

# LEADERSHIP

Developing Leaders in Wildland Fire

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**The most essential element  
of success in high risk  
work environments is  
competent and confident  
leadership**



RESPECT

DUTY

INTEGRITY

Jeremy Bennett  
BIA Agency Representative to the  
NWCG Leadership Development  
Subcommittee

# BACKGROUND

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## A CASE FOR CHANGE

- Within the last 20 years a number of high-risk occupations have dramatically changed their training focus
- For the wildland fire service, in the last 12 years understanding human behavior has become as important as understanding fire behavior

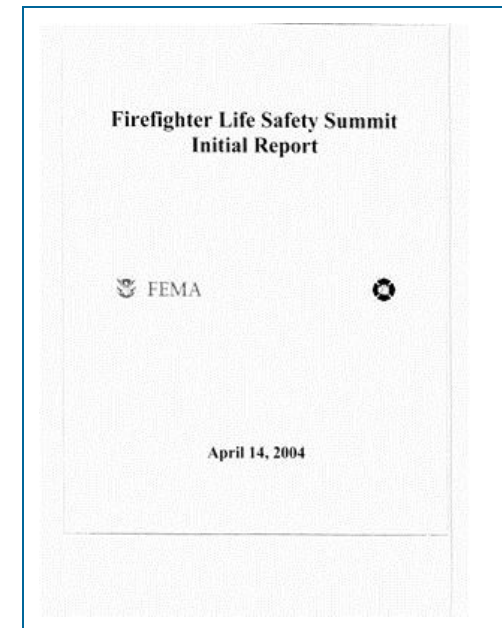
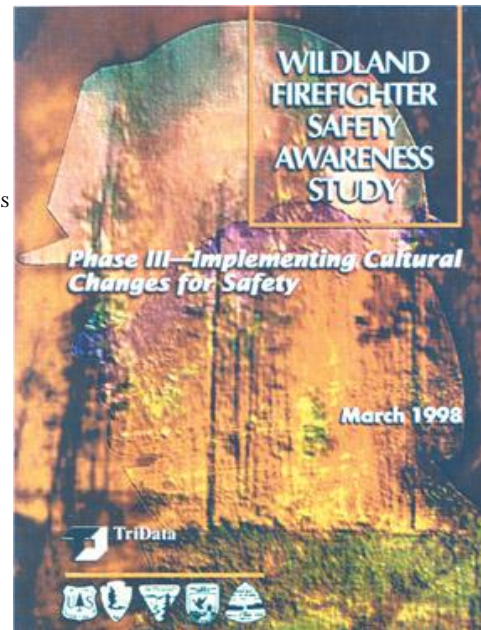
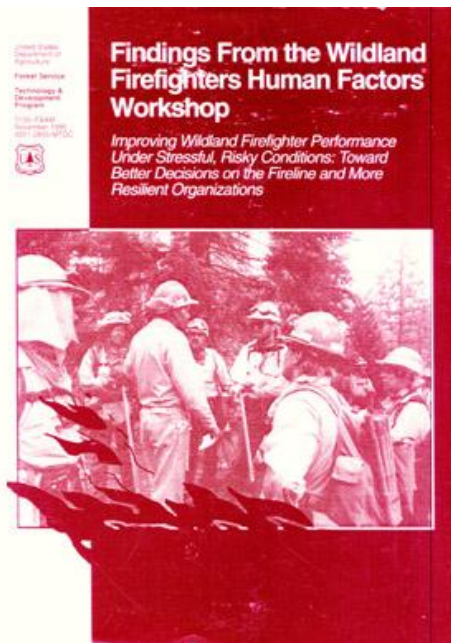


# BACKGROUND

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## LEADERSHIP – TACKLING A TOUGH ISSUE

- You can't know where you are going unless you know where you have been



# BACKGROUND

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## TAKING LEADERSHIP DEVELOPMENT TO A NEW LEVEL

- National Wildfire Coordinating Group begins to look at the issue of leadership development in 1999
- Work on a formal leadership development program begins in 2001
- Focus was on Operations initially...



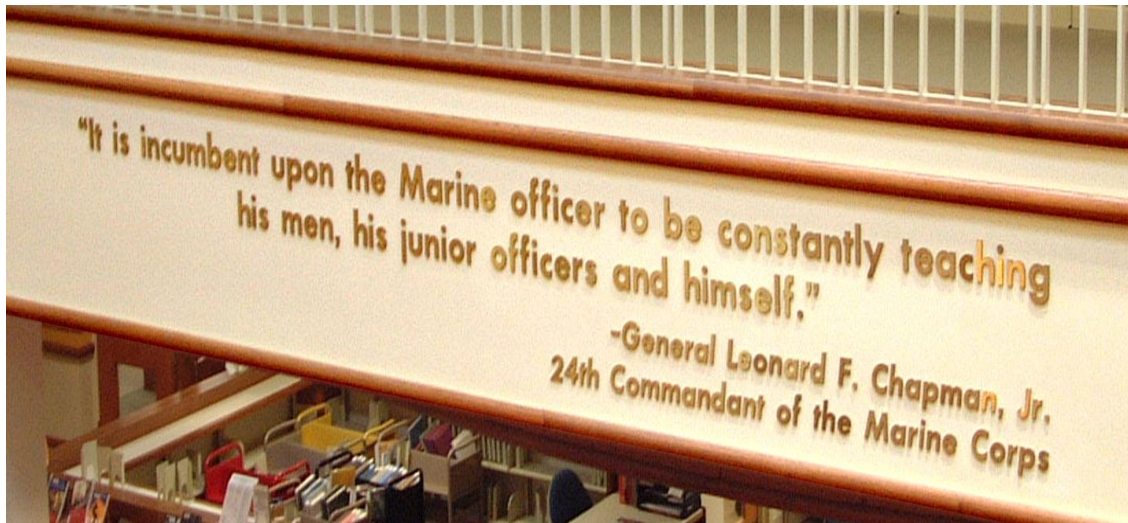


# THE FOUNDATION

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## BUILDING A PROGRAM – WHERE TO BEGIN

- Benchmarking the best



# THE FOUNDATION

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## BUILDING A PROGRAM – GUIDING PRINCIPLES

1. Establish a common set of leadership values
2. Invest early in leadership training
3. Provide experiential training
4. Emphasize decision-making skills
5. Encourage students of leadership
6. Partner with outside expertise

# THE FOUNDATION

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## BUILDING A PROGRAM – KEY COMPONENTS



# THE NUTS AND BOLTS

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## VALUES AND PRINCIPLES

“Not everything that is countable counts, and not everything that counts is countable”

Albert Einstein

Wildland Fire Leadership Values and Principles	
Values	Principles
<b>Duty</b>	Be proficient in your job, both technically and as a leader.
	Make sound and timely decisions.
	Ensure tasks are understood, supervised, and accomplished.
	Develop your subordinates for the future.
<b>Respect</b>	Know your subordinates and look out for their well-being.
	Keep your subordinates informed.
	Build the team.
	Employ your subordinates in accordance with their capabilities.
<b>Integrity</b>	Know yourself and seek improvement.
	Seek responsibility and accept responsibility for your actions.
	Set the example.



Values  
and  
Principles



# THE NUTS AND BOLTS

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## VALUES AND PRINCIPLES

*Paul Gleason Lead By Example Award*

A way to recognize field level leaders who model the values and principles



Values  
and  
Principles

# THE NUTS AND BOLTS

## FORMAL CURRICULUM

Leaders must be grown...

- Formal courses beginning early in a firefighter's career
- Focus on leader behaviors not supervision



Training  
Courses

# THE NUTS AND BOLTS

## FORMAL CURRICULUM FOCUS

### Follower concepts

- Situation awareness
- Stress and attitude barriers

### Leader of People concepts

- Decision-making and communication
- Teambuilding

### Leader of Leaders concepts

- Managing group dynamics
- Detecting operational error

### Leader of Organizations concepts

- Imparting command presence and intent
- Integration into team decision process



# THE NUTS AND BOLTS

## LEADERSHIP TOOLBOX

Leaders must be students...

- On-line resource for self-development
- Focus on experiential learning



Leadership  
Toolbox

**LEADERSHIP**  
Developing Leaders in Wildland Fire

Home | The Program | What's New | Frequently Asked Questions | Links | Comments

**Leadership Toolbox**

**Duty**

**Prepare Your Subordinates**  
[Professional Reading Program](#)  
[Leadership in Cinema](#)  
[Wharton Leadership Digest](#)

**Be Proficient**  
[Staff Ride Library](#)  
[Staff Ride Guide \(pdf\)](#)

**Make Sound Decisions**  
[Tactical Decision Games Library](#)  
[Tactical Decision Games Workbook \(pdf\)](#)  
[Sand Table Showroom](#)

**Ensure Tasks are Completed**  
[Standard Operating Procedures \(pdf\)](#)

**Respect**

**Know Your Subordinates**  
[Crew Cohesion Assessment \(pdf\)](#)

**Keep Subordinates Informed**  
[Briefing and Intent](#)

**Build the Team**  
[After Action Review](#)  
[L-280 Supplemental Leadership Reaction Scenarios](#)

**Employ Subordinates Appropriately**  
[Pay It Forward](#)

**Integrity**

**Know Yourself**  
[Self-Development Plan](#)

**Set the Example**  
[Leaders We Would Like to Meet](#)

**Seek Responsibility**  
[About Leadership](#)  
[Marine Corps University Leadership Workshop](#)

**LEADERSHIP**  
Developing Leaders in Wildland Fire



# THE NUTS AND BOLTS

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## LEADERSHIP TOOLBOX – EXPERIENTIAL TRAINING

Tactical Decision Games (TDGS) and Sandtable Exercises (STEX) are techniques to help develop decision-making skills in young leaders





# THE NUTS AND BOLTS

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## LEADERSHIP TOOLBOX – EXPERIENTIAL TRAINING

Staff Rides are training events designed for experienced leaders to derive lessons from significant historical incidents



# WHY CHANGE?

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The ultimate goal of this program is to recognize the increased demands on the wildland fire service and provide better prepared leaders

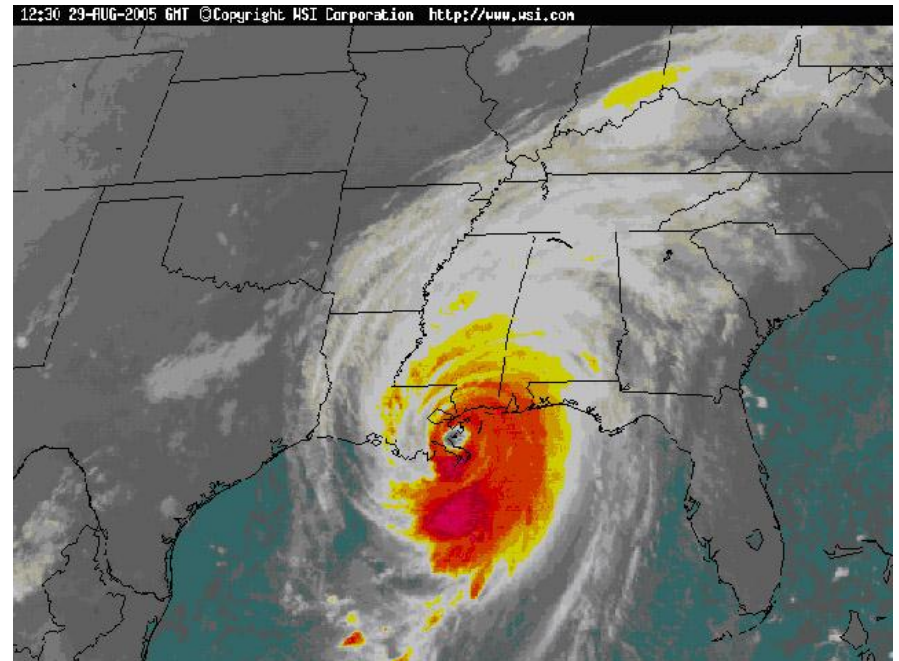


# JUST FOR FIREFIGHTERS?

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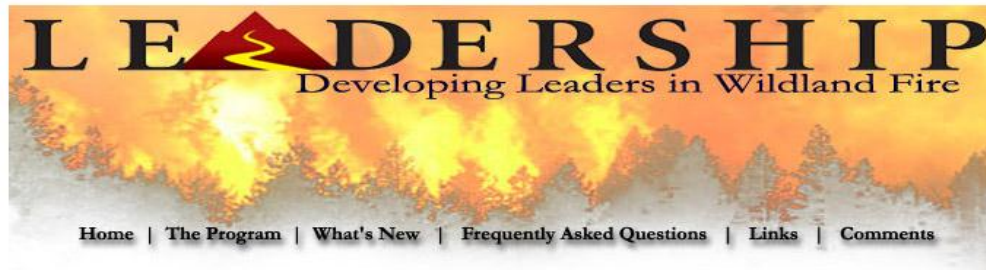
The reality of the modern workplace is that it is unpredictable and it is complex

This is where we need to do better...





# INFORMATION SOURCE



[Home](#) | [The Program](#) | [What's New](#) | [Frequently Asked Questions](#) | [Links](#) | [Comments](#)



## Wildland Fire Leadership Development Program

The most essential element of successful wildland firefighting is competent and confident leadership. The wildland fire leadership development program has been established to provide an avenue for you to improve essential leadership skills during all stages of your career.



This website is designed to provide information regarding the implementation of the NWCG wildland fire leadership development program. In addition it provides a resource to allow individuals to strive for a higher performance level as a leader through self-directed learning opportunities.

### Updates and New Features

updated 2/15/05

- [TDGS Library](#)
- Updated [Sand Table Showroom](#)
- [Human Factors Workshop - Ten Years Later](#)
- [Revised Criteria L-380 and L-381](#)
- [Leaders We Would Like to Meet: Ted Putnam](#)
- [2003 Gleason Award Recipients](#)

# www.fireleadership.gov

# QUESTIONS

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## WILDLAND FIRE LEADERSHIP DEVELOPMENT – FROM VISION TO REALITY

“Leaders aren’t born they are made...and they are made just like anything else, through hard work.”

Coach Vince Lombardi