Leadership Reading Room discussion group.
 - Download, complete, and upload a “Leaders are Readers” book review template.
 - Template available via the Fire Leadership Reading Room:
<http://www.myfirecommunity.net/NeighborhoodPosts.aspx?ID=1068&Topic=4564&Category=1>
 - Upload (Start a new topic):
<http://www.myfirecommunity.net/Neighborhooddiscussions.aspx?ID=1068&Category=1>
- Watch and discuss a leadership movie or video clip that depicts the campaign theme.
- Contribute to the WFLDP’s social media network.
 - Submit a story to be considered for posting on the Wildland Fire Leadership Development Program (WFLDP) blog.
 - Utilize the WFLDP Facebook page to post a leadership quote, article, question related to the campaign theme.

RECOMMENDED REFERENCES

Wildland Fire Leadership Development References:

- *Leading in the Wildland Fire Service*.
http://www.fireleadership.gov/documents/LeadingWFS_Pub.pdf
- *Wildland Fire Book on Books*. Professional Reading Program.
http://www.fireleadership.gov/toolbox/PRP_library/pro_reading_program.htm

References related to the overall theme:

- Kentucky Personnel Cabinet’s Leadership Institute. *Quest for Courage*
<http://personnel.ky.gov/lisched.htm>
 - “Quest for Courage – Book 1”
http://personnel.ky.gov/NR/rdonlyres/74815AA5-08B1-4644-BE67-4640F2191032/0/trust_courage_wrkbk_july_1_8_pages.pdf
 - “Quest for Courage – Book 2”
http://personnel.ky.gov/NR/rdonlyres/74815AA5-08B1-4644-BE67-4640F2191032/0/trust_courage_wrkbk_july_1_8_pages.pdf

A FRAMEWORK FOR LEADERSHIP

- The Authority to Lead Versus the Decision to Lead
 - Bringing Order to Chaos
- Art of Leadership
- Wildland Fire—a High-Risk Operational Environment
 - Courage in the Face of Danger
- Leadership Environment
 - You
 - Your People
 - The Situation
 - The Consequences

Activities to consider:

- Complete the *US Airways Flight 1549—Competent Courage* case study.
http://www.fireleadership.gov/toolbox/lead_in_cinema_library/downloads/challenges/US%20Airways%20Flight%201549.pdf
- Watch Captain Sullenberger reflect upon his experience. *The Washington Post—On Leadership* video. (approximately 4 minutes)
<http://www.washingtonpost.com/wp-dyn/content/video/2009/10/22/VI2009102202315.html>
- Read the following:
 - *Leading in the VUCA Environment*, a six-part series. Colonel Eric Kail. *The Washington Post—On Leadership* blog.
http://www.washingtonpost.com/blogs/guest-insights/post/leadership-character-a-six-part-series-by-west-points-col-eric-kail/2011/04/04/AGSg1DPH_blog.html
 - *Failure is Not an Option: Mission Control from the Mercury to Apollo 13 and Beyond*. Gene Kranz.
Gene Kranz, the NASA Mission Control Flight Director, details three decades of success, failure, and near misses in the U.S. Space Program. He reveals behind the scene details to demonstrate the leadership, discipline, trust, and teamwork that made the space program a success.

COMMAND PHILOSOPHY

- Command Based on Intent
- Unity of Effort

Activities to consider:

- Read the following:
 - *The Parable of the Sadhu*. McCoy, Bowen.
The article probes the following questions:

1. When does a group have responsibility for the well-being of an individual?
2. And what are the differences between the ethics of the individual and the ethics of the organization?

<http://media.miamiherald.com/smedia/2008/10/26/14/parable.source.prod.affiliate.56.pdf>

COMMAND CLIMATE

- Command Presence
- Levels of Leadership
 - Follower
 - Leader of People
 - Leader of Leaders
 - Leader of Organizations

Activities to consider:

- Watch the following videos:
 - *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. YouTube. (Approximately 4 minutes)
This video examines “the multiple roles followers play and their often complex relationships to leaders.”
<http://www.youtube.com/watch?v=AnscKHpQMDw>
 - *Lincoln & Leadership*. C-Span. (Approximately 60 minutes)
Geoffrey Perret compares the leadership of Abraham Lincoln to Ulysses S. Grant, Douglas MacArthur, and John F. Kennedy
<http://www.c-spanvideo.org/program/174381-4>

DUTY: ACCOMPLISHING THE MISSION

- **Be proficient in your job, both technically and as a leader.**
 - A Bias for Action
 - Operational Tempo
- **Make sound and timely decisions.**
 - Situation Awareness Cycle
 - Decision-Making Cycle
- **Ensure that tasks are understood, supervised, and accomplished.**
 - Leader’s Intent
 - Refining Leader’s Intent throughout the Chain of Command
 - Command and Control
 - Situational Leadership

- **Develop your subordinates for the future.**
 - Setting and Achieving Standards
 - Mentoring
 - Developing a Learning Organization
 - After Action Reviews (AARs)

Activities to consider:

- Read the following:
 - *Developing Leaders for Decision Making Under Stress: Wildland Firefighters in the South Canyon Fire and Its Aftermath.* Michael Useem, James Cook, and Larry Sutton, Larry. *Academy of Management Learning & Education*, 2005, Vol. 4, No. 4, 461-485.
 This article focuses on ten decisions made by a leader of a wildland firefighter crew during the fatal South Canyon fire of July 5-6, 1996. The authors suggest that three factors—underpreparation, acute stress, and ambiguous authority—can result in suboptimal decisions by team leaders on a fireline.
http://www.fireleadership.gov/toolbox/staffride/downloads/lsr9/lsr9_leaders.pdf
 - *The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster.* Karl E. Weick. *Administrative Science Quarterly*, Volume 38. 1993.
http://www.nifc.gov/safety/mann_gulch/suggested_reading/The_Collapse_of_Sensemaking_in_Organizations_The_Mann_Gulch.pdf

RESPECT: TAKING CARE OF PEOPLE

- **Know your subordinates and look out for their well-being.**
 - Our First Priority: Life and Safety
 - Motivation and Expectations
 - Stress
 - Fear
 - Leading Up
- **Keep your subordinates informed.**
 - Five Communications Responsibilities
 - Situational Communication
 - Keeping Our Leaders Informed
- **Build the team.**
 - Trust
 - Healthy Conflict
 - Commitment
 - Peer Accountability
 - Team Results
 - Resilience

- **Employ your subordinates in accordance with their capabilities.**
 - Aligning Values
 - Performance Feedback
 - Recognizing Accomplishments
 - Discipline

Activities to consider:

- Watch the videos:
 - *Leading through the Crisis*. YouTube. April 2009. (2 minutes)
Dr. Mike Useem emphasizes the importance of aggressive communication among executives when leading through a crisis.
<http://www.youtube.com/watch?v=cSwh74jq0zM>
 - *Dare to Disagree*. TED Talk. June 2012. (13 minutes)
Margaret Heffernan discusses the importance of healthy conflict as a means to creating thinking organizations.
http://www.ted.com/talks/margaret_heffernan_dare_to_disagree.html
 - *Drive: The Surprising Truth about What Motivates Us*. YouTube. April 2010. (11 minutes)
RSAnimate's adaptation of Daniel Pink's lecture about the hidden truths behind what motivates us at home and in the workplace.
http://www.youtube.com/watch?v=u6XAPnuFjJc&feature=player_embedded
 - *Building the Team that Could Save Your Life*. On Leadership.
Mountaineer Chris Warner and University of Virginia's Jim Clawson share leadership lessons from one the most successful expeditions ever to reach the K2 summit and coped with tragedy on the way down.
 - *How "The Savage Mountain" Forged a Leader*. On Leadership.
(approximately 4 minutes; also includes a downloadable case study)
<http://www.washingtonpost.com/wp-dyn/content/story/2010/07/28/ST2010072801539.html?sid=ST2010072801539>
 - *Building the Team that Could Save Your Life*. On Leadership.
(approximately 1.5 minutes)
<http://www.washingtonpost.com/wp-dyn/content/video/2010/07/28/VI2010072803158.html?sid=ST2010072801539>
- Conduct a team building activity.
 - Conduct a Field Leadership Assessment Course (FLAC)
 - <http://www.fireleadership.gov/toolbox/FLAC/index.html>
 - *The Leadership Training Activity Book: 50 Exercises for Building*. Hart, Lois B. and Waisman, Charlotte S.
 - *Quick Team-Building Activities for Busy Managers: 50 Exercises that Get Results in Just 15 Minutes*. Miller, Brian Cole.

- Study Sir Ernest Shackleton’s 1914 Endurance Expedition:
 - “Value-Based Leadership.” Michael Harris. 2011. (Used with permission from Chancellor Michael Harris, Indiana University Kokomo)
 - PowerPoint presentation:
[http://www.iuk.edu/chancellor/assets/ppt/Value Based Leadership.pptx](http://www.iuk.edu/chancellor/assets/ppt/Value%20Based%20Leadership.pptx)
 - YouTube video:
<http://www.youtube.com/watch?v=UaJesL9MGps&feature=youtu.be>
 - “A Viking with a Mother’s Heart – Leadership Lessons for Shackleton.” David Parmenter. 2009.
<http://davidparmenter.com/files/a-viking-with-a-mothers-heart-management-lessons-from-shackleton.pdf>
- *Shackelton’s Way: Leadership Lessons from the Great Antarctic Explorer*. Morrell, Margot and Capparell, Stephanie.
Sir Earnest Shackleton has been called “the greatest leader that ever came on God’s earth bar none” for saving the lives of the 27 men stranded with him on an Antarctic ice floe for almost 2 years. Morrell and Capparell team up to present Shackelton’s timeless leadership skills-skills that can be learned by anyone-to a new generation. The authors present leadership principles set against the survival story of the Endurance expedition.

INTEGRITY: DEVELOPING YOURSELF

- **Know yourself and seek improvement.**
 - Born Versus Made
 - Increasing What is Known
- **Seek responsibility and accept responsibility for your actions.**
 - Fitness for Command
 - Accountability
- **Set the example.**
 - Character
 - Moral Courage

Activities to consider:

- Collect information about yourself by participating in a 360 degree feedback survey.
- Read the following:
 - *Character-Based Leadership: Instigating a Leadership Revolution...One Person at a Time*. Lead Change Group. July 2012.
This book is a compilation of numerous leadership experts focusing on leading from who you are rather than leading by title.
 - *Core Elements of Leading Self*. Jenni Catron.
<http://www.jennicatron.tv/?s=core+elements+of+leading+self>

- Watch the following movies and facilitate the associated Leadership in Cinema lesson plans:
 - *The Blind Side*
The movie focuses on the importance of and methods for improving open communication and feedback in order to expose an individual's blind spot(s).
http://www.fireleadership.gov/toolbox/lead_in_cinema_library/downloads/movies/Blind_Side.pdf
 - *Courage under Fire*
This movie focuses on moral courage and having the guts to stand up for what is right.
http://www.fireleadership.gov/toolbox/lead_in_cinema_library/downloads/movies/Courage.doc
- Watch *Moral Courage: The Guts of a Tough Decision*. YouTube. August 2009. Dr. Rushworth Kidder, Institute of Global Ethics, shares his thoughts about the importance of having moral courage.
<http://www.youtube.com/watch?v=rb8jSR2aMsE>
- Take the Jung Typology Test and discuss with team members.
<http://www.humanmetrics.com/cgi-win/jtypes2.asp>
- Review the Leadership Self-Development Plan webpage.
http://www.fireleadership.gov/toolbox/self_development/self_develop.html
 - Download a copy of "The Individual Development Plan (IDP) Guide.
 - Review your IDP mandated by your agency or download and complete the appropriate self-development worksheet.
 - Set a time to review the completed worksheet or IDP and develop a plan of action with your supervisor.

WILDLAND FIRE LEADERSHIP DEVELOPMENT PROGRAM

[Unit presenting recognition]

Presents

CERTIFICATE OF LEADERSHIP RECOGNITION

To

[Student of Fire's Name]

*For demonstrated excellence as a leader in the wildland fire service
during the 2013 Wildland Fireline Leadership Campaign*


