

Running Head: LEADERSHIP QUALITIES

Executive Leadership

Identifying Important Leadership
Qualities for Successful Organizations

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ABSTRACT

The research for this ARP revealed that there are common desired leadership qualities found in successful businesses and with their leaders, within St. Petersburg Fire & Rescue (SPFR), and within other fire departments.

The problem is that SPFR has never formally defined important leadership qualities. The purpose of this ARP was to develop a leadership guide using important qualities from all sources for distribution to SPFR personnel. Using the action research method, the following questions regarding leadership qualities were answered:

1. What are the qualities identified by the current leadership that make SPFR successful?
2. What qualities do successful leaders from external organizations possess?
3. What do other metropolitan fire departments value as necessary leadership qualities?

Research included internet searches, a literature review, and two surveys. The results of this ARP revealed that leadership qualities important to SPFR should be communicated to all personnel.

Listed are recommendations made as a result of the research:

1. Distribute to all personnel.
2. Include questions in promotional processes regarding leadership qualities.
3. Restructure the evaluation process for officers to include ratings regarding identified leadership qualities.
4. Implement training sessions to discuss the leadership qualities.

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INTRODUCTION

The problem is that St. Petersburg Fire & Rescue (SPFR) has not clearly identified the leadership qualities that are desired by the leadership of the organization.

From a firefighter's viewpoint, it is important for the personnel of a fire department to be aware of the leadership qualities that are important to the administration of that department. If essential leadership qualities as determined by staff officers or by reliable research are identified, conveyed to current personnel and to new recruits, the organization as a whole moves closer to the direction of the mission statement, values and vision of the organization. For firefighter's who have a desire to advance through the ranks, it would be beneficial for them to be aware of and to use the identified leadership qualities. SPFR staff officers and the fire chief have a good idea of what leadership qualities or traits are important to them, however, these qualities or traits have not been formally conveyed to the personnel.

The purpose of this research is to identify the desired qualities of leaders in other metropolitan fire departments, other organizations, and within SPFR. A result of the research will be the development of a leadership guide which, along with the research and results, will be presented to the administrative staff for adoption (Appendix D). Action research will be utilized in this Applied Research Project (APR) to address the following questions. What are the leadership qualities as defined by the current leadership that make St. Petersburg Fire & Rescue successful, what are the leadership qualities that successful leaders from other external organizations possessed, and what do other metropolitan fire departments value as necessary leadership qualities for their leaders?

BACKGROUND AND SIGNIFIGANCE

St. Petersburg Fire & Rescue (SPFR) was established as a paid organization in 1907. Prior to that time, volunteers` used various horse-drawn and hand carried types of equipment before finally purchasing a single horse drawn steam pumper to respond to fires within the city. By 1970 SPFR had 325 employees, 9 stations and two divisions, fire suppression and fire prevention. Today there are 347 employees, 13 stations and five divisions adding training, rescue and emergency management to prevention and suppression.

Leadership of the department has traditionally been developed internally and except for the hiring of one Fire Chief from the outside, the Chief position has been filled from within the ranks. The first Fire Chief, G. W. Anderson, was the leader of the volunteer organization for over 20 years before being appointed as the first paid Fire Chief of the newly formed St. Petersburg Fire Department in 1907. His leadership ability with the volunteers was recognized by the city commission at the time and was their first choice to be the first paid fire chief. Developing leaders within the organization and through all ranks continues to be important for SPFR. Resources for higher education are provided, such as scholarships, tuition reimbursement, and leave time to attend school. Currently requirements for officers include two year degrees and the goal is that in five years, a four year degree would be required for officers. The current officer positions within SPFR are Lieutenant, Captain, District Chief, Division Chief, Assistant Chief, and Fire Chief.

In an attempt to develop personnel within the department and prepare them for future leadership, several training programs were developed. In 1991, an officer development program was established and was given in a one week period (40 hours) and covered many topics. The only leadership topic was that of Total Quality Management (TQM). Out of the entire 40 hours,

only two hours were devoted to an overview of a management process that is not entirely suitable for the fire service. During the two hours, an overview of general TQM concepts and leadership ideas that were adaptable for use by SPFR was given.

A second attempt that continues today was the development of a two week class for newly promoted lieutenants called Officer Orientation. Some of the topics that were covered included computer skills, payroll, Incident Command System (ICS), and prevention practices. A two hour segment was included covering company officer leadership. Today this officer orientation continues, however, the two hour company officer leadership portion has been omitted.

Beginning in 2000, at officer meetings (held quarterly), the operations chief conducted short, one hour leadership lessons including topics on officer expectations, difficult personnel, and motivation. In other meetings, one officer was assigned the task of presenting a pre-fire plan of a building in their territory and the hazards associated with it. After the presentation, the same officer played the role of the Incident Commander and managed an incident involving the building pre-fire plan. These training processes were intended to build the officers leadership skills on a day-to-day basis and at emergency scenes.

In February of 2007, SPFR went through a strategic planning process to develop a new long range plan. When the values were revised to more closely reflect our organization today, four were identified as being the most important for the organization. Respect, accountability, trust, and empowerment (RATE) became the main values and many others were listed under each of these headings (St. Petersburg Fire, 2007). These values can also be looked at as desirable leadership qualities. For an officer of any rank within SPFR, these values are important

to exhibit and to expect from others in return. As firefighters, these values are encouraged as standards of behavior and are qualities that they expect from their leaders.

In the last 33 years, important leadership qualities have not been identified by SPFR as being desired of the officers, personnel who desire to advance, or firefighters of the organization. Past experience of fire chief appointments reveals for the most part that leadership has been developed within the organization and the previous fire chiefs have exhibited traits that are desired by the city administration. As stated earlier, all but one of the fire chiefs have come up through the ranks within the organization. A reasonable assumption can be made that promotion through the ranks was guided in part by the then current fire chief's desired leadership qualities that each future chief possessed. In the end, each fire chief (except for the one outside appointment) possessed leadership qualities recognized by the fire chief, whose own leadership qualities were recognized by the city administrator who appointed them. This ARP asks the question, "what are these leadership qualities?"

This ARP relates to the National Fire Academy's (NFA) Executive Leadership (EL) course. In unit 7, the course material states, "An ideal condition is when people are fully aware of organizational information and their own career preferences so that they can self-select into promotional opportunities" and "By benchmarking other systems, you are able to capture the best possible practices and include them in your process" (Executive Leadership, 2005 Pg 7-6). This research relates to the United States Fire Administration mission, "the mission of the USFA is to reduce life and economic losses due to fire and related emergencies, through leadership, advocacy, coordination and support" (DHS, 2008).

Research for this ARP will result in the development of a leadership guide that identifies and describes leadership qualities that are important for organizational success and used in

assisting the self-development of personnel currently on the job and for newly hired firefighters. The leadership guide is intended for distribution to all personnel, communicating to them the leadership qualities important to SPFR and qualities important to fire departments of like size. The objective is that future leaders of the organization will have a good idea of the leadership qualities important to the organization before they become leaders, or before they move further up the ranks. Overall, this can help to make the organization stronger.

The leadership qualities listed in the guide will be those that are identified by the questions: (a) what are the leadership qualities as defined by the current leadership that make St. Petersburg Fire & Rescue successful, (b) what are the leadership qualities that successful leaders from other external organizations possessed, and (c) what do other metropolitan fire departments value as necessary leadership qualities for their leaders. Action research will be used to accomplish these objectives.

LITERATURE REVIEW

The literature review for this applied research project concentrated on the area of information regarding leadership qualities and more specifically, leadership qualities that are necessary for organizations to be successful. The following questions were used to direct this research to this specific area.

1. What are the leadership qualities as defined by the current leadership that make St. Petersburg Fire & Rescue successful?
2. What are the leadership qualities that successful leaders from other external organizations possessed?
3. What do other metropolitan fire departments value as necessary leadership qualities for their leaders?

To answer these questions the literature review included gathering available information from the internet, books, SPFR strategic plan, and Executive Leadership course materials from the National Fire Academy (NFA).

To answer the first question, what are the leadership qualities as defined by the current leadership that make St. Petersburg Fire & Rescue successful a survey was sent to the staff officers of St. Petersburg Fire & Rescue which included the fire chief, four division chiefs, and six district chiefs. One hundred percent of these surveys were returned. Review of this internal survey reveals that integrity is considered to be the most important leadership quality for officers of all ranks to possess. “Of all the qualities a leader must possess, integrity may be the most important one of them all” (Cunningham, T. 2002). The leaders of a station, division, or the department become role models for all who serve as subordinates to watch and learn from. On or off duty, these leaders must maintain their character, their values, and their integrity at all times. Subordinates will watch and learn and their behaviors will be modeled after their leaders’ behavior. “Leaders are highly visible, they therefore set examples” (Hesselbein, F. 1996, p. xiii).

Leading by example is a term used frequently in management or leadership courses and in literature. Simply put, the actions and words of leaders have a direct impact on the subordinate’s interactions with others and their leaders. To lead effectively and successfully, the person or persons in charge must set the example by displaying the values and qualities as recorded in the organizations mission statement, value statement, vision, or strategic plan. These qualities must be exhibited at all times, again, setting the standard for others to follow. “Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust” (Clark, D. 1997/2005).

In January of 2007, SPFR developed a new five year strategic plan. As is common among strategic plans, the organizations core values were defined and fall into four categories;

- “Respect
- Accountability
- Trust
- Empowerment” (St. Petersburg Fire, 2007)

The second value, accountability, is further defined as “We value accountability, and recognize that it is a fundamental factor of respect, trust and empowerment. We advocate dependable and conscientious attitudes in our work environment. We are committed to the pursuit of knowledge and technical expertise necessary to serve the community with courage and integrity” (St. Petersburg Fire, 2007). Technically proficient and integrity are included as added values to accountability. The third value, trust, is further defined as “We value trust, which is vital in an organizational environment which elicits respect, accountability and empowerment. We will carry out our duties with honesty, loyalty, and with a promised commitment to excellence” (St. Petersburg Fire, 2007). Honesty and accountability, two of the leadership qualities most identified by the staff of SPFR in the survey are included as values of trust.

While looking for data that spoke to the second question, what are the leadership qualities that successful leaders from other external organizations possessed, research was done on the internet using search criteria such as “successful organizational leadership”, “business leadership qualities”, and several individual company web sites such as Disney, Hewlett Packard (HP), and IBM. The search under successful organizational leadership revealed thousands of sites with general overviews of leadership traits for success. “Disciplined work ethic and high standards for quality. This includes traits such as honesty, integrity, and a concern for people” (Micek, D.

2007). This quote, from a site titled 10 "Must Have Qualities" for Business Success by Deborah Micek, who developed the list of ten qualities by studying successful entrepreneurs and business leaders, is number two on the list of ten. Honesty and integrity also received high marks as essential leadership qualities in the surveys generated by this ARP. On The Disney Company's corporate web site, Bob Iger, President and CEO, states "At Disney, each of us is responsible for upholding our excellence and our integrity" (The Walt Disney Company, 2007). For the Disney Company and the CEO, practicing and showing individual integrity is of most importance for the company. The corporate web site for HP lists several objectives under various headings. Under the heading Leadership Capability, the main objective is "To develop leaders at every level who are accountable for achieving business results and exemplifying our values" (Corporate Objectives, 2007), which clearly shows that accountability is an important quality for their leadership. IBM's web site, Values at Work, Samuel J. Palmisano, President and CEO of IBM states that the employees of IBM (called IBMers) determined that their actions drive these values;

- "Dedication to every client's success
- Innovation that matters, for our company and for the world
- Trust and personal responsibility in all relationships" (Palmisano, S. 2007).

Successful organizations other than fire departments find that leadership qualities that help them maintain success include many of the same qualities found important by leaders of fire departments including integrity, honesty, accountability, and trust.

In addition, the following successful leaders were researched using the internet:

- Lee Iacocca – Chrysler
- Ray Kroc – McDonalds

- Estee Lauder – Estee Lauder Cosmetics
- Jack Welch – General Electric
- Bill Gates – Microsoft
- Sam Walton – Wal Mart
- Walt Disney

Each of these individuals, whether they started a successful business or were successful in leading a business, all had one thing in common; they were all visionaries. Having a vision seems to be one of the most important qualities a successful leader can possess. Having a vision alone does not guarantee success, however; each of these individuals was able to communicate their vision to the people that worked for them, both in management and the general workforce. Commitment played a large role in each of these success stories. Each leader knew where they wanted the organization to go and was committed to making it happen. All possessed intelligence, whether from a formal education or from a life long learning process. And they were all confident that their vision would work and be a success.

For these individuals, qualities they all had in common were;

- Vision
- Communicator
- Committed
- Intelligent
- Confidence

In answering the last question, what do other metropolitan fire departments value as necessary leadership qualities for their leaders?, a survey was sent to 50 randomly selected cities who are members of the Metropolitan Fire Chiefs Association (Appendix B). Of these 50 cities,

22 (44%) responded with a completed survey (Appendix A). As reported by NCS Pearson, a company that provides survey, assessment and testing solutions to education, healthcare, business and government clients, for mail surveys, “the typical response rate is in the 20% range” (Bethc-Ga, 2002). Of the 22 responding cities, 8 (36%) indicated integrity (Appendix A) as the most important leadership quality for officers of all ranks to possess. “Of all the qualities a leader must possess, integrity may be the most important one of them all” (Cunningham, T. 2002). The on-line version of Merriam-Webster’s dictionary lists honesty as a synonym for integrity. (“Integrity,” 2005). Coincidentally, the second highest quality indicated (4 of 22 or 18%) by the respondent cities was honesty.

The literature review for this ARP revealed thousands of web sites on the subject of successful organizational leadership (351,00 sites) and surveys sent to SPFR staff officers and those sent to other metropolitan fire departments revealed some similarities in desired leadership qualities. In developing a leadership guide for SPFR, the similar leadership qualities from all sources will assist in establishing certain qualities as being important for the organization.

PROCEDURES

The literature review began with internet searches using the search phrases “successful organizational leadership”, “business leadership qualities”, and searches for several individual company web sites such as Disney, Hewlett Packard (HP), and IBM. In addition, individual successful leaders were researched using the internet. The leaders researched were;

- Lee Iacocca – Chrysler
- Estee Lauder – Estee Lauder Cosmetics
- Bill Gates – Microsoft
- Walt Disney
- Ray Kroc – McDonalds
- Jack Welch – General Electric
- Sam Walton – Wal Mart

These searches were conducted using the Google search engine. Using the SPFR training library, several books were found on the subject of leadership. In addition to the literature review a survey was sent out to fifty randomly selected cities (Appendix B) that are a part of the Metropolitan Fire Chiefs (MFC), a section of the International Association of Fire Chiefs (IAFC). The Metro Chiefs Section of the IAFC is limited to members of the IAFC who are fire chiefs of cities having a minimum staffing strength of 400 paid firefighters. A similar survey was sent to staff officers of SPFR (Appendix C). These staff officers included the fire chief, division chiefs and district chiefs.

Of the 50 surveys sent out to the external fire departments, 22 surveys (44%) (Appendix A) were returned. The results of the surveys were intended to compare SPFR with cities of like size concerning desired leadership qualities. The survey (Appendix A) was comprised of seven questions that attempted to answer the third research question. The survey and cover letter was sent to the fire chief of each department and it was requested to return them in four weeks. A self addressed return envelope was included along with a fax number if that was the desired method of return.

Of the 11 surveys sent to staff officers of SPFR, all 11 were returned. This survey (Appendix C) was comprised of four questions and was intended to answer the first research question. Three questions from the external survey were omitted as they were known answers to SPFR staff and personnel.

The literature review revealed that there is a never ending supply of resources regarding leadership both in books and on the internet (351,000 sites using “successful organizational leadership”). The research did indicate several leadership qualities that are common to all three sources.

The surveys and literature review were undertaken to discover what leadership qualities are desired by SPFR, other fire departments, and external, non-fire organizations. The results of the research assisted in developing a leadership guideline for personnel of SPFR.

RESULTS

A survey (Appendix B) was sent out to the staff officers of SPFR to address the first research question, what are the leadership qualities as defined by the current leadership that make St. Petersburg Fire & Rescue successful? Of the 11 surveys sent out, all were returned. The survey was sent to the fire chief, two assistant chiefs, two division chiefs and six district chiefs. This survey was generated to compare SPFR with other departments surveyed and to identify what leadership qualities were desired for the various officer ranks by SPFR staff officers. The questions and results are shown in the order that was used in the survey.

1. Listed below is a list of 45 leadership qualities developed by an Executive Leadership Class in 2007. This list is not all inclusive nor in any particular order.

1	Integrity	16	Honest	31	Loyal
2	Trust	17	Credible	32	Reliable
3	Truthful	18	Moral	33	Ethical
4	Approachable	19	Open	34	Listener
5	Visionary	20	Intelligent	35	Objective
6	Patient	21	Confident	36	Persuasive
7	Empathetic	22	Idealistic	37	Realistic
8	Accountable	23	Compassionate	38	Flexible
9	Firm	24	Focused	39	Decisive
10	Humor	25	Consistent	40	Motivator
11	Adaptive	26	Challenger	41	Articulate
12	Resilient	27	Role Model	42	Technically Proficient
13	Educated	28	Friendly	43	Charismatic
14	Committed	29	Communicator	44	Fearless
15	Risk Taker	30	Original	45	Political

For each rank in our organization and using the numbered list above, indicate the ten leadership qualities that you believe are most important for each rank on the line next to each rank.

	1	2	3	4	5	6	7	8	9	10
Lieutenant										
Captain										
District Chief										
Division Chief										
Assistant Chief										
Fire Chief										

For this internal survey, only those ranks that are specific to SPFR were used. Listed below are the total results for each rank. After totaling all the responses from the entire chart for each rank, the ten qualities that were selected the most are indicated in descending order. The first choice, selected as the most important quality for each rank, was integrity. However, the totals from the entire chart resulted in a different list.

Lieutenant

Technically Proficient	9	Educated	7
Confident	8	Decisive	7
Consistent	8	Listener	6
Integrity	7	Motivator	6
Approachable	7	Role Model	5

As a lieutenant, this individual has to know the technical aspects of the job. They are closest to the firefighters and work with them both in the station and at emergency scenes. To be good, this person has to be confident in their job, consistent in dealing with subordinates, and have the integrity that others will look up to. As the first officer firefighters come in contact with this person has to be approachable and when the situation calls for it they have to be decisive.

Captain

Consistent	10	Role Model	6
Technically Proficient	9	Motivator	6
Approachable	8	Integrity	5
Educated	7	Confident	5
Decisive	7	Listener	5

The captain’s position is close to that of a lieutenant and the desired qualities are the same as indicated for the lieutenant but received a different ranking of importance. This position works at the station level, serves as the station commander, and also fills in for the district chief position.

District Chief

Confident	8	Motivator	6
Consistent	8	Technically Proficient	6
Integrity	7	Educated	5
Approachable	7	Intelligent	5
Decisive	7	Listener	5

SPFR employs the district chief position in the same way many departments use the battalion chief position. This individual is in charge of the shift, manages resources, and schedules training. The district chief also fills in for the assistant chief when appropriate. The desired qualities are the almost identical to that of the captain; however, confidence ranks high for this position. The district chief is the incident commander at emergency scenes and must have the confidence and decisiveness to manage the incident.

Division Chief

Integrity	9	Articulate	5
Approachable	9	Visionary	4
Educated	7	Consistent	4
Intelligent	6	Realistic	4
Communicator	5	Decisive	4

There are three division chief positions in SPFR. There is noticeable separation from this position and the others listed above. Integrity is the number one quality desired and technical proficiency has dropped out of the top ten. This position requires higher education, good communications, decisive, and able to develop a vision that provides direction for the division and fits the direction of the department.

Assistant Chief

Integrity	8	Communicator	5
Approachable	8	Articulate	5
Educated	7	Confident	4
Intelligent	6	Loyal	4
Consistent	5	Ethical	4

The two assistant chief positions in SPFR each manage a division similar to the division chief. The difference lies in their rank and both serve directly beneath the fire chief. Seven of the qualities are the same but the assistant chief is looked at as loyal to the organization, the fire chief, and city management and must be ethical in decisions made each day. While all personnel are expected to be loyal to the organization, it is important that the individual in this position demonstrates this loyalty through words and actions.

Fire Chief

Educated	9	Consistent	6
Political	9	Articulate	6
Integrity	8	Ethical	5
Approachable	7	Visionary	4
Intelligent	6	Empathetic	4

While seven of the qualities are the same for the fire chief as for the assistant chief, it is recognized here that this person should be political in their thinking. A requirement for any successful leader is to possess the quality of being a visionary. This person sets the course for the

department not just for the short term but for the long term also. This individual should also be empathetic to enable good decision making when dealing with department personnel.

2. Indicate here the one quality from the 45 listed in Table A that you believe is important for an officer of any rank to possess. _____

The results of this question indicated that four of the 11 responses felt integrity was the most important quality for any officer to possess. Risk taking and being open were both the next choice with two responses each. Being a challenger, truthful and decisive each received one response. While there was no majority selection of a certain quality, integrity was selected most often for this rank.

3. Do you believe our organization recognizes one or more of the qualities you have indicated as being important for promotional purposes by using questions designed to indicate if a candidate possesses these qualities?

Yes _____ No _____ Unknown _____

Nine of the 11 responses were in the affirmative for this question. It is apparent that the large majority feels that leadership questions in some form exist on promotional exams. While all of the respondents have been through several promotional processes within SPFR, two of the respondents did not feel these types of questions were a part of the process. This could be from a misunderstanding of the design of the promotional questions on their part, or the promotional process has been changed enough that these types of questions now exist in the process.

4. Do you believe our organization recognizes one or more of the qualities you have indicated as being important for annual evaluation purposes?

Yes _____ No _____

Six of the responses were yes, and five were no. Since all personnel are evaluated on an annual basis, and each rank has a different set of criteria to be rated on, it was expected that all of the responses to this question would be the same. The leadership guideline that this research will produce will make mention of these results in an effort to bring more clarity to the promotional and evaluation processes.

The second research question, what are the leadership qualities that successful leaders from other external organizations possessed, involved research using the internet. Listed below are the individuals that were researched;

- Lee Iacocca – Chrysler
- Ray Kroc – McDonalds
- Estee Lauder – Estee Lauder Cosmetics
- Jack Welch – General Electric
- Bill Gates – Microsoft
- Sam Walton – Wal Mart
- Walt Disney

Lee Iacocca “was popular for his bold decisions and risk-taking abilities” (International Center for Business Management, 2003). He became the Chief Executive Officer for Chrysler Motors at a time when their products were of poor quality, too many upper management personnel, a poor internal communications process, and a lack of inventory control. As a result, the employees were unhappy, without spirit and no sense of camaraderie. “Iacocca was proclaimed as a visionary who could see far beyond the day-to-day activities of business. He used to think differently from others and always came up with innovative ideas” (International Center for Business Management, 2003). Iacocca developed a vision for the future of Chrysler. Because of

his ability to communicate the vision, the commitment to make it happen, and the flexibility to adjust to different situations, Iacocca turned the company around and by 1984 Chrysler turned a profit of \$2.4 billion. “Analysts felt that Iacocca’s success could be attributed to his ability to adjust to any kind of situation very quickly” (International Center for Business Management, 2003).

Ray Kroc, the founder of McDonalds Corporation, was also a visionary. Kroc “realized that McDonald’s had the potential to rewrite the fast-food rule book and in the process established the quick service restaurant business” (Baldoni, J. 1998). Kroc dreamed of having these fast food restaurants across the nation, all serving the same food the same way. He was committed to the dream and flexible enough to accept new food ideas such as the Big Mac. Kroc was able to realize his dream mainly because of his ability to communicate his ideas in a way that convinced others to share his dream.

Estee Lauder, founder of Estee Lauder Cosmetics, was able to build the company because she was committed to providing the customer with a quality product. “Lauder remained steadfast in her commitment to her company and did what it took to achieve her goals” (Carmichael, E. 2007). Lauder did things that other company executives were too timid to do. “She was a courageous businesswoman who wasn’t afraid to try new strategies and push her company in different directions” (Carmichael, E. 2007). Lauder had many criticisms and barriers to her success, but her commitment to her dream and her ambitious nature kept her going when others would have quit and helped to build the successful Estee Lauder Cosmetics.

Jack Welch came to General Electric in 1960 when the company had a market capitalization of \$12 billion. When Welch left 20 years later, the company had grown to \$500 billion. "In the old culture, managers got their power from secret knowledge: profit margins,

market share, and all that. In the new culture, the role of the leader is to express a vision, get buy-in, and implement it” (Kotelnikov, V. 2007). Welch had a vision for the company, involved the employees in implementing it, and the results were growth for the company. Welch empowered the managers to use their intelligence to run their sections in a way that would benefit the company the most. Welch also encouraged a new relationship between the boss and employee realizing that the employee is a goldmine for ideas. Welch had vision, commitment, empowered employees, and encouraged change to make General Electric a success.

Bill Gates and Microsoft, two names that are easily recognized in the business world and by the general population. Gates was intelligent and started working with computers at age 13. Gates had the vision to see computers in every home and they would be running Microsoft products. Committed to making the best product, Gates employed the best minds in the computer industry and empowered them to create. Gates is described as “charismatically dynamic, with personal magnetism” (Bill Gates, 2007). Gates did not create the Microsoft business alone. His vision of the future of computers and his commitment to making it happen through the creative genius of the employees has made Microsoft the successful business it is today.

Sam Walton, the founder of Wal Mart, believed in the employee. “Believing that ‘individuals don’t win, teams do’ Sam fostered commitment in his employees by introducing stock options and store discounts” (Sam Walton, 2007). Sam was committed to providing customers with goods at the lowest price. This was his vision, and he listened to others ideas and watched what other retail stores did and took the best from all of them to make Wal Mart a success. Sam was able to communicate his vision to employees and suppliers alike and in the end his vision came to reality and made Wal Mart a success.

Walter Disney was a dreamer if he was anything. The visions he had, not just for Disneyland or Disney World, but also for the early animated films like Snow White, were created because Disney was committed to making the dream come true. Disney shared a secret formula for this, “This special secret, it seems to me, can be summarized in four C’s. They are Curiosity, Confidence, Courage, and Constancy and the greatest of these is Confidence” (Carmichael, E. 2007). Disney had the vision, the commitment, was able to communicate his ideas successfully, and had the confidence that the projects he created were the right thing to do. This confidence still shows today and helps to make the Disney Empire a success.

Each of these individuals was successful in leading a business and all had the vision necessary to gain success. Having a vision alone does not ensure success. These leaders were able to communicate their vision to management and the general workforce. Each of these leaders knew where they wanted the organization to go and was committed to making it happen. Their intelligence was gained from a formal education or from experience. All of them were confident that their vision would work and be a success. For these individuals, common qualities were vision, communicator, committed, intelligent, and confident.

To address the third question, what do other metropolitan fire departments value as necessary leadership qualities for their leaders, a survey (Appendix A) was sent out to 50 of the largest departments in the United States. Of the 50 surveys sent out, 22 were returned (44%). The survey was generated to compare SPFR with other departments and to discover if there were leadership qualities desired by other fire departments similar to those identified by SPFR staff officers. The questions and results are shown in the order they were presented in the survey.

1. Realizing that fire departments have different rank structures, it is important for this research to have an indication of the rank structure in your organization. Please indicate by a check mark the officer ranks that are used by your organization.

Lieutenant	<input type="checkbox"/>	Captain	<input type="checkbox"/>	Battalion Chief	<input type="checkbox"/>
District Chief	<input type="checkbox"/>	Division Chief	<input type="checkbox"/>	Assistant Chief	<input type="checkbox"/>
Deputy Chief	<input type="checkbox"/>	Fire Chief	<input type="checkbox"/>		
Lieutenant	17 (77%)	Captain	21 (95%)		
Battalion Chief	18 (82%)	District Chief	8 (36%)		
Division Chief	10 (45%)	Assistant Chief	17 (77%)		
Deputy Chief	17 (77%)	Fire Chief	22 (100%)		

This question shows that most of the external departments have a rank structure (excluding the fire chief) that includes Lieutenants, Captains, Battalion Chiefs, Assistant Chiefs, and Deputy Chiefs while fewer of the respondents use the ranks of district chief or division chief.

2. Listed below is a list of 45 leadership qualities (not in any order) developed by an Executive Leadership Class in 2007. This list is not all inclusive nor in any order.

1	Integrity	16	Honest	31	Loyal
2	Trust	17	Credible	32	Reliable
3	Truthful	18	Moral	33	Ethical
4	Approachable	19	Open	34	Listener
5	Visionary	20	Intelligent	35	Objective
6	Patient	21	Confident	36	Persuasive
7	Empathetic	22	Idealistic	37	Realistic
8	Accountable	23	Compassionate	38	Flexible
9	Firm	24	Focused	39	Decisive
10	Humor	25	Consistent	40	Motivator
11	Adaptive	26	Challenger	41	Articulate
12	Resilient	27	Role Model	42	Technically Proficient
13	Educated	28	Friendly	43	Charismatic
14	Committed	29	Communicator	44	Fearless
15	Risk Taker	30	Original	45	Political

For each rank in your organization and using the numbered list above, indicate the ten leadership qualities that you believe are most important for each rank on the line next to each rank.

	1	2	3	4	5	6	7	8	9	10
Lieutenant										
Captain										
Battalion Chief										
District Chief										
Division Chief										
Assistant Chief										
Deputy Chief										
Fire Chief										
Other										

Listed below are the results for each rank including the number of cities that responded to having this position. After totaling all the responses from the entire chart for each rank, the ten qualities that were selected the most by the respondents are indicated in descending order. The first choice, selected as the most important quality for each rank, was integrity. However, the totals from the entire chart had different results.

<u>Lieutenant</u>	17 Responded - 77%				
	5 No lieutenant rank - 23%				
Technically Proficient	12	Reliable	7	Committed	4
Role Model	9	Motivator	7	Moral	4
Integrity	8	Honest	5		
Accountable	7	Listener	5		

Being technically proficient as a lieutenant is important at this level as the position is the closest rank to the firefighter and is involved in more of the day to day operations, both in and around the station and at emergency scenes. Being a role model and having integrity are also important as the subordinates will look to the lieutenant for guidance, advice, and leadership.

<u>Captain</u>	21 Responded - 95%				
	1 No Captain rank - 5%				
Persuasive	15	Listener	11	Moral	9
Visionary	11	Articulate	10	Risk Taker	9
Loyal	11	Reliable	10		
Communicator	11	Trust	9		

The results indicated that a captain needs to be persuasive, a visionary, loyal, a communicator, and a listener. These qualities can be attributed to additional responsibilities this rank carries and the closeness to staff officers such as battalion and district chiefs. This position carries with it the trust between the station crews and the higher staff officers. While integrity was chosen as the first choice most often, overall, this quality was not selected often enough to make the list of qualities for this rank.

<u>Battalion Chief</u>	18 Responded - 82%				
	4 No Battalion Chief -18%				
Integrity	11	Decisive	9	Technically Proficient	8
Accountable	11	Motivator	9	Trust	6
Honest	11	Consistent	8		
Role Model	10	Communicator	8		

These results clearly indicate that integrity, accountability, and honesty are the most important leadership qualities for this rank. This officer is considered a staff officer, as is the district chief, and the responsibilities attributed to this rank call for the qualities indicated. The technically proficient quality is considered important at this rank as this officer is frequently a “teacher” to those he commands.

<u>District Chief</u>	8 Responded - 36%		14 No District Chief - 64%		
Accountable	5	Honest	4	Approachable	3
Intelligent	5	Consistent	4	Confident	3
Integrity	4	Decisive	4		
Firm	4	Truthful	3		

The district chief rank is most closely associated with the battalion chief rank, and the results were very similar with five qualities being the same as battalion chief. Accountability, integrity, and honesty are important leadership qualities for this rank as in the battalion chief rank, but in a different order. This possibly indicates that those departments that have the district chief rank and not the battalion chief rank require some different responsibilities than those of the battalion chief.

<u>Division Chief</u>	10 Responded - 45%		12 No Division Chief - 55%		
Communicator	8	Educated	5	Objective	4
Integrity	7	Honest	5	Motivator	4
Trust	6	Technically Proficient	5		
Accountable	6	Confident	4		

The division chief position is typically charged with managing a particular division, such as training or prevention. As such, the desire for integrity is high, and most important, they must be able to communicate their ideas. This person has to be trusted not only by subordinates, but as a staff officer to the chief, he has to be trusted by his boss. Education is a must at this level, whether it is a formal education or years of experience. Depending on the division this officer manages, being technically proficient could be very important and as a division leader, the individual in this position has to be able to motivate their personnel.

<u>Assistant Chief</u>		18 Responded - 82%			
		4 No Assistant Chief - 18%			
Integrity	15	Intelligent	8	Consistent	7
Accountable	10	Articulate	8	Ethical	7
Communicator	9	Approachable	7		
Honest	8	Educated	7		

The assistant chief position is either directly responsible to the fire chief or, if the rank is established, the deputy chief. Integrity is rated high as is accountability, both important qualities for this position. Other qualities listed are consistent with what a fire chief would expect of the number 2 or 3 man in the department.

<u>Deputy Chief</u>		17 Responded - 77%			
		5 No Deputy Chief - 23%			
Integrity	13	Intelligent	7	Trust	5
Accountable	11	Ethical	7	Approachable	5
Communicator	10	Moral	6		
Consistent	9	Decisive	6		

The qualities indicated here are very similar to those identified for the assistant chief with seven qualities being the same. In some departments, this position is like an extension of the fire chief, making integrity most important. If a deputy chief rank exists in a department, the position typically reports directly to the fire chief and the qualities indicated are indicative of that responsibility.

<u>Fire Chief</u>		22 Responded – 100%			
Integrity	17	Firm	11	Approachable	8
Communicator	15	Honest	11	Visionary	8
Educated	12	Accountable	10		
Ethical	12	Political	9		

5. Does your organization recognize one or more of the qualities you have indicated as being important for annual evaluation purposes? Yes 14 No 8

Annual evaluations are given by each of the 22 respondent fire departments. 60% include areas that rate individual's leadership qualities. The high response in the affirmative to this question would indicate that it is important to include some type of rating for leadership qualities in an evaluation for officers.

6. If you answered yes to question 5, what type of rating is given for these qualities?

Pass/Fail – Acceptable/Unacceptable 2 Written Comments 7
 Numerical 4 Other 1 Satisfactory/Unsatisfactory
 Did not apply to 8

Of the 14 fire departments that include ratings for leadership qualities in an annual evaluation, written comments are used by more (50%) than any of the other types of ratings. A written comment would be the most helpful to the individual's future improvement rather than a pass/fail or numerical rating. It allows the evaluator to record their thoughts on the individual's leadership skills and suggestions for improvement.

7. If you answered No to question 4 and/or 5, would you say that the leadership in your department possesses?

None of the qualities indicated: 2 Some of the qualities indicated: 2
 Most of the qualities indicated: 9 All of the qualities indicated: 1
 N/A 8

For those fire departments that do not include leadership qualities in promotional processes or evaluation, 87% feel that the leaders in their organizations possess some most or all of the qualities they indicated from Table A. Without a formal testing process or positive

evaluation techniques, the leadership in these fire organizations is perceived as having those qualities deemed important by the individual completing the survey. This would indicate that without identifying those leadership qualities that are important, those individuals selected to lead in their respective departments possessed the qualities important to those that promoted the individuals.

This survey was sent to 50 metropolitan fire departments and the 22 respondents indicated that individually, the lower ranks, such as lieutenants, need to be technically proficient, while the higher ranks need to have integrity, honesty, and education.

After all of the selections were totaled, communications was the quality most often selected throughout all of the ranks with technical proficiency having close to the same importance. Being a communicator and technically proficient, and having some, most, or all of

Communicator	97	the other eight qualities, would be desired for any officer position in a fire organization. In both surveys, being technically proficient was a quality selected often for the lower ranks however; that quality became less important in the higher officer positions. Still, technical proficiency was selected second most often throughout all of the ranks.
Technically Proficient	96	
Integrity	87	
Motivator	80	
Accountable	79	
Decisive	79	
Role Model	77	
Reliable	76	
Ethical	76	
Honest	75	

Totaling all of the selections for the SPFR survey shows the following ten qualities as being most important. Those qualities in italics are those that matched with those qualities selected by the other fire organizations. While integrity was the third most selected quality for external fire organizations, SPFR staff felt it was the most important quality for the officers among the organizations officers. Communications, number one in the above chart was not selected often enough to make it into SPFR’s top ten important qualities.

<i>Integrity</i>	40
Approachable	35
Educated	33
Consistent	33
<i>Decisive</i>	29
Confident	24
Flexible	22
<i>Motivator</i>	22
<i>Technically Proficient</i>	22
<i>Role Model</i>	21

The qualities common among successful leaders researched on the internet were identified as;

Vision <i>Communicator</i>	Committed Intelligent	<i>Confidence</i>
-------------------------------	----------------------------	-------------------

Using the qualities from the three lists, the following 18 qualities have been identified as being important for the leadership in an organization.

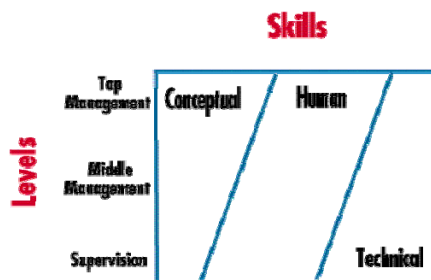
Integrity	Role Model
Approachable	Communicator
Educated	Accountable
Consistent	Reliable
Decisive	Ethical
Confident	Honest
Flexible	Vision
Motivator	Committed
Technically Proficient	Intelligent

A leadership guide has been developed using these 18 qualities (Appendix D) and will be distributed to all personnel within the organization. It is important to note that no qualities have been identified that officers or firefighting personnel would be required to possess. All of the sources that these qualities were obtained from and the methods used are described in the guide. The emphasis with this guide is information the personnel can use as they feel appropriate.

As a result of this research, four recommendations for SPFR to consider are;

1. Distribute to all personnel. (in process)
2. Develop a method to include questions in promotional processes regarding leadership qualities that SPFR staff determines are most important.
3. Restructure the evaluation process for officers to include ratings consistent with the current SPFR rating system regarding identified leadership qualities.
4. Implement training sessions to discuss the leadership qualities identified and the importance to the organization.

The surveys and literature review for this research project indicated that leadership qualities that are important for fire organizations find some commonality with those qualities possessed by successful business leaders. There were no surprising results but some confirmation that technical skill requirements diminish as an individual is promoted up through the ranks as shown in the graphic below.



Skill Distribution at Various Management Levels

(Katz, R. 1974)

DISCUSSION

“There is no checklist, recipe, or rule book that will tell people how to act in each situation” (Daft & Lengel, 1998, p. 68). In all of the research conducted for this ARP, nothing was found that would indicate that there are any hard and fast rules that apply to the types of leadership qualities that are needed to be successful. Most of the internet sites and books used in this ARP were quick to note that not any one style or quality applies to every situation. What the research revealed is that there are common leadership qualities among SPFR, external fire departments, successful business and successful leaders.

SPFR has touched on different aspects of leadership, either through small segments of officer classes, or built into scenario type emergency exercises. From the internal survey conducted, the leadership of SPFR knows what leadership qualities are important to the organization, however; the importance of these qualities or the qualities themselves have not been formally discussed or published for the personnel in the department. Everyone seems to know what they are, but no one talks about them. “We do seem to think that we know leaders when we see them: they are those individuals who, in their inimitable ways, inspire confidence, undermine despair, fight fear, initiate positive and productive actions, light the candles, define the goals, and paint brighter tomorrow’s” (Hesselbein, F. 1996, p. 73).

The research conducted for this ARP supported the idea that some form of leadership guide should be developed and distributed to all personnel. The most important quality identified by the external departments surveyed was communication. “Leaders are only as powerful as the ideas they can communicate” (Bennis & Nanus, 1986, p. 107). Communicating the important leadership qualities to the personnel of SPFR will first inform them of what the

staff feels are important qualities, and second, will result in open and meaningful dialog between the line and staff personnel on the issue of leadership.

Research was conducted on the internet and through use of two surveys (Appendix A and Appendix C). After reviewing the results of the surveys and completion of the internet research, it was concluded that there are many different beliefs on the qualities that successful leaders possess, however; the research revealed that successful leaders share many of the same qualities, whether as part of a fire department or a private business. The external surveys (Appendix A) returned revealed that 77% of the fire departments employ some form of questions on promotional processes to measure leadership qualities. In addition, 59 % of the returned surveys have a leadership quality rating on their annual evaluation given to officers. “Clearly the #1 motivator of people is feedback or results” (Blanchard, K. 1983, p. 67). Motivation, one of the qualities identified by all sources used for this research project, is a by product of a good evaluation. “People are not going to be motivated for your reasons; they are going to be motivated for their own reasons” (Ziglar, Z. 1986, p. 222). 47% of the external cities surveyed who include a rating on evaluations for leadership qualities use a written statement for their rating. This is an example of feedback that allows the rater to put in writing their thoughts on the leadership qualities of the individual being rated and provide an opportunity for meaningful dialog between the two parties.

The results from the external survey (Appendix A) also revealed that for the respondent departments, 85% of those that do not use questions on promotional processes or as part of the evaluation process, still felt that their leaders possessed some, most, or all of the qualities listed in Table A of the survey.

The results of the survey (Appendix C) sent to SPFR staff revealed that 82% felt that there are some types of questions on promotional processes that deal with leadership qualities. Only 36% felt that leadership qualities were addressed in the annual evaluation. The low response on this question indicates that some form of revision should be considered for the officer evaluation to ensure that a rating of some form on leadership qualities exists.

The research for this ARP revealed that no one style or quality of leadership exists that will effectively deal with every situation. The research did show that there are common leadership qualities shared by all successful leaders, whether those of the fire service or of a private business. For SPFR, results of the research indicate that the leadership qualities identified by SPFR staff, external fire departments, and successful business leaders, should be communicated in some fashion to the personnel of the department. The expected results of this communication are to have improved dialog between line and staff personnel, and for all personnel to have an idea of the leadership qualities that are important to the leadership of the department.

RECOMMENDATIONS

Based on the results of the research used in this ARP, there is no one leadership quality or style that is right for every situation. There are, however, common leadership qualities shared by fire department leaders and successful business leaders. The external survey (Appendix A) results showed that while integrity was most often selected as the first quality desired for all ranks, being a good communicator was the quality most selected throughout the charts for each rank. The internal survey (Appendix C) also showed that integrity was most often selected as the first quality desired for each rank. However, integrity was also selected most often throughout the chart by SPFR staff. "Integrity means alignment of words and actions with inner values. It

means sticking to these values even when an alternative path may be easier or more advantageous. A leader with integrity can be trusted and will be admired for sticking to strong values. They also act as a powerful model for people to copy, thus building an entire organization with powerful and effective cultural values” (Bennis, W. 2003). Of the seven successful business leaders researched, integrity was mentioned very little as being important for their success. Their skills were more conceptual and human. By combining the important qualities from the three sources, a list of 18 leadership qualities was developed and used to create a leadership guide as part of the action research used for this ARP.

The departments used for the survey (Appendix B) are all metropolitan departments (serving a population of 250,000 or more) as is SPFR. These departments were used in the survey because of their close relationship in size and responsibilities. Review of the literature revealed several leadership qualities that are important for leaders to have or use to be successful. “Lets agree that there is no major solution for leadership” (Hersey, P. 1984, p. 15). This is a common theme found throughout the literature and internet research completed for this ARP. Common leadership qualities do exist in successful leaders, and these qualities as identified by the two surveys and the research completed on the business leaders, were used to develop the leadership guide as part of this ARP.

Historically SPFR has relied on the traditional ways of identifying potential leaders within the organization. These traditions include personal observation, personal friendships, reliable feedback, and sometimes a gut feeling that an individual has the leadership qualities essential to the success of the organization. The various attempts at leadership training conducted by SPFR were not lasting but were somewhat effective. In the end, leadership qualities important to the staff of SPFR were not communicated to the personnel. As a result of this ARP, leadership

qualities have been identified using two separate surveys and research on successful business leaders.

The three questions used as a guide for the research in this ARP have been answered and a leadership guide developed (Appendix D). The author of this ARP additionally recommends the following steps be taken;

1. Distribute leadership guide to all personnel. (in process)
2. Develop a method to include questions in promotional processes regarding leadership qualities that SPFR staff determines are most important.
3. Restructure the evaluation process for officers to include ratings consistent with the current SPFR rating system regarding identified leadership qualities.
4. Implement training sessions to discuss the leadership qualities identified and the importance to the organization.

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APPENDIX A – SURVEY

November 1st, 2007

Dear Fire Service Professional:

I would appreciate your assistance in completing the attached survey as part of my applied research project for the National Fire Academy's Executive Fire Officer Program.

Please take a few minutes to complete the survey and return it in the self-addressed stamped envelope or by faxing it by December 10th, 2007. Your response is an important portion of this research. If you have any questions regarding the survey, please contact me at 727-893-7692.

Thank you for your time and cooperation.

Sincerely,

William E. Jolley
Assistant Chief
St. Petersburg Fire & Rescue

400 Dr. Martin Luther King Jr. Street South
St. Petersburg, Florida 33701
Ph: 727-893-7692
Fax: 727-892-5011

Leadership Qualities for the Fire Service

Person completing survey:

Name: _____

Contact Information _____

Agency: _____ State: _____

Number of Paid Personnel: _____ Number of Volunteers: _____

Population Served: _____

1. Realizing that fire departments have different rank structures, it is important for this research to have an indication of the rank structure in your organization. Please indicate by a check mark the officer ranks that are used by your organization.

Lieutenant	_____	Captain	_____
Battalion Chief	_____	District Chief	_____
Division Chief	_____	Assistant Chief	_____
Deputy Chief	_____	Fire Chief	_____

2. Listed below is a list of 45 leadership qualities developed by an Executive Leadership Class in 2007. This list is not all inclusive nor in any order.

Table A

1	Integrity	16	Honest	31	Loyal
2	Trust	17	Credible	32	Reliable
3	Truthful	18	Moral	33	Ethical
4	Approachable	19	Open	34	Listener
5	Visionary	20	Intelligent	35	Objective
6	Patient	21	Confident	36	Persuasive
7	Empathetic	22	Idealistic	37	Realistic
8	Accountable	23	Compassionate	38	Flexible
9	Firm	24	Focused	39	Decisive
10	Humor	25	Consistent	40	Motivator
11	Adaptive	26	Challenger	41	Articulate
12	Resilient	27	Role Model	42	Technically Proficient
13	Educated	28	Friendly	43	Charismatic
14	Committed	29	Communicator	44	Fearless
15	Risk Taker	30	Original	45	Political

For each rank in your organization and using the numbered list above, indicate the ten leadership qualities that you believe are most important for each rank on the line next to each rank.

	1	2	3	4	5	6	7	8	9	10
Lieutenant										
Captain										
Battalion Chief										
District Chief										
Division Chief										
Assistant Chief										
Deputy Chief										
Fire Chief										
Other										

3. If there is one quality that you believe is important for an officer of any rank to possess, indicate here, the number next to the quality listed in Table A. _____

4. Does your organization recognize one or more of the qualities you have indicated as being important for promotional purposes by using questions designed to indicate if a candidate possesses these qualities?

Yes _____ No _____

5. Does your organization recognize one or more of the qualities you have indicated as being important for annual evaluation purposes?

Yes _____ No _____

6. If you answered Yes to question 5, what type of rating is given for these qualities?

Pass/Fail – Acceptable/Unacceptable _____ Written Comments _____

Numerical _____ Other _____
(Describe)

7. If you answered No to question 4 and/or 5, would you say that the leadership in your department possesses:

None of the qualities indicated: _____ Some of the qualities indicated: _____

Most of the qualities indicated: _____ All of the qualities indicated: _____

APPENDIX B – CITIES SURVEY SENT TO/RESPONDED

Department	State	Y / N	Department	State	Y / N
Akron Fire	Ohio	Yes	Baton Rouge Fire	Louisiana	No
Arlington Fire	Texas	Yes	Bridgeport Fire	Connecticut	No
Columbus Fire	Ohio	Yes	Cincinnati Fire	Ohio	No
El Paso Fire	Texas	Yes	Cleveland Fire	Ohio	No
Greensboro Fire	North Carolina	Yes	Cobb County Fire	Georgia	No
Hartford Fire	Connecticut	Yes	Colorado Springs Fire	Colorado	No
Hillsborough County Fire Rescue	Florida	Yes	Columbia Fire & Rescue	South Carolina	No
Los Angeles County Fire	California	Yes	Dallas Fire Rescue	Texas	No
Miami Fire Rescue	Florida	Yes	Fort Lauderdale Fire/Rescue	Florida	No
Milwaukee Fire	Wisconsin	Yes	Garland Fire	Texas	No
Minneapolis Fire	Minnesota	Yes	Houston Fire	Texas	No
New Haven Fire	Connecticut	Yes	Indianapolis Fire	Indianapolis	No
Omaha Fire	Nebraska	Yes	Jackson Fire	Mississippi	No
Palm Beach County Fire/Rescue	Florida	Yes	Jacksonville Fire and Rescue	Florida	No
Raleigh Fire	North Carolina	Yes	Jersey City Fire	New Jersey	No
St. Louis Fire	Missouri	Yes	Kansas City Kansas Fire	Kansas	No
Worcester Fire	Massachusetts	Yes	Las Vegas Fire & Rescue	Nevada	No
Fulton County Fire	Georgia	Yes	Lexington Division of Fire	Kentucky	No
Henrico County Fire/Rescue	Virginia	Yes	Louisville Fire & Rescue	Kentucky	No
Dayton Fire	Ohio	Yes	Miami Dade Fire & Rescue	Florida	No
Madison City Fire	Wisconsin	Yes	Mobile Fire & Rescue	Alabama	No
Long Beach Fire	California	Yes	Nashville Fire	Tennessee	No
Albuquerque Fire	New Mexico	No	Orange County Fire Rescue	Florida	No
Anne Arundel County Fire	Maryland	No	Pittsburg Fire Bureau	Pennsylvania	No
Austin Fire	Texas	No	Portland Fire & Rescue	Oregon	No

APPENDIX C - INTERNAL SURVEY

January 5, 2008

St. Petersburg Fire & Rescue Staff

I would appreciate your assistance in completing the attached survey as part of my applied research project for the National Fire Academy's Executive Fire Officer Program.

Please take a few minutes to complete the survey and return it in the envelope to me by COB Friday, January 25th, 2008. Your response is an important portion of this research. If you have any questions regarding the survey, please contact me at 727-580-6105.

Thank you for your time and cooperation.

Sincerely,

William E. Jolley
Assistant Chief
St. Petersburg Fire & Rescue

400 Dr. Martin Luther King Jr. Street South
St. Petersburg, Florida 33701
Ph: 727-893-7692
Fax: 727-892-5011

Leadership Qualities for the Fire Service

Agency: St. Petersburg Fire & Rescue State: Florida

Number of Paid Personnel: 325 Number of Volunteers: 0

Population Served: 250,000

1. Listed below is a list of 45 leadership qualities (not in any order) developed by an Executive Leadership Class in 2007. This list is not all inclusive.

Table A

1	Integrity	16	Honest	31	Loyal
2	Trust	17	Credible	32	Reliable
3	Truthful	18	Moral	33	Ethical
4	Approachable	19	Open	34	Listener
5	Visionary	20	Intelligent	35	Objective
6	Patient	21	Confident	36	Persuasive
7	Empathetic	22	Idealistic	37	Realistic
8	Accountable	23	Compassionate	38	Flexible
9	Firm	24	Focused	39	Decisive
10	Humor	25	Consistent	40	Motivator
11	Adaptive	26	Challenger	41	Articulate
12	Resilient	27	Role Model	42	Technically Proficient
13	Educated	28	Friendly	43	Charismatic
14	Committed	29	Communicator	44	Fearless
15	Risk Taker	30	Original	45	Political

For each rank in our organization and using the numbered list above, indicate the ten leadership qualities that you believe are most important for each rank on the line next to each rank.

	1	2	3	4	5	6	7	8	9	10
Lieutenant										
Captain										
District Chief										
Division Chief										
Assistant Chief										
Fire Chief										

2. Indicate here the one quality from the 45 listed in Table A that you believe is important for an officer of any rank to possess. _____

3. Do you believe our organization recognizes one or more of the qualities you have indicated as being important for promotional purposes by using questions designed to indicate if a candidate possesses these qualities?

Yes ____ No ____ Unknown ____

4. Do you believe our organization recognizes one or more of the qualities you have indicated as being important for annual evaluation purposes?

Yes ____ No ____

APPENDIX D - LEADERSHIP GUIDE

St. Petersburg Fire & Rescue

*A Guideline
of Leadership Qualities*

The achievements of an organization are the results of the combined efforts of each individual in the organization working toward common objectives. These objectives should be realistic, should be clearly understood by everyone in the organization and should reflect the organization's basic character and personality.

Author Unknown

St. Petersburg Fire & Rescue Mission Statement

St. Petersburg Fire & Rescue is committed to serve all citizens of our community by promoting, protecting and improving their health, safety and quality of life through exceptional emergency service and education.

St. Petersburg Fire & Rescue Vision

Five years from now, St. Petersburg Fire & Rescue will be recognized by local businesses, residents, and regional fire agencies as a progressive, well trained and customer-centered fire rescue organization which places a high premium on quality service.

Our workforce culture will reflect a respectful team atmosphere that is nurtured by fair practices, open communication processes and up-to-date procedures that guide the decisions of our personnel. Our mission will be accomplished by a physically fit, healthy, and increasingly diverse work force, well trained in a multitude of specialized skills and empowered with a high level of involvement in our success. We will work within a structured planning process that identifies and works toward accomplishing agreed upon priorities and needs. We will strive for low employee turnover by maintaining and exceeding market value compensation, providing opportunities for employee growth and development, valuing individual input and providing for the safety of the employee.

We will honor our community's trust by providing the most effective, efficient and fiscally responsible services possible to all population groups, with growing emphasis on our customers with special needs. By improving our distribution and concentration of response forces and facilities, and by ensuring a fleet of state of the art apparatus, all areas of the community will receive quality service which meets or exceeds our customers' expectations. We believe in getting out of the station and into the community. We will expand our community information initiatives with the media and customer feedback programs so that our organizational priorities, philosophy and operations are clearly understood by our residents.

Through improved external relationships, we will explore all opportunities for fire and rescue service delivery, while expending time and energy towards developing the best strategy

for providing quality emergency medical services to our community. We will meet or exceed national best practices thereby ensuring that St. Petersburg Fire & Rescue is a responsible and professional organization.

St. Petersburg Fire & Rescue Values

Respect

We value respect, for all members of the community and for our organization. The value statement of respect includes holding ourselves and others accountable, maintaining a trustworthy attitude, and empowering others to succeed. Through teamwork and effective leadership, we are committed to developing creative programs which will promote compassion and ensure diversity.

Accountability

We value accountability, and recognize that it is a fundamental factor of respect, trust and empowerment. We advocate dependable and conscientious attitudes in our work environment. We are committed to the pursuit of knowledge and technical expertise necessary to serve the community with courage and integrity.

Trust

We value trust, which is vital in an organizational environment which elicits respect, accountability and empowerment. We will carry out our duties with honesty, loyalty, and with a promised commitment to excellence.

Empowerment

We value empowerment, to carry out our mission and pursue our vision. Through positive partnerships, steadfast optimism and increased community involvement, we choose to be recognized as a credible national leader in our industry.

Development

This guideline was developed using two surveys and a literature review. A survey was sent to the staff officers of St. Petersburg Fire & Rescue and to 50 metropolitan fire departments throughout the country. Listed below are the departments the survey was sent to and those that responded.

Department	State	Y / N	Department	State	Y / N
Akron Fire	Ohio	Yes	Baton Rouge Fire	Louisiana	No
Arlington Fire	Texas	Yes	Bridgeport Fire	Connecticut	No
Columbus Fire	Ohio	Yes	Cincinnati Fire	Ohio	No
El Paso Fire	Texas	Yes	Cleveland Fire	Ohio	No
Greensboro Fire	North Carolina	Yes	Cobb County Fire	Georgia	No
Hartford Fire	Connecticut	Yes	Colorado Springs Fire	Colorado	No
Hillsborough County Fire Rescue	Florida	Yes	Columbia Fire & Rescue	South Carolina	No
Los Angeles County Fire	California	Yes	Dallas Fire Rescue	Texas	No
Miami Fire Rescue	Florida	Yes	Fort Lauderdale Fire/Rescue	Florida	No
Milwaukee Fire	Wisconsin	Yes	Garland Fire	Texas	No
Minneapolis Fire	Minnesota	Yes	Houston Fire	Texas	No
New Haven Fire	Connecticut	Yes	Indianapolis Fire	Indianapolis	No
Omaha Fire	Nebraska	Yes	Jackson Fire	Mississippi	No
Palm Beach County Fire/Rescue	Florida	Yes	Jacksonville Fire and Rescue	Florida	No
Raleigh Fire	North Carolina	Yes	Jersey City Fire	New Jersey	No
St. Louis Fire	Missouri	Yes	Kansas City Kansas Fire	Kansas	No
Worcester Fire	Massachusetts	Yes	Las Vegas Fire & Rescue	Nevada	No
Fulton County Fire	Georgia	Yes	Lexington Division of Fire	Kentucky	No
Henrico County Fire/Rescue	Virginia	Yes	Louisville Fire & Rescue	Kentucky	No
Dayton Fire	Ohio	Yes	Miami Dade Fire & Rescue	Florida	No
Madison City Fire	Wisconsin	Yes	Mobile Fire & Rescue	Alabama	No
Long Beach Fire	California	Yes	Nashville Fire	Tennessee	No
Albuquerque Fire	New Mexico	No	Orange County Fire Rescue	Florida	No
Anne Arundel County Fire	Maryland	No	Pittsburg Fire Bureau	Pennsylvania	No
Austin Fire	Texas	No	Portland Fire & Rescue	Oregon	No

The question asked of these departments and St. Petersburg Fire & Rescue was centered on the following 45 leadership qualities (not in any order) developed by an Executive Leadership Class in 2007. This list is certainly not all inclusive of all the possible leadership qualities.

	Integrity	13	Educated	25	Consistent	37	Realistic
2	Trust	14	Committed	26	Challenger	38	Flexible
3	Truthful	15	Risk Taker	27	Role Model	39	Decisive
4	Approachable	16	Honest	28	Friendly	40	Motivator
5	Visionary	17	Credible	29	Communicator	41	Articulate
6	Patient	18	Moral	30	Original	42	Technically Proficient
7	Empathetic	19	Open	31	Loyal	43	Charismatic
8	Accountable	20	Intelligent	32	Reliable	44	Fearless
9	Firm	21	Confident	33	Ethical	45	Political
10	Humor	22	Idealistic	34	Listener		
11	Adaptive	23	Compassionate	35	Objective		
12	Resilient	24	Focused	36	Persuasive		

Each department including St. Petersburg Fire & Rescue, was asked to use the numbered list above, and indicate the ten leadership qualities that were most important (in order of importance) for each rank on the line next to each rank.

Research was also conducted on the internet looking for successful business leaders and their leadership qualities. Those business leaders were;

- Lee Iacocca – Chrysler
- Ray Kroc – McDonalds
- Estee Lauder – Estee Lauder Cosmetics
- Jack Welch – General Electric
- Bill Gates – Microsoft
- Sam Walton – Wal Mart
- Walt Disney

After compiling all of the results, the leadership qualities most important first to St. Petersburg Fire & Rescue, the 22 respondent fire departments, and the seven business leaders were compiled into one list (shown below). Some of these qualities were present in all three sources.

Integrity	Communicator
Approachable	Accountable
Educated	Reliable
Consistent	Ethical
Decisive	Honest
Confident	Vision
Flexible	Committed
Motivator	Intelligent
Technically Proficient	
Role Model	

PURPOSE

The purpose of this guide is to communicate to all personnel the leadership qualities that the staff of our organization views as important. The ten qualities on the left side are those identified by St. Petersburg Fire & Rescue staff, the qualities listed on the right are those identified by outside fire organizations, successful businesses, and successful business leaders. Many of the qualities identified were shared by all sources. This guide is in no way meant to be viewed as a leadership requirement for success. From research conducted to develop this guide, it was shown that possessing any number of these qualities assists an individual in achieving success. The action you take with this guide is up to each one of you who reviews it.

A recommendation from the research is for the staff of St. Petersburg Fire & Rescue to ensure that leadership qualities currently on the officer evaluation are clearly understood as being such.

LEADERSHIP

Leadership is any attempt to influence the behavior of another individual or group.

Integrity

Practice honesty and integrity and treat people the way we would want to be treated. People want to do as good as job as possible. We need to supply them with the tools and allow them to perform. As leaders, a climate of trust and participation is much more important today than ever before. Build ownership by building trust. As a leader, you should never shed the cloak of honor, morality and dignity. As a leader, you should hold a profound conviction of duty above all else. By your own actions, not your words, you establish the morale, integrity and sense of justice of your subordinates. You cannot say one thing and do another.

Approachable

Be approachable; Listen to both good news and bad news. Be aware of what your body is saying. We all speak with body language, and you don't have to actually say anything to communicate a message to others. Unfortunately, your body may not always say what you want it to. Approach others. If people aren't approaching you, why not go to them? Nothing makes you look more outgoing and approachable than actively seeking out people and talking to them. Compliment others. Ask questions. For success, you should be good at making others feel comfortable while feeling comfortable yourself.

Educated

In the broadest sense, education includes all those experiences by which intelligence is developed, knowledge acquired, and character formed. For most people today, education means training for a particular career. It is expected that the leaders of our organization will be

educated. Formal education (college), seminars, technical bulletins, fire service magazines, and job experience are all means of receiving an education. How the individual uses that education is a decision each one has to make.

Consistent

A leader must constantly adhere to the same principles, course of action, and ethics. Our personnel want decisions that are consistent with those decisions made in the past. For our organization, a consistent leader stays the course, makes decisions based on facts, and changes course when presented with new technology or faced with uncontrollable outside forces.

Consistency of purpose, of objectives, decisions, and character are all important for successful leadership. While his actions are arguably “the right thing,” President Reagan understood that it’s not necessarily the direction (the angle you take), that counts, but sticking reasonably to the direction you choose

Decisive

Making the right decision at the right time has always proved to be an elusive prospect. While it is possible to do so, as a leader you will also make incorrect decisions. Many of these decisions will have little or no effect on the organization as a whole, but if you are fortunate enough to reach upper levels of management, the decisions you make will affect an individual, a group, or the entire organization. Decisiveness is a learned skill. Through experience, past practice and precedent one can learn not to repeat the same errors as those before. Initiative in decision making is not sufficiently demonstrated by an officer when it occurs only in relation to easy assignments. It must be exhibited when facing difficult and high risk tasks as well. Noble resolve to do the right thing is characteristic of prudent decision making. Responsible decisions are hard to improve upon. Rare is the perfect decision. The best decisions are usually the more prudent of

the logical alternatives. Every decision is an opportunity to improve the conditions of the organization. Officers must learn to be decisive, knowing when to act and when not to act, taking into account all facts bearing on the situation and then responsibly carrying out their leadership role. Procrastination confuses and discourages your subordinates, peers and superiors.

Confident

Managers at various levels of organizations seem to share a respect for the abilities of their colleagues, and the belief that they enjoy the *confidence* of their superiors. This atmosphere of pride and *confidence* is infectious. Self - confidence is critical to decisiveness, for without it, an officer loses his following in challenging situations. Proper training and experience develops in officers a personal feeling of assurance with which to meet the inherent challenges of leadership. Those who portray a lack of self-confidence in their abilities to carry out assignments give signs to their subordinates, peers and superiors that these duties are beyond their capabilities. Wear confidence on your sleeve.

Flexible

Leaders will have to guide the organization through rapidly changing conditions and difficult challenges. In today's world, that means a leader must adapt to the external environment and respond in appropriate ways to threats and opportunities resulting from changes in technology, economic conditions, and customer needs and expectations. It also means finding ways to acquire necessary materials and resources with shrinking budgets. Practice this quality now, whether in a station or at headquarters, and you will be better prepared for the leadership roles within the department.

Motivator

A major function of our job is to motivate employees. Put another way, our job is to foster an atmosphere in which employees will want to do the job to reach the organizations goals. To do this we have to understand why people behave as they do. People behave in various ways to satisfy needs and will try to do so as they do the work of the organization. Foster collaboration and build teams. Actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.

All behavior is motivated by needs and as a result, we as leaders should concentrate on how our actions affect the needs satisfaction of others. We are not often successful in changing an individual's behavior by logical argument, which is typically the first impulse. More likely success will come by modifying the reward system, changing the environment, or otherwise taking actions that appeal to the needs of the individual.

We as leaders should work towards getting the employee to come to work because they want to, because it is challenging, because it is fun, because it is interesting and because they want to help others. Officers at every level are responsible for establishing the atmosphere in which they lead.

Technically Proficient

An essential element of being Technically Proficient is that a logical order of expertise, experience and high professional technical knowledge exists so that the necessary degree of professionalism can be developed for, and applied to, the daily processes and systems that exist within our organization. In our terms, learn your job thoroughly before moving to the next level.

Know all aspects of your current position and learn the tools of the trade (good and bad qualities), stay abreast of new technology, and be prepared to change (flexible) what we are doing if it means a higher level of safety or efficiency.

Role Model

As a Role Model, you will be a person who serves as an example of a positive behavior.

Whatever level you aspire to, all eyes are on you. Practice what you preach, set the standard, walk the talk, share your experiences, and work to be someone others look to.

Communicator

Successful leaders ensure that objectives should be well established, clearly understood and *communicated*, and are vital components of the organization. Leaders also agreed that these objectives should be communicated to all levels of the organization while allowing managers to decide how to best accomplish those objectives. Include everyone in the communications loop. Information provides knowledge. Knowledge is power.

Accountability

Learning to account for personal actions and those of subordinates is fundamental to leadership and management. Leaders must never lay blame on others for what they themselves fail to accomplish, no matter how grave the consequences. Hold your subordinate accountable for delegated assignments and hold yourself accountable for assignments delegated to you. It is unlikely your failure is due to some other circumstance other than your own poor choices.

Reliable

Being reliable is a quality showing the reliability of a person to others because of his integrity, truthfulness, and trustfulness, traits that can encourage someone to depend on him. Aspire to be someone others can depend on. Complete the tasks assigned, complete them in a timely manner,

and ensure they are correct. Be reliable with your words and actions; let others know you are a person of truth and trust.

Ethical

Ethics denotes the theory of right action and the greater good. Personal ethics signifies a moral code applicable to individuals, while social ethics means moral theory applied to groups. Ethics is not limited to specific acts and defined moral codes, but encompasses the whole of moral ideals and behaviors, a person's philosophy of life. Act appropriately for the common goals of your station, your division, and the organization. Practice good moral conduct at all times.

Honest

The concept of honesty applies to all behaviors. You cannot refuse to consider factual information, for example, and still claim that your knowledge, belief, or position is an attempt to be truthful or is held in "good faith." Such willful blindness is clearly a product of your own desires and simply has nothing to do with the human ability to know. Basing your position on what you want — rather than unbiased evidence gathering — is dishonest even when good intentions can be cited — after all even villains could cite good intentions and intended glory for a select group of people. Clearly then, an unbiased approach to the truth is a requirement of honesty. Practice honesty, base your decisions on known facts, and make decisions based on the good of the organization.

Vision

Develop vision. You must provide direction to those you lead and never let them wander aimlessly. A corporate vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future, often stated in competitive terms. Vision refers to the category of intentions that are broad, all-inclusive and

forward-thinking. It is the image that a business must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends. Successful leaders must have a vision for the workplace and the community that ultimately results in a significant improvement of the organizational culture and the workplace environment.

Commitment

Have a total commitment to the organization. Leading by example will promote and encourage commitment. Commit to honesty. Build consensus, resolve conflicts, and discourage turf guarding. Committed leaders, those with a strong desire for leadership, a willingness to serve, will be distinguishable by their wisdom, sincerity, benevolence, and authority. They will have a human quality and a strong commitment to the organization and to those they serve.

Intelligent

Intelligence is an umbrella term used to describe a property of the mind that encompasses many related abilities, such as the capacities to reason, to plan, to solve problems, to think abstractly, to comprehend ideas, to use language, and to learn. In some cases, intelligence may include traits such as creativity, personality, character, knowledge, or wisdom. Our leaders are expected to be intelligent. Refine your knowledge, learn to reason, practice planning, solve problems, and learn.

Summary

We do seem to think that we know leaders when we see them: they are those individuals who, in their inimitable ways, inspire confidence, undermine despair, fight fear, initiate positive and productive actions, light the candles, define the goals, and paint brighter tomorrow's.

It has been observed over the years that countries, provinces, cities and lesser organizations rise and fall on the strength of their leaders and on the ability with which their leaders carry out the responsibilities of office - seeking first the good of the people. The fire service in general and this department have strong traditions that bind us magically together.

The responsibilities of leadership are great. In the end, vision, drive, energy, singleness of purpose, wise use of resources and a commitment to the mission of the department become a characteristic of an officer who excels. Put forth your best effort, listen, learn, walk the talk and be committed to the organization.

To reemphasize, no single management style or leadership trait is the best. Situational management and flexible leadership are descriptive terms for the best suited style for a given situation. There are good managers and good leaders; however, very few of those in a supervisory position do both well.

There are those who are overly ambitious who will try to learn these skills in a short period of time. History has shown that qualities of leadership simply take time, learning and experience to develop. There are rare opportunities to accelerate competence, and without paying the price, none will become prepared to lead others.

Sources

Shown below are the summary charts from the department survey which show the top ten leadership qualities as identified by our staff for each officer position.

Lieutenant		Captain	
Technically Proficient	12	Persuasive	15
Role Model	9	Visionary	11
Integrity	8	Loyal	11
Accountable	7	Communicator	11
Reliable	7	Listener	11
Motivator	7	Articulate	10
Honest	5	Reliable	10
Listener	5	Trust	9
Committed	4	Moral	9
Moral	4	Risk Taker	9

District Chief		Division Chief	
Accountable	5	Communicator	8
Intelligent	5	Integrity	7
Integrity	4	Trust	6
Firm	4	Accountable	6
Honest	4	Educated	5
Consistent	4	Honest	5
Decisive	4	Technically Proficient	5
Truthful	3	Confident	4
Approachable	3	Objective	4
Confident	3	Motivator	4

Assistant Chief		Chief	
Integrity	15	Integrity	17
Accountable	10	Communicator	15
Communicator	9	Educated	12
Honest	8	Ethical	12
Intelligent	8	Firm	11
Articulate	8	Honest	11
Approachable	7	Accountable	10
Educated	7	Political	9
Consistent	7	Approachable	8
Ethical	7	Visionary	8

Shown below are the top ten leadership qualities from all of the charts for all officers. St.

Petersburg Fire & Rescue is compared to the top ten qualities identified by outside metropolitan departments.

St. Petersburg Fire & Rescue Top Ten		Metro Departments Top 10	
Integrity	40	Communicator	97
Approachable	35	Technically Proficient	96
Educated	33	Integrity	87
Consistent	33	Motivator	80
Decisive	29	Accountable	79
Confident	24	Decisive	79
Flexible	22	Role Model	77
Motivator	22	Reliable	76
Technically Proficient	22	Ethical	76
Role Model	21	Honest	75

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