

**Leading Authentically**

**Duty**

**Respect**

**Integrity**



**Wildland Fire Leadership  
Development Program**

**Wildland Fire Leadership  
National Campaign Reference Guide  
2017**

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## ACKNOWLEDGEMENTS

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- » Wildland Fire Leadership Development Program (WFLDP)
  - <http://www.fireleadership.gov/>
- » *Leading in the Wildland Fire Service*
  - <http://1.usa.gov/1pCuxQO>

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### DISCLAIMER ON EXTERNAL LINKS

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Most links included in this document are not under the control of the WFLDP and may become inaccessible over time. Every effort will be made to keep this document as current as possible. See the campaign website via <http://www.fireleadership.gov> for the most current reference guide. Notify the campaign contact below if links are broken.

The content within, including links and presentations, are not endorsed. Each video or publication is the expression of the presenter and not this program. The intent of inclusion is to promote healthy discussion, diversity, and awareness.

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### CAMPAIGN CONTACTS

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Any questions regarding the campaign should be directed to:

Pam McDonald  
NWCG Leadership Subcommittee, Logistics Coordinator  
3833 South Development Avenue  
Boise, ID 83705  
Phone: (208) 387-5318  
E-mail: [BLM\\_FA\\_Leadership\\_Feedback@blm.gov](mailto:BLM_FA_Leadership_Feedback@blm.gov)

Dr. Alexis Waldron  
Human Performance Specialist, USFS  
Phone: (406) 529-3936  
E-mail: [awaldron@fs.fed.us](mailto:awaldron@fs.fed.us)

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# FY2017 WILDLAND FIRE NATIONAL LEADERSHIP CAMPAIGN

## WILDLAND FIRE LEADERSHIP DEVELOPMENT PROGRAM MISSION

“PROMOTE CULTURAL CHANGE IN THE WORKFORCE AND TO EMPHASIZE THE VITAL IMPORTANCE OF LEADERSHIP CONCEPTS IN THE WILDLAND FIRE SERVICE BY PROVIDING EDUCATIONAL AND LEADERSHIP DEVELOPMENT OPPORTUNITIES.”

## LEADING AUTHENTICALLY

*The Wildland Fire Leadership Development Program recognizes learning, cutting-edge concepts, and tools as a fundamental process in becoming and remaining leaders. Leaders are focused on continual improvement; they seek out and assimilate best practices that improve themselves and their organizations.*

**Task:** This is an opportunity for personnel at the local level—whether collectively or through self-development—to focus and create leadership development activities relating to the national campaign theme. Some guiding questions to think about when creating leadership development activities for your unit, crew, forest, etc. are:

- What does leading authentically mean?
- Why is leading authentically important?
- What are some ways to develop quality authentic leadership in the self and others?

### **Purpose:**

- To promote leadership development across the wildland fire community disciplines.
- To provide an opportunity and resources that can be used for leadership development at the local unit level.
- To collect innovative leadership development efforts and share those efforts across the community.

**End State:** A culture that creates and shares innovative leadership development efforts in order to maintain superior leadership in the fire community.

**Dates of Campaign:** Any time between January 1, 2017, and November 30, 2017.

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

**Audience:** All wildland fire personnel—line-going and support.

**Implementation:** The campaign is **flexible**. Local units or teams may use or adapt any or all materials contained within this document **or** develop a program or activity spotlighting the campaign theme. Campaign coordinators are encouraged to think outside the confines of the documents, videos, podcasts, and exercises available for discussion, reading and learning that are highlighted in each section by “Practice – Leadership is Learning” and develop a program that meets local and individual needs. *Innovation should fuel your campaign delivery:* workshops or tailgate sessions, to kick off staff meetings, as a team activity or self-directed, etc.

***Note:*** *This reference guide includes more than enough material to run a campaign. Ample resources are provided to allow for customized programs and varied audiences.*

#### **Measuring Success:**

- **Local:** Local unit leaders and managers will determine what “success” looks like and how participation will be recognized by those involved.
- **National:** A committee formed by the NWCG Leadership Subcommittee will recognize one unit’s outstanding contribution to the campaign through the *From the Field for the Field Contest*. (See pages 12-13 of this document.)

#### **Recognizing Local Unit Participation:**

- A sample certificate is available at the end of this document to acknowledge students of fire participating in the leadership campaign at the local level.

## THEME-RELATED REFERENCES

***Timeless leadership is always about character, and it is always about authenticity. ~ Warren Bennis***

### CITATIONS AND PUBLICATIONS

- Brown, Brené (2012). *Daring Greatly – How the Courage to be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*. New York, NY: Avery, Penguin Random House.
- Fagerlin, Richard (2013). *Trust•ol•ogy – The Art and Science of Leading High-Trust Teams*. Fort Collins, CO: Wise Guys Press.
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- Gerzema, John and D’Antonio, Michael (2013). *Athena Doctrine*. San Francisco, CA: Jossey-Bass.
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- Goffee, Rob and Jones, Gareth (2015). *Why Should Anyone Be Led by You?* Boston, MA: Harvard Business Press.
- Goleman, Daniel (1995). *Emotional Intelligence*. New York, NY: Bantam Dell, Random House.
- Greitens, Eric (2016). *Resilience: Hard-won Wisdom for Living a Better Life*. New York, NY: Mariner Books, Houghton Mifflin Harcourt.
- Holiday, Ryan (2016). *Ego is the Enemy*. New York, NY: Portfolio, Penguin Random House.
- Inam, Henna (2015). *Wired for Authenticity*. Bloomington, IN: iUniverse.
- Meyer, Pamela (2011). *Liespotting – Proven Techniques to Detect Deception*. New York, NY: St. Martin’s Press.
- Noble, Perry (2016). *The Most Excellent Way to Lead: Discover the Heart of Great Leadership*. Carol Stream, IL: Tyndale House Publishers, Inc.
- Robbins, Mike (2009). *Be Yourself Everyone Else is Already Taken*. San Francisco, CA: Jossey-Bass.
- Tallon, M.onique Svazlian (2016). *Leading Gracefully – A Woman’s Guide to Confident & Effective Leadership*. San Francisco, CA: Highest Path Publishing.
- Thacker, Karissa (2016). *The Art of Authenticity – Tools to Become an Authentic Leader and Your Best Self*. Hoboken, NJ: John Wiley and Sons.
- Scouller, J. (2011). *The Three Levels of Leadership – How to Develop Your Leadership Presence, Knowhow and Skill*. Cirencester: Management Books 2000.

## AUTHENTICITY AND WILDLAND FIRE LEADERSHIP

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- Dotson, Travis (2013). "Just Three Things." *Two More Chains: Wildland Fire Lessons Learned Center*. (<http://bit.ly/2dTsrff>)
- Waldron, Alexis and Ebbeck, Vicki (2015). "The Relationship of Mindfulness and Self-Compassion to Desired Wildland Fire Leadership." *International Journal of Wildland Fire*. (<http://bit.ly/2eOXPir>)

## VIDEOS

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***Honesty and transparency make you vulnerable. Be honest and transparent anyway. ~ Mother Teresa***

- *The Letters* (2014) – The story of Mother Teresa
- *12 Angry Men* (1957) – [Click here for the lesson plan](#).

## THE ART OF LEADERSHIP

*“The real you works through your personal values, your sense of purpose, others’ perspectives, and the greater good to make a choice. These are not always easy choices, yet they define and shape who we are becoming and our leadership legacy.” ~ Henna Inam*

Leaders deeply affect people and organizations, both positively and negatively. Accidental leaders, who have little interest or enthusiasm for leadership responsibilities or self-improvement, can inhibit people’s growth and reduce the effectiveness of their organizations.

Conversely, committed leaders, avid pupils of the art of leadership, can inspire others and make an enormous difference in people’s lives, on the results of the team, and in the progress of the organization.

The art of leadership requires a constant interchange of theory and application. The art also includes being able to view the larger picture—discerning how to turn a weakness into a strength, gauging what is and is not within our control. Leaders constantly balance the known and unknown as well as danger and opportunity to find ways to gain the advantage.

Ultimately, the art of leadership requires successfully balancing many factors in the real world, based on the situation at hand, to achieve a successful outcome.

Occasionally, leaders may be required to provide authoritative, autocratic, tightly controlled direction that requires immediate obedience. But most of the time, leaders inspire, guide, and support their subordinates, gaining their commitment to the vision and mission and encouraging them, within established limits, to perform creatively.

**The purpose of the leadership challenge in the wildland fire service is to influence people to accomplish tasks and objectives under confusing, dangerous, and ambiguous conditions.** Leaders balance the risks against the potential gains of any decision and action. Because of the inherent complexity of this world, many times they face morally difficult decisions—with high-stakes consequences—alone, unable to receive guidance from a chain of command.

At these moments, fire leaders rely on values and judgment and apply the art of leadership.

[Adapted from *Leading in the Wildland Fire Service*, pp. 9-10]

## **PRACTICE – LEADERSHIP IS LEARNING**

- Karissa Thacker’s book *The Art of Authenticity – Tools to Become an Authentic Leader and Your Best Self*.
- Karissa Thacker’s interview with the Wholebeing Institute (<http://bit.ly/2boUc1A>; 42 minutes)

## **COMMAND PRESENCE**

***Anyone can become angry—that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—this is not easy. ~ Aristotle***

More than anything else, the leader’s command presence sets the tone for the command climate. Command presence is how we present ourselves to others, the myriad of personal attributes and behaviors that communicates to others that we are worthy of their trust and respect.

Character is the foundation of command presence. All people reveal their character in every interaction, and character shapes and permeates a leader’s command presence.

Another component of command presence—demeanor—speaks volumes to others. Poise and self-assurance play a large part in shaping the image projected. Effective leaders project an image that is calm, organized, and focused on success.

Fire leaders take charge when in charge; we lead from the front and act decisively. In times of crisis, a leader’s command presence can be the critical factor in determining whether a team succumbs to pressures and dangers or stays focused to seize an opportunity to overcome and succeed. We inspire confidence among team members by demonstrating a strong and effective command presence.

[*Leading in the Wildland Fire Service*, p. 20]

## **PRACTICE – LEADERSHIP IS LEARNING**

- Bob Burg’s “Mastering Ego” podcast interview with Ryan Holiday. (<http://bit.ly/2aMY6hB>; 20 minutes)
- James Scouller’s “Three Levels of Leadership” videos (<http://www.three-levels-of-leadership.com>):
  - “What is Presence?” – Part 1 (<http://bit.ly/2bKA3ki>; 9 minutes)
  - “Presence Versus Charisma” – Part 2 (<http://bit.ly/2baxjGL>; 5 minutes)
  - “Quality #1: Personal Power” – Part 3 (<http://bit.ly/2bklhjH>; 4 minutes)
  - “Quality #2: High Real Self Esteem” – Part 4 (<http://bit.ly/2btPoXE>; 8 minutes)
  - “Quality #3: Drive to Be More” – Part 5 (<http://bit.ly/2bL7vG2>; 4 minutes)
  - “Quality #4: Balance” – Part 6 (<http://bit.ly/2bgd7eM>; 7 minutes)
  - “Quality #5: Intuition” – Part 7 (<http://bit.ly/2bCoCeX>; 7 minutes)
  - “Quality #6: Being in the Now” – Part 8 (<http://bit.ly/2bgaVEi>; 9 minutes)
  - “Quality #7: Inner Peace & Fulfilment” – Part 9 (<http://bit.ly/2by4mZP>; 3 minutes)
  - “Degrees of Presence” – Part 10 (<http://bit.ly/2bcWEt3>; 5 minutes)

- “Working on Your Presence” – Part 11 (<http://bit.ly/2by1oEt>; 5 minutes)
- James Scouller’s book *The Three Levels of Leadership*.

## SELF - OR SELVES-AWARENESS

*As we evolve and want to step into new realms of success and fulfillment in life, we usually have to confront our personas in a more authentic way, so that we can move beyond their limits and become more of who we really are. ~ Mike Robbins*

### KNOW YOURSELF AND SEEK IMPROVEMENT

*Knowing yourself is the beginning of all wisdom. ~ Aristotle*

The starting point for leadership development is self-awareness. In many ways, our greatest campaign is to know ourselves. Self-awareness is an inward application of situation awareness. Fire leaders have an inner drive to analyze and know ourselves. We probe our blind spots and come away resolved to improve ourselves. We honestly appraise our own strengths and weaknesses.

Understanding our abilities and limitations, seeking feedback, learning from our mistakes, knowing where to improve, recognizing when to seek others with complementary strengths—these are all behaviors that enable us to become better leaders.

[*Leading in the Wildland Fire Service*, pp. 59-60]

### PRACTICE – LEADERSHIP IS LEARNING

- Mike Robbins’ book *Be Yourself Everyone Else is Already Taken*.
- Daniel Goleman’s article “The Focused Leader,” (*Harvard Business Review*, December 2013; <http://bit.ly/2bkilWR>)
- Bill George and Peter Sims’ book *Discovering Your True North*.
- Daniel Goleman’s book *Emotional Intelligence*.
- Susan Tardanico’s *Forbes* article “Authenticity: Your Greatest Leadership Asset.” (<http://bit.ly/2bUOtjq>)
- Brian Little’s TED Talks video “Who Are You, Really? The Puzzle of Personality.” (<http://bit.ly/29CduL0>; 15 minutes)
- Determine your character strengths.
  - VIA Institute on Character (<http://bit.ly/2am4Q49>)
- Complete the following personal reflections:
  - Write down what you believe to be your authentic self—at your core.
  - Write down the persona/identity that you feel you must portray to fit in at work or in relationships. Do you have multiple personas?
  - Have you taken time to really know yourself? Is the product created from your environment the real you?
  - Are there ways of being that allows your authentic self to come forward?

## WALKING THE LEADERSHIP TIGHT ROPE – BALANCING YOUR MASCULINE AND FEMININE TRAITS

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***As leaders, we need to be adaptable and be able to pick and choose which qualities are necessary in any given situation. ~ Monique Svazlian Tallon, Leading Gracefully***

Leadership traits exist on a continuum between masculine and feminine—not to be confused with gender. Effective and authentic leaders select the trait that best fits the situation.

### **PRACTICE – LEADERSHIP IS LEARNING**

- Ryan Holiday’s book *Ego is the Enemy*.
- Ryan Holiday’s interview “Overcoming Your Ego with Lewis Howes.” (<http://bit.ly/2bk9PFW>; 1 hour)
- Richard Rierson’s “Dose of Leadership” podcast with feminine leadership expert Monique Tallon. (<http://bit.ly/2atL3BE>; 39 minutes)
- Monique Svazlian Tallon’s book *Leading Gracefully – A Woman’s Guide to Confident & Effective Leadership*.
- John Gerzema’s TEDx Talks video “The Athena Doctrine.” (<http://bit.ly/2bybd7p>; 15 minutes)
- John Gerzema and Michael D’Antonio’s book *Athena Doctrine*.

## TRANSPARENCY

One aspect of the art of leadership is transparency. Once a person determines their real self, the art becomes determining one’s appropriate level of openness. Some leaders may need the courage to be vulnerable while others may need the discipline of restraint.

***When ego slips away, the best idea wins. ~ Chris Hawker***

### **PRACTICE – LEADERSHIP IS LEARNING**

- Justin Bariso’s article “Learn to Manage Your Emotions by Controlling This First.” (*Inc.*, May 10, 2016; <http://on.inc.com/2biidaQ>)
- Teal Swan’s YouTube video “Authenticity vs. Just Being an A\*\*hole.” (<http://bit.ly/2bvctWQ>; 12 minutes)
- Ethics Unwrapped’s video “Fundamental Attribution Error.” (<http://bit.ly/2aGS9Ea>; 7 minutes)
- Julia Galef’s TED Talks video “Why You Think You’re Right—Even if You’re Wrong.” (<http://bit.ly/2aVMGYi>; 12 minutes)
- Andy Puddicombe’s TED Talks presentation “All It Takes is 10 Mindful Minutes.” (<http://bit.ly/2aAugev>; 10 minutes)

## VULNERABILITY – A LEADERSHIP STRENGTH

***Trust has never existed in a risk-free environment. No matter how well you know someone, given enough opportunities, everyone will fall short in some way or another. High-trust teams are strong, but it's a strength that comes through mutual vulnerability. If you are not willing to accept the fundamental vulnerability of high-trust teams, you'll never have one. ~ Richard Fagerlin***

All humans have strengths and weaknesses. Showing vulnerability is often seen as a weakness, but can be one of a leader's greatest strengths. Not every weakness should be shown, however. Authentic leaders are aware of their weaknesses and appropriately share their vulnerabilities with courage and compassion in powerful and meaningful ways.

### **PRACTICE – LEADERSHIP IS LEARNING**

- Rob Goffee's interview "Show Vulnerability to Become a Stronger Leader" (<https://youtu.be/0unsffqmFms>; 8 minutes)
- Rob Goffee and Gareth Jones' book *Why Should Anyone Be Led by You? – What It Takes to be an Authentic Leader*.
- Jeff Muir's video "Emotional Intelligence in Leadership." (<https://youtu.be/0BhQQ0IUaok>; 2 minutes)
- Justin Bariso's article "Learn to Manage Your Emotions by Controlling This First." (*Inc.*, May 10, 2016; <http://on.inc.com/2biidaQ>)

### **FREEDOM FROM FEAR AND SHAME**

***Rather than sitting on the sidelines and hurling judgment and advice, we must dare to show up and let ourselves be seen. This is vulnerability. This is daring greatly. ~ Brené Brown***

### **PRACTICE – LEADERSHIP IS LEARNING**

- Brené Brown's TED Talks video "The Power of Vulnerability." (<http://bit.ly/2b1wGoE>; 21 minutes)
- Brené Brown's book *Daring Greatly – How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*.
- One Percent Better's YouTube video "Emotional Intelligence by Daniel Goleman – Animated Book Summary." (<http://bit.ly/2bbHktT>; 7 minutes)

## ***BUILDING TRUST***

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***Nothing develops trust more than vulnerability...great leaders, authentic vulnerable leaders, require the ability to develop deep human connection. ~ Dov Baron, author of *Fiercely Loyal****

Leaders who embrace vulnerability see trust as something given not something earned. This mindset puts the responsibility on the leader to overcome barriers to win the trust of those they lead. In return, trust is given back to the leader from the follower.

### **PRACTICE – LEADERSHIP IS LEARNING**

- Richard Fagerlin's book *Trust•ol•o•gy – The Art and Science of Leading High-Trust Teams*.
- James Davis' TEDx Talks video "Building Trust." (<http://bit.ly/2aRcAip>; 17 minutes)
- Bill George's video "Authentic Leadership." (<http://bit.ly/2d42iMv>; 5 minutes)

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## **BOUNDARIES, EMPATHY AND COMPASSION**

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***Kindness doesn't mean we avoid having difficult conversations with people. Kindness doesn't mean we refuse to address poor performance. Kindness demands that we tell the truth. ~ Perry Noble***

### **PRACTICE – LEADERSHIP IS LEARNING**

- Mike Robbins' TEDx Talks video "Bring Your Whole Self to Work." (<http://bit.ly/2aN2ejb>; 12 minutes)
- Brené Brown's Oprah Winfrey Network interview "Boundaries, Empathy and Compassion." (<http://bit.ly/2aW5mvL>; 6 minutes)
- Sarri Gilman's TEDx Talks video "Good Boundaries Free You." (<http://bit.ly/2bv1QY4>; 16 minutes)
- Justin Bariso's article "The 1 Lesson That Will Sharpen Your Emotional Intelligence." (<http://on.inc.com/2bkCatH>)

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## **FOLLOWERS BEWARE**

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***Authentic leaders are not necessarily charismatic. Charismatic leaders are not necessarily authentic. ~ Karissa Thacker***

### **PRACTICE – LEADERSHIP IS LEARNING**

- Paul Ekman's BigThink video "How to Catch a Liar (Assuming We Want To)." (<https://youtu.be/wq-poN6sLF8>, 6 minutes)
- Pamela Meyer's book *Liespotting – Proven Techniques to Detect Deception*.
- Pamela Meyer's TED Talks video "How to Spot a Liar." (<http://bit.ly/2ft1S1K>; 19 minutes)

- Jochen Menges’s TEDx Talks video “Awestruck: Surprising Facts about Why We Fall for Charismatic Leaders.” (<http://bit.ly/2byhW1t>; 18 minutes)
- Malcolm Gladwell’s book (2005). *Blink – The Power of Thinking Without Thinking*.

## PRINCIPLES OF A MISSION-DRIVEN CULTURE

1. Service for the common good
2. High trust state
3. Pursuit of truth
4. Form and function defined by the end state
5. Individual initiative
6. Continuous improvement

### **HIGH TRUST STATE**

An integral component of the leadership environment, trust plays a central role in shaping perceptions, promoting effective communication practices, and increasing cohesion.

Developing trust both in systems and people lays the foundation for the speed, certainty, anticipation, and proactive posture necessary for effective decision making.

When people commit to a high trust state and its associated expectations, it enables core behaviors that improve resilience, including error detection and correction, robust discussion, and the ability to challenge team dysfunction and hold each other accountable without fear.

### **Ethos**

Following are examples of *what right looks like* in exemplifying this value:

- Even when without the benefit of acquaintance, **respect** the professionalism of fellow team members and recognize that all are professionals intending to do their best to fulfill the mission. Trust that others are competent until proven otherwise.
- Fulfill the **duty** of amplifying the team’s decisional capability by being well prepared to convey professional judgment and bring knowledge—including problems, risks, solutions—to the group in a balanced manner.
- Demonstrate **integrity** by backing and supporting the team decision to demonstrate alignment to the goal of the common good.
- Exhibit trustworthiness by expanding one’s personal arena in regard to relevant strengths and weaknesses and sharing internal thinking processes that informed one’s judgments.

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## FROM THE FIELD FOR THE FIELD CONTEST

Throughout the nation, 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 a 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, the *From the Field for the Field Contest* is intended to be one of the mechanisms used to collect innovative leadership development efforts to be shared across disciplines.

The *From the Field for the Field Contest* **is limited** to entities with a tie to the wildland fire service. Your application should include:

- Written summary of contest activities not to exceed ten (10) pages. (See “Judging” section for what to address.)
- Support materials not to exceed thirty (30) pages or pieces. May include, but is not limited to, photos, videos, and outreach materials, agendas, social media journal.

Send your challenge documentation to:

- Mail:  
NWCG Leadership Subcommittee  
Attention: Pam McDonald  
3833 South Development Avenue  
Boise, ID 83705
- Electronically: [BLM\\_FA\\_Leadership\\_Feedback@blm.gov](mailto:BLM_FA_Leadership_Feedback@blm.gov)

### **Judging**

All entries will be judged on the following criteria:

- Local unit information:
  - Name of participating unit/team
  - Point of contact (POC) name
  - POC contact information (telephone, physical address, and e-mail)
- Quality of application (written summary and supplementary documentation, and outreach materials)

- Local unit campaign involvement
  - Percentage of local unit personnel involved (provide actual numbers, if known)
  - Leadership levels of local unit personnel presenting campaign activities
- Description of campaign activities
  - Developed locally or used from another source (credit given)
  - Longevity/sustainability of program/activities (temporary/one-time event, long-term product/activity, etc.)
  - Connection with the current WFLDP leadership campaign theme
    - ~ Innovation and creativity of campaign activities versus activities presented in the *Wildland Fire Leadership Campaign Reference Guide*
  - Connection to the Wildland Fire Leadership Development Program (WFLDP)
    - ~ Inclusion of WFLDP values and principles
    - ~ Inclusion of [\*Leading in the Wildland Fire Service\*](#) publication
  - Interdisciplinary impact (beyond self)
    - ~ Activities targeted to those outside the local unit
    - ~ Usability/adaptability of tools and activities beyond the local unit/area
  - Lessons learned for others

### **Winner Recognition**

The NWCG Leadership Subcommittee will determine how award winner(s) will be recognized (e.g., plaque, trophy) on a yearly basis. Winner(s) and those recognized for honorable mention will also be featured on and through various media sites and publications.

### **Entry Deadline**

November 30, 2017

# WILDLAND FIRE LEADERSHIP DEVELOPMENT PROGRAM

Presents

## *CERTIFICATE OF LEADERSHIP RECOGNITION*

To

*For demonstrated excellence as a leader in the wildland fire service  
during the 2017 Wildland Fireline Leadership Campaign*



# DUTY

## **Be proficient in your job, both technically & as a leader.**

- Take charge when in charge.
- Adhere to professional standard operating procedures.
- Develop a plan to accomplish given objectives.

## **Make sound & timely decisions.**

- Maintain situation awareness in order to anticipate needed actions.
- Develop contingencies & consider consequences.
- Improvise within the commander's intent to handle a rapidly changing environment.

## **Ensure that tasks are understood, supervised, accomplished.**

- Issue clear instructions.
- Observe & assess actions in progress without micro-managing.
- Use positive feedback to modify duties, tasks & assignments when appropriate.

## **Develop your subordinates for the future.**

- Clearly state expectations.
- Delegate tasks that you are not required to do personally.
- Consider individual skill levels & developmental needs when assigning tasks.

## **Know your subordinates and look out for their well-being.**

- Put the safety of your subordinates above all other objectives.
- Take care of your subordinate's needs.
- Resolve conflicts between individuals on the team.

## **Keep your subordinates informed.**

- Provide accurate & timely briefings.
- Give the reason (intent) for assignments & tasks.
- Make yourself available to answer questions at appropriate times.

## **Build the team.**

- Conduct frequent debriefings with the team to identify lessons learned.
- Recognize accomplishments & reward them appropriately.
- Apply disciplinary measures equally.

## **Employ your subordinates in accordance with their capabilities.**

- Observe human behavior as well as fire behavior.
- Provide early warning to subordinates of tasks they will be responsible for.
- Consider team experience, fatigue & physical limitations when accepting assignments.

## **Know yourself and seek improvement.**

- Know the strengths/weaknesses in your character & skill level.
- Ask questions of peers & supervisors.
- Actively listen to feedback from subordinates.

## **Seek responsibility and accept responsibility for your actions.**

- Accept full responsibility for & correct poor team performance.
- Credit subordinates for good performance.
- Keep your superiors informed of your actions.

## **Set the example.**

- Share the hazards & hardships with your subordinates.
- Don't show discouragement when facing setbacks.
- Choose the difficult right over the easy wrong.

# RESPECT

# INTEGRITY