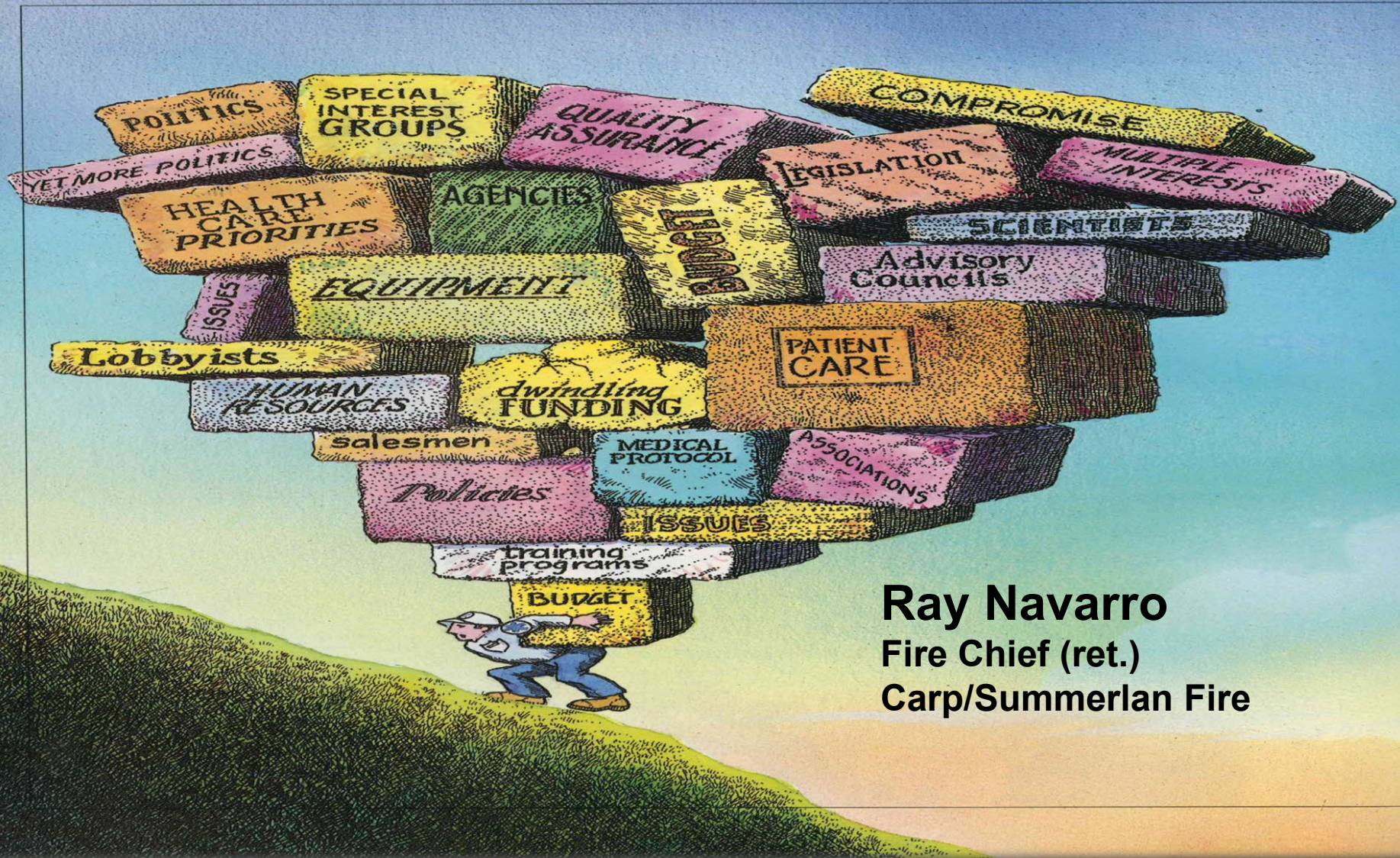


Succession Planning: Next Generation



Ray Navarro
Fire Chief (ret.)
Carp/Summerlan Fire

Overview

- ⦿ Beginning of the Project – An Idea was Born
- ⦿ Research Brief Overview
- ⦿ Report on Workshop in Santa Barbara
 - Attendee invite
 - Review of Workshop questions/answers
- ⦿ Proposed Table of Contents (draft)
- ⦿ Searching for Contributors, Subject Matter Experts
- ⦿ Survival Guide for Operation Chiefs

Organizational Values

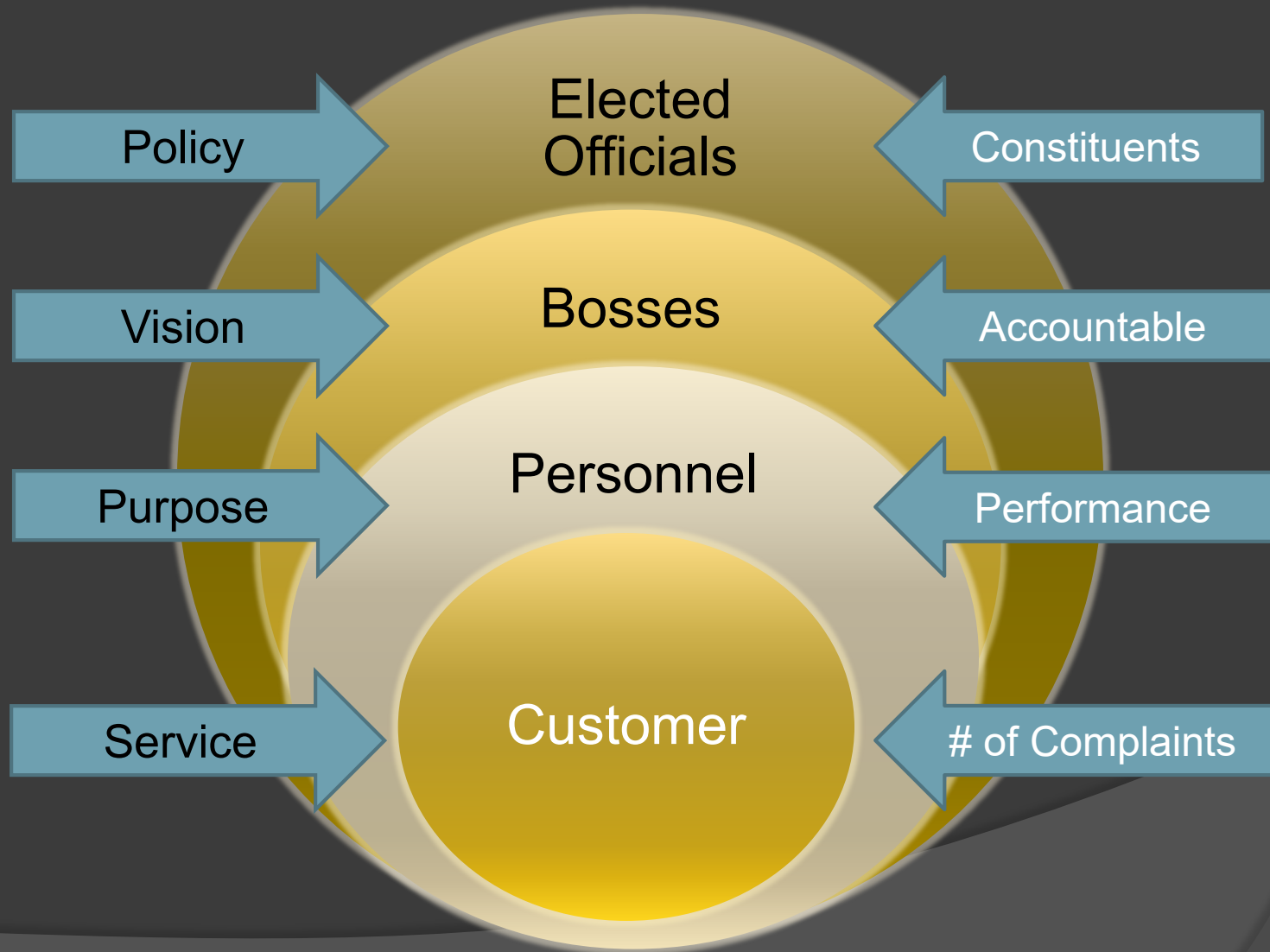
Value-based organizations perfect **ethics** and generate high levels of **trust** and **respect** from employees.

“If we want people to be responsible, we must be responsible.”

Ken Blanchard

Leadership by the Book

Organization Realities



Leadership

A process by which **a person influences others** to accomplish an objective and directs the organization in a way that makes it more *cohesive and coherent.*

**LET'S EXPLORE THE RESULTS OF
THE RESEARCH SURVEY
CHIEF BRIAN ROBERSON**

May 2, 2019

Comparison Leaders & Managers

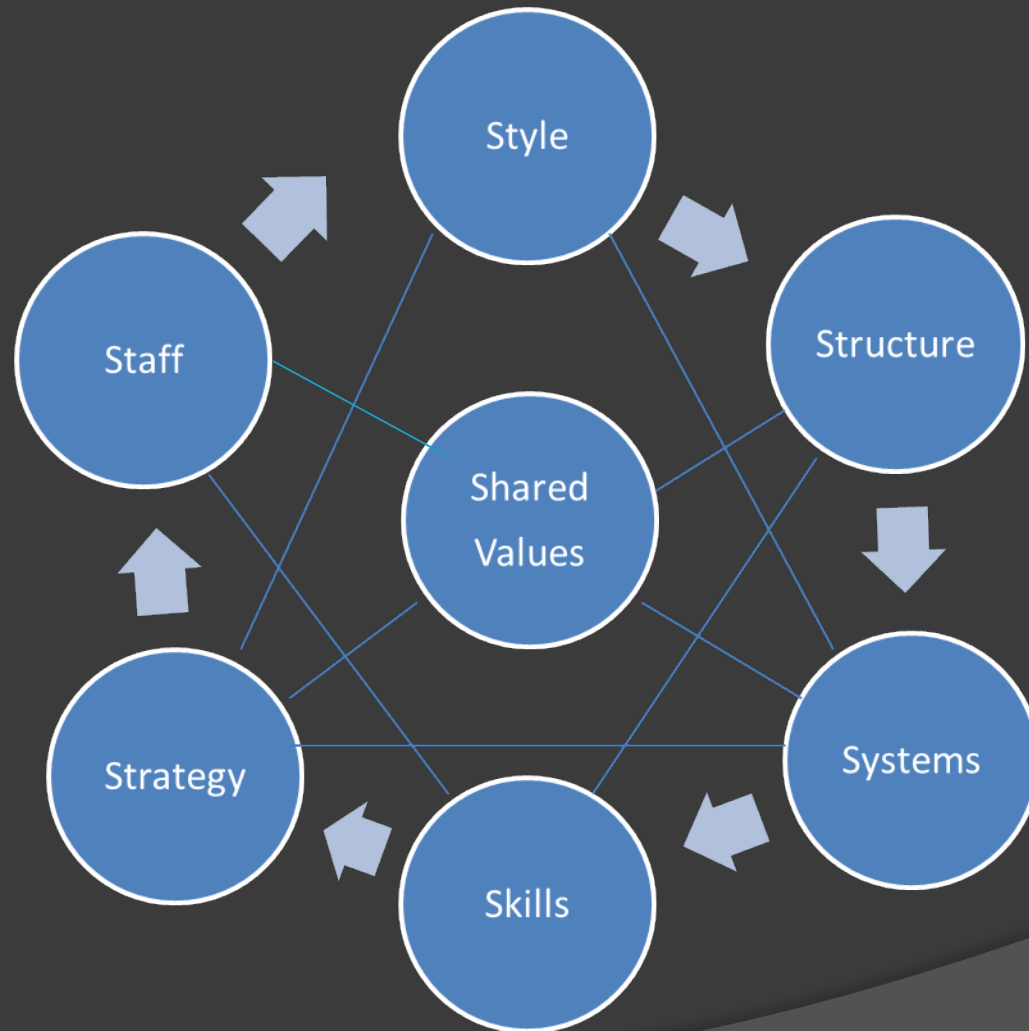
Leaders

- Influencing
- Charismatic
- Comfortable taking risks
- People oriented
- Achievement driven
- Transformational
- Participative
- Have followers

Managers

- Directing/Controlling
- Strong will
- Rational, structured , problem solver
- Task-oriented
- Results driven
- Transactional
- Autocratic
- Have subordinates

Leadership/Manager Model



Operation Chief's Traits

- ⦿ Influence – ability to obtain followers
- ⦿ Priorities – do things in order of importance
- ⦿ Integrity – words and deeds match up
- ⦿ Problem Solving – asking the right questions
- ⦿ Attitude – most important trait of an Ops Chief
- ⦿ People – developing those around you
- ⦿ Vision – know what the Fire Chief wants
- ⦿ Self-Discipline – doing what you don't want to do

Not a good way for Ops Chief to interact with the Fire Chief



Operations Chiefs Traits

- ⦿ Trustworthiness
 - Honesty, Integrity, Loyalty, Reliability
- ⦿ Respect
 - Dignity, Courtesy, Tolerance, Acceptance
- ⦿ Responsibility
 - Accountability, Self-restraint
- ⦿ Fairness
 - Equity, Impartiality
- ⦿ Caring
 - Ethical decision making

Exeutives are not always right!



Break Time

Communication is Key: Know, who told you what?



JACK WEBB 1968

What confronts Ops Chiefs

Scenarios

Three people trapped alive in the car



Spring Break – Floatopia



Deltopia – 2014 Daytime Crowd



**Estimated
15,000**

Deltopia – 2014 Nighttime Riot

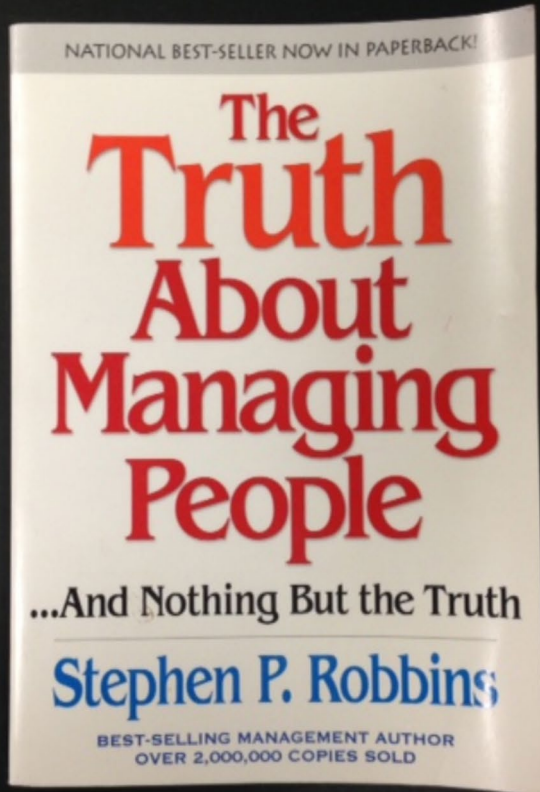


Isla Vista Rampage 2014



Keys for Ops Chiefs to manage the Unexpected

- ⦿ Know your Emotional Intelligence
- ⦿ Recognize the emotional state of others.
- ⦿ Plan for the worse case scenario.
- ⦿ Under stressful chaotic situation – evoke positive attitude. **Do the right thing.**
- ⦿ Consider the generational differences of organizational



Ops Chiefs must take note

Individuals' values differ and tend to reflect the societal values of the period in which they grew up.

Break Time

Common HR/Discipline Issues

- ⦿ DUI notification
- ⦿ Domestic Violence/Assault
- ⦿ Equipment/Supplies/Medication deficiencies
- ⦿ Failure to resolve or follow-up complaints from customers
- ⦿ Social media sharing
- ⦿ Marijuana usage off duty

Conflict Resolution & Discipline

- ⦿ The key to resolving conflicts is to practice Sensitivity to Operations.
- ⦿ Progressive Discipline is California Law.
- ⦿ Counsel employees about performance and behavior. Ascertain his/her understanding of job requirements and expectations.
- ⦿ Verbally reprimand in private.
- ⦿ Acknowledge that any form of discipline employees have rights. Offer representation.

#1 Topic - Behavioral Health

What is your
department doing
to support
behavioral health?

Succession is a T.E.A.M Approach

- ◎ **Trust** – cultivating an atmosphere of openness and truth telling.
- ◎ **Empathy** – remember when you were there and acknowledge their issues.
- ◎ **Accountability** – hold each one accountable as you do yourself.
- ◎ **Mentor** – sharing what you know, to develop others by succession training.

It's all about teamwork



What happens next?

