



FRI 2009
Fire-Rescue International



Leadership for Tough Times



Presented by Marc Revere & Chris Riley

“*Bridging the Gap*”

CPSE Mentoring Program

Presenters:

Chief Marc Revere

Chief Chris Riley

Mentoring

Leaders helping
Leaders

FRI 2009
Dallas, TX.





Welcome and Introductions

- Today's Agenda and what we will cover
 - Program Background, Status, Vision
- Problem Statement, loss of Chief's
- What is Mentoring?
- The history of mentoring and examples of effective relationships
- ID Mentoring program goals and challenges
- Recognize the benefits of a new chief officer mentoring program for CPSE and IAFC members.
- Characteristics of effective mentors. Defining behaviors that demonstrates these characteristics
- Mentor role play and skills practice exercise.





Agenda, continued:

- Tips to enhance the mentoring experience
- Benefits for new chief's and defining their responsibilities-Group case studies
- Where do we go from here? Matching mentors and protégés, web site material, State Chiefs, IAFC Divisions
- Wrap up and closing discussions



Lets Define the Problem.....

- Mass exodus
- No succession plan
- Generational disconnect
- Fragmented relationships
- Shift in Operational focus
- Leadership vacuum
- Last but not least....Lack of Funding\$\$!!



Background for the “Perfect Storm”

- How did we get here?
- Professional Development Committee
 - Collaborative, multi-year effort
- *“Next Generation” article was a catalyst*
 - ICMA Publication
- *Baseline Educational Report*
 - California Report





National Survey-Start with an academic approach

- IAFC “Zoomerang” Survey
 - Executive Summary & Results Handout
- 21 Question Survey
- Completed June 2005
- Approximately 14,000 IAFC members, roughly 9,000 have email addresses
- 935 Agencies responded to our survey





Research Resources included:

- International Association of Chiefs of Police (IACP)
- U. S. Coast Guard
- U. S. Army
- U. S. Fire Service



Definition of a Mentor:

“Someone, usually senior, willing and motivated to share experience, expertise, knowledge, organizational insight, professional advice, or other information with another, the protégé.”



Definition of a Protégé:

“As a partner in a mentor / protégé relationship, the protégé’s role is primarily to learn from the experiences and professional attributes of the mentor. The protégé’s role is not a passive one.”



Mentoring, definition #1

“The proactive development of subordinates through observing, assessing, partnership, coaching, teaching, counseling and evaluating that results in people being treated with fairness and equal opportunity.”



Mentoring, definition #2

“A mutually beneficial relationship in which an effective and skilled veteran chief (mentor) provides insight, guidance and opportunities for development to a lesser skilled and experienced colleague (new chief).”



Origin of the word Mentor...

- ✓ Greek mythology character chronicled by Homer in the story “Odyssey”.
- ✓ Later transitioned to the Industrial Era-Apprenticeship & becoming a journeyman
- ✓ 20th Century-Employer and employee relationships evolving to organized management and labor unions





Institutionalize Mentor practices

What are our goals?



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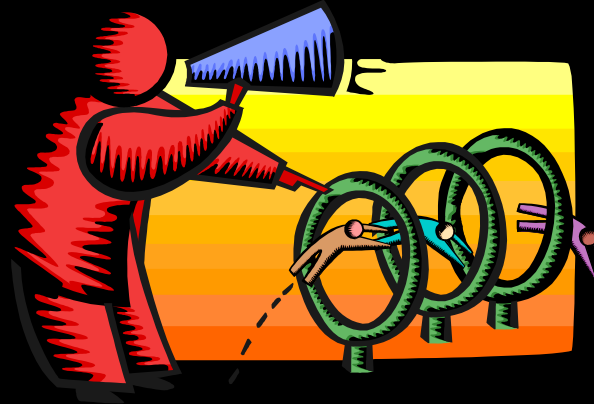




Institutionize Mentoring Practices

- What challenges will we encounter?

You are in the best position to judge this locally and personally.



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Institutionize Mentoring Practices

He who wants to be a leader must first be a servant.....This is a core value of mentoring.



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How Mentors Benefit

- ✓ Carries on your Legacy
- ✓ Keeps you sharp
- ✓ Enhances your performance
- ✓ Makes you valuable to others
- ✓ Encourages creativity
- ✓ We Get by Giving

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What Mentors Do

- ✓ Share experiences: Successes and Mistakes
- ✓ Encourage support and motivate
- ✓ Solicit info about areas of concern to enhance leadership skills and development
- ✓ Link with others, network, resources
- ✓ Provide feedback on strengths and developmental needs





Tips for Mentors

- ✓ **Be a good listener.** Encourage dialogue by asking probing questions.
- ✓ Be approachable. Don't take yourself too serious. Admit mistakes, be vulnerable.
- ✓ Be flexible. There is usually more than one right way. Exception-safety, legal issues, etc.
- ✓ Be honest and straight forward-only way to help protégé.
- ✓ Encourage new chiefs to seek their own solutions.
- ✓ Do not judge. Your role is to listen, support, and encourage leadership behaviors.
- ✓ Finally...Be yourself, laugh, and enjoy the relationship



Mentor Questions include

- ✓ How can I help you?
- ✓ How do you think you should handle the situation?
- ✓ What are the key issues? Get to the root problem.
- ✓ What options are available to you and your agency?
- ✓ Now that you have ID the options, which is most effective/beneficial for the department-think long term-vision-precedent setting philosophy
- ✓ Note: Guide your protégé and let them figure out the best course of action



Mentor questions, continued

- ✓ Define the Problem-What is the first step in addressing this issue?
- ✓ What potential positive and negative outcomes could result? Unintended consequences?
- ✓ Have you considered....? Excellent way to engage your protégé.



Mentor Program benefits for New Fire Chiefs and Chief Officers

- ✓ Use of a Systems and Outcome Based approach to mentoring and professional development
- ✓ Belief that CPSE and IAFC supports their professional development.
- ✓ Increases likelihood of protégé success
- ✓ Teaches the fundamentals and importance of mentoring
- ✓ Mentor will help to ID and achieve goals for the protégé
- ✓ Increases organizational effectiveness
- ✓ Reduces errors, increases likelihood of success for the individual and department
- ✓ Better leadership improves safety and level of service

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Protégé/New Chief responsibilities

- ✓ Teachable-Learning Agility!
- ✓ Willingness to clearly define their goals
- ✓ Research and discuss best practices
- ✓ Use resources
- ✓ Express appreciation
- ✓ Follow through
- ✓ Share credit of success
- ✓ Institutionalize mentor practices with their agency-this is long range goal.





Lets demonstrate Mentoring Behaviors

- Mentor Group Exercises



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What's our next step?



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Linkages and Resources

- CPSE
- State Fire Chiefs Associations
- IAFC
 - Officer Development Handbook
- NFPA 1021 (Fire Officer Handbook)
- National Fire Academy
- CFOD

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“Bridging the Gap”

IAFC Mentoring Program

Succession
Planning

Career
Development

Relationships

Mentoring

CFOD

Officer
Development

Fire Chief

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