

Built, Not Born

Learning to Lead



Agenda

- Get to know me and the OSFC
- What is leadership?
- What got you here won't get you there
- It's lonely at the top
- A roadmap for leadership success



Get to know me and the OSFC



OSFC – Key Responsibilities & Programs

- Training, Certification and Inspection
- Financial Support through Grants and Low-interest Loans
- Community Risk Reduction
- Recruitment and Retention Assistance
- Line of Duty Death Support



What is leadership?

Visionary
Motivational
Strategic



10 Universal Leadership Principles

- Vision & Purpose
- Decisiveness
- Accountability
- Adaptability
- Communication

- Trust and Empowerment
- Courage
- Motivating others
- Integrity
- Focus on Results





Vision & Purpose

Patton's WWI Vision: To achieve swift and decisive victories through relentless offensive action and superior mobility on the battlefield via use of mechanized warfare

Results: Demanded resources to enable his vision. Per his own petitioning, was appointed to establish and train the US Army's Tank Corps. Was given command of the 304th tank Brigade in 1918. Major WWII successes followed.



Decisiveness

D-Day Scheduled for June 5th

Eisenhower received reports of poor visibility & rough seas

Postponed to June 6th. Moved forward despite minimal improvement. Many perished due to weather-related outcomes but the operation was ultimately a success, and casualties were fewer than anticipated.



Accountability

Eisenhower's secret letter in case the D-Day Invasion was unsuccessful.

Our landings in the
Cherbourg - Have our
have failed to gain a
satisfactory foothold and
~~I have with them~~
~~the troops have been~~
withdrawn. This particular
operation | My decision to
attack at this time and place
was based upon the best
information available, ~~and~~
the troops, the air and the
Navy did all that ~~was~~
Bravery and devotion to duty
could do. If any blame
or fault attaches to the attempt
it is mine alone.

July 5



The troops
have been
withdrawn.

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My decision to attack...

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Focus on Results

In WWII, Patton led his 3rd Army to relieve Allied troops surrounded by German soldiers in the Battle of the Bulge.

Preparation, adaptability and quick decision-making was key to success.

Failure was not an option.



What got you here won't get you there

Adapting, learning, and moving forward



Complacency is the enemy of progress

- Delegation
- Big-picture thinking
- Risk-taking
- Conflict management
- Change management

It's lonely at the top

Leadership prioritizes results over relationships



Leadership

- Is risky
- Is scary
- Challenges long-held beliefs
- Causes pain
- Demands new ways of doing things
- Is infectious

A roadmap for success

Roadmap for Success

- Review the 10 leadership principles
- Consider your own personal skill set and determine the type of leader that you want to be
- Identify your strengths and weaknesses compared to the 10 principles
- Work on building skills and processes that tie into the leadership principles
- Make leadership part of your everyday routine and a core part of your organizational culture

Additional Reading

- Meditations, A.D. 180, Marcus Aurelius
- It's Your Ship, 2002, Capt. D. Michael Abrashoff
- Radical Candor, 2001, Kim Scott