

# Succession Guide Relationship Building Operation Chief Officers



2019 CalChiefs Operations Section Workshop Attendees - Santa Barbara, CA

Chief Dan Munsey  
San Bernardino County Fire

Chief Jeff Armstrong  
Rio Vista Fire

Chief Brian Roberson  
Carpinteria/Summerland Fire District

Chief Dustin Gardner  
Venture County Fire

Chief Woody Enos  
Santa Barbara County Fire

Chief Robert Ford  
Solana Beach Fire

Chief Nate Hartinger  
UC Davis Fire

Chief Niko King  
Sacramento Fire

Chief Trever Martinusen  
Bakersfield Fire

Chief Jeff Boyles  
Newport Beach Fire

Chief Tyrell Davis  
CalFire, Riverside

Chief Brandon Vaccaro  
California City Fire

Chief Troy Blair  
Consumes Fire District

Chief Adam Loeser  
Brea Fire Department

Chief Eric Noreen  
Rancho Cucamonga Fire District

Chief Ralph Terrazas  
Los Angeles City Fire

Chief Chad Cook  
Ventura County Fire

Chief Dan Harker  
Loma Linda Fire

Chief Tyler Johnson  
Chino Valley Fire District

Chief Shane Littlefield  
CalFire, San Bernardino

Chief Jim McCoy  
Santa Barbara City Fire

Chief Jamie Newton  
Fullerton/Brea Fire

Chief Zachary Wells  
Kern County Fire

Chief Alan Widling  
Montecito Fire District

# “Ray”lationships!

## Chapter 1

### *Relationship Building - Coach, Mentor, and Develop*

**Description-** Beyond just “knowing” someone. It is the action of fulfilling the needs of others, professionally and personally

**Purpose-** Reference for skills and traits in which persons may evaluate their leadership strengths and weakness toward building relationships.



**“You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.”– Dale Carnegie**

Ms. Smith  
(Customers)

Relationships

Organization

Collaborators



# PACE Stakeholders

- ▶ Who is your organizations *primary, alternate, contingency, and emergency* stakeholders?

# RELATIONSHIP PROCESS

## Build depth in relationships

**IMT Example-** Team members have built a relationship of trust, truth, and tenacity.

Relationship-oriented leaders are primarily focused on supporting, motivating, and developing individuals and teams.

They seek to establish meaningful relationships with their staff

# RELATIONSHIP PROCESS

## Trust and Communication

Providing a culture of openness and interpersonal relationships.

Be concerned of “deep state” activities. The actions that have been allowed to exist because of tradition or wrong behavior.

You must be a good listener.

**Ask Questions!**

What are we.....

# RELATIONSHIP PROCESS

## Coach and develop others

The passing of knowledge and wisdom through teaching others.

Identify by the organization leadership as “up and coming leaders” both inside and outside your organization.

Relationship-building allows a leader not only to learn the desire of each of their individual but provides an environment of potential growth to its fullest!



# RELATIONSHIP PROCESS

Inspire and motivate the Organization!

The ability to communicate vision, concepts, and ideas is a unique skill for an effective Operation Chief

Be real with your words, and that words matter!

Remember there are members within the organization who would like to put their “spin” or “fake news” on what a gold-badged person said or is saying.

Operation Chiefs are the closest to hearing directly from the Fire Chief. You must be able to impart the vision, concepts, and ideas, clearly to all levels of the organization.

# RELATIONSHIP PROCESS

## Foster teamwork and collaboration

Teamwork is the joint action of people working toward the same end goal.

The strength of a team comes from supporting each other's efforts, communicating clearly and being understood, and everyone pulling their fair share of effort.

Characteristics that define teamwork include defined roles, defined leadership, and the resources to meet the goals of a vision!

# RELATIONSHIP PROCESS

A caution note here, Operations Chiefs must not try to unilaterally change what the team was asked to decide. Monitoring the progress of collaboration is making sure you have a finger on the teams' pulse.



# PROFESSIONAL DEVELOPMENT


## 1. NETWORK



Communication	Cultural Capital
Nonverbal Communication	Small Talk
Social Status	Storytelling

# PROFESSIONAL DEVELOPMENT

## 2. LEADERSHIP



Abundance Mentality	Choice Architecture
Ethos, Pathos & Logos	Heliotropic Effect
Leadership	Message Framing

# PROFESSIONAL DEVELOPMENT

## 3. INFLUENCE



Anticipating Objections	Influencing
Managing Up	Nudge
Peak-End Rule	Political Capital

# PROFESSIONAL DEVELOPMENT

## 4. Ms. Smith Relationships



Customer Experience	Customer Is Always Right
Customer Satisfaction	Customer Service
Lead Users	Single Point Of Contact

# PROFESSIONAL DEVELOPMENT

## 5. Cooperator Relationships



Business Relationships	Constructive Criticism
Creative Tension	Negotiation
Partner Risk	Performance Management





**Questions?**