TAKE THE LEAD!

by David Joseph
“THE GREATEST LEADER IS NOT NECESSARILY THE ONE WHO DOES THE GREATEST THINGS. HE IS THE ONE THAT GETS THE PEOPLE TO DO THE GREATEST THINGS.”

- RONALD REAGAN
Who am I?

A Short Introduction

- Born and raised in Pittsburgh!
- Graduated from Penn State in 2003
- Co-Owner of Joseph Tree - TCIA Accredited Company
- ISA Certified Arborist and State of Ohio Certified Applicator
Where have I been?

A Short Introduction

• Captain with the Columbus Division of Fire - 12th largest fire department in the country - 1600 uniform strength
• EMT-Paramedic
• My unique experience has afforded me a unique opportunity to experience the effects of leadership....both good and bad!
What have I Learned?

A Short Introduction

- The foundation of any organization is effective leadership.
  - It is the only way to get others to continually work towards a common goal
- People don't follow titles they follow leaders.
  - "in charge" does not equal leader
  - They are found up and down the chain of command
- If you don't take the lead someone else will, The position is always filled.
Presentation Outline

Our Agenda

• Extreme Ownership by Jocko Willink
• Leading by example - Is it the most effective?
• Delegation - It is not a bad word!
• Never lower standards but always lower expectations
• What makes an effective leader?
Extreme Ownership by Jocko Willink

IF YOU HAVEN'T READ IT, READ IT!!
EXTREME OWNERSHIP

OWN ALL MISTAKES, DEFLECT ALL SUCCESSES

• Job goes poorly, whose fault is it?
• How is it addressed?

OWN IT. GET BETTER. MOVE ON.

• When you take ownership others will follow

DOESN'T MEAN YOU DO EVERYTHING

• Take responsibility
• Balance between micromanaging and hands off approach

LOSING EMPLOYEES?

• Finding is different than keeping
• Own it!
NO BAD TEAMS JUST BAD LEADERS

UNDER - PERFORMERS
- Most need led not fired
- Impact of good coaching

ADDRESS THE ISSUES
- If you don't you are telling them it is OK
- Calm down first!

PATIENCE
- Any improvement is reason to continue
- If no hope - Fire

FAIL FAILURES FAST
- Be sure expectations were clear and documented
- True with people, ideas and processes

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UNDERSTAND THE WHY

• Make sure others do as well
• Both long term and short term
• What does it mean for them

SENSING PUSH BACK?

• Don't Ignore!
• Acknowledge and explain

GET FEEDBACK

• Listen!! Maybe you learn something
• Opportunity to show you value input

CONFIRM UNDERSTANDING

• Even if they don't necessarily agree
• Want buy in not compliance
• Follow up!!
# BEWARE OF YOUR EGO

<table>
<thead>
<tr>
<th>SEPARATION INCREASES IMPORTANCE</th>
<th>HUMILITY</th>
<th>NOT PASSIVITY</th>
<th>CONSTRUCTIVE CRITICISM</th>
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<tbody>
<tr>
<td>• Production to sales</td>
<td>• Humble people are likable</td>
<td>• Humility builds trust</td>
<td>• Received well</td>
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<tr>
<td>• Moved over not up</td>
<td>• Essential for long term leadership</td>
<td>• Facilitates ideas and discussion</td>
<td>• Make sure you accept it too</td>
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COVER AND MOVE

TEAMWORK
• Impossible without good leaders
• Critical for success

SALES AND PRODUCTION
• Most important relationship in your company

MUTUAL RESPECT
• Don't forget things change
• Try the other persons shoes on for awhile

OWNERSHIP
• Taking ownership of mistakes facilitates respect

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K.I.S.S.

YOU DON'T KNOW WHAT YOU DON'T KNOW

- Always have mentors and ask questions
- Never turn down a meeting

YOU DON'T KNOW HOW MUCH YOU KNOW

- Revealed when training others
- It is easy to forget personal training time line
DECENTRALIZING COMMAND

DEFINE EXPECTATIONS
• Confirm understanding
• Let them execute

ASK FOR NEEDS
• Never leave unaddressed
• Follow through and follow up

EXPLAIN THE NO
• Encourage them to ask again
• Ask if they agree

ADJUST AS NEEDED
• OWN everything that went wrong
## EMPOWERED DECISION MAKING

<table>
<thead>
<tr>
<th>EMPOWERED EMPLOYEES</th>
<th>ENCOURAGES DECISION MAKING</th>
<th>REACTION TO MISTAKES</th>
<th>PRODUCES OWNERSHIP</th>
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</thead>
<tbody>
<tr>
<td>• Feeling in control increases performance</td>
<td>• Key to progress</td>
<td>• Have their back</td>
<td>• How do employees refer to the company?</td>
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<td></td>
<td>• Indecision and uncertainty are the kryptonite to success</td>
<td>• Learn, share and move on</td>
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<td></td>
<td></td>
<td>• Hard on the process not the people</td>
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Leading by example is great but is it the most effective?
UH OH...HOW DO I LEAD NOW?

FIRE DEPARTMENT
Incident Commanders
• “Want” to follow vs have" to follow

PERSONAL EXAMPLE
Going from production to sales to sales manager
• How do I maintain respect without doing the work?

HIRING EMPLOYEES
Can't do it all and you can't always be with them
• How are you going to lead now?

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WHAT ARE THE KEYS?

CLEAR EXPECTATIONS

• Effective training

ENSURE ACCOUNTABILITY

• By asking NOT accusing

A SIMPLE THANK YOU

• Everyone desires to feel appreciated
EMPOWER OTHERS TO LEAD

SHOWS HUMILITY
• Produces team work

YOU WANT LEADERS
• Are your decisions challenged?

CHIEF VS INDIAN
• Times for both
• Recognize them

YOU CAN LEAD BY FOLLOWING
• Be the tie breaking vote not the vote
• Don't use your title to win a debate

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DELEGATION ISN'T A BAD WORD

TRUST IN BOTH DIRECTIONS
THE CONCEPT OF DELEGATION

TRUST
- I have to get it done vs I want to get it done
- Big effect on motivation

BUT VERIFY
- Shows importance
- Response is key

THEY WANT IT
- Workers want responsibilities
- Celebrate successes
THE CONCEPT OF DELEGATION

CHALLENGE
- No growth in the comfort zone
- Exciting not threatening
- Stay positive

MISTAKES
- What environment has been created?
- Can be firm but always stay calm

MUST OBSERVE
- Sometimes it is getting your hands dirty
- Visit
- SOP's are guidelines not rules
NEVER LOWER STANDARDS, ALWAYS LOWER EXPECTATIONS.

CRITICIZE THE PROCESS, NOT THE PEOPLE
CHANGING YOUR EXPECTATIONS

AGAIN

• Processes not people!

EXPECT TO
REPEAT YOURSELF

• Over and over and over again
• You were the same way

UNDER PERFORMERS

• Difficult dichotomy
• Make every effort to train
CHANGING YOUR EXPECTATIONS

FAILURE VS INEXPERIENCE
• Don't confuse them
• Is effort there?
• Any improvement?

NO HAND HOLDING
• Striving for self accountability
• Eye's open during good times

POSITIVE PEER PRESSURE
• Employees holding employees accountable
• Create that culture
THOUGHTS TO TAKE HOME

Practical Uses in Daily Life

What is an effective leader?

Someone who gets others to willingly complete the goals of a group

The number one trait of a highly effective leader is...

Humility