

THANK YOU TO OUR 2021 SPONSORS



Slido – For Polls/Q&A

- Most of you will see a Q&A/Polls panel on the right side of your screen. You can just participate in the Polls and Q&A there.
- Some of you won't see that so either go to [slido.com](https://www.slido.com) and enter meeting ID# XXXX (see next slide)
- From your smartphone, visit this QR Code (see next slide)



event-app5.eventpower.com/event_app/display/index/21CALCUPA-FORUM

23rd California Unified Program Annual Training Conference
February 2 through March 18, 2021

Tim Snellings
Edit Profile

LIVE 162

Q&A Polls

Bahram+Kavousi
1:03 PM
Hi everyone.

Earl+Thomas
1:40 PM
ISHP

Brandon+Vineyard
2:01 PM
You can make it "Non-RCRA Hazardous Waste Liquid (spent catalyst)" putting the type of waste at the end.

THOMAS+EDMO...
2:11 PM
nick vent

Daive+Minuzzo
2:12 PM
Maybe some connection issue

Erica+Olagiez
2:38 PM
To confirm, would the "generator" be required to provide "copy" of e-manifest to transporter? (is it trivial

Support Chat

© 2021 eventPower

Designated facility must submit all manifests to e-Manifest system w/i 30 days.

Electronic only after 06.30.21

EPA's e-Manifest System

VOID

Your Unique Slido Meeting Info

- Your Tech Team will add your unique slido meeting info on this page with QR Code and [slido.com/meeting ID](https://slido.com/meeting)
- This info is helpful for those that choose to use their smartphone or browser for Q&A/Polls

Post Session Zoom Rooms Reminder (Most Sessions)

The screenshot shows a web browser displaying the event page for the 23rd California Unified Program Annual Training Conference. The browser's address bar shows the URL: event-app4.eventpower.com/event_app/display/index/21CALCUPA-FORUM. The page title is "23rd California Unified Program Annual Training Conference February 2 through March 18, 2021".

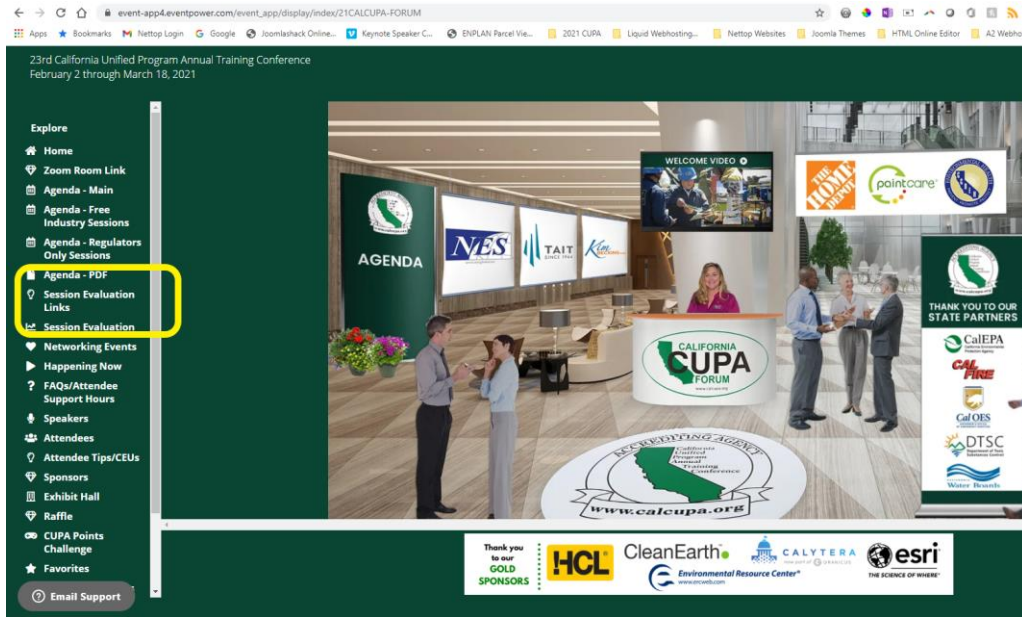
On the left side, there is a navigation menu titled "Explore". The "Zoom Room Link" option is highlighted with a yellow box. Other menu items include Home, Agenda - Main, Agenda - Free Industry Sessions, Agenda - Regulators Only Sessions, Agenda - PDF, Session Evaluation Links, Session Evaluation, Networking Events, Happening Now, FAQs/Attendee Support Hours, Speakers, Attendees, Attendee Tips/CEUs, Sponsors, Exhibit Hall, Raffle, CUPA Points Challenge, Favorites, and Email Support.

The main content area features a large image of a virtual event space. In the center, a woman stands behind a white circular reception desk with the "CALIFORNIA CUPA FORUM" logo. To the left, a man and a woman are talking. In the background, there are large screens displaying logos for NES, TAIT, and Klean. A "WELCOME VIDEO" screen is visible. To the right, there are logos for "THE HOME DEPOT", paintcare, and the California State Seal. Below the main image, there is a "RECEIVING AGENT" sign with the website www.calcupa.org. At the bottom, there is a "THANK YOU TO OUR STATE PARTNERS" section with logos for CalEPA, CAL FIRE, Cal OES, and DTSC. A "Thank you to our GOLD SPONSORS" section includes logos for Southern California Edison, EF BOOSTER, Tanknology, and REMARKS.

- After our Session is over, we are offering a NEW Zoom Room opportunity for you to continue the conversation started in this Session
- Near the end of the Session in the Q&A box, we will post the Zoom Room link
- To access the Zoom Room link, you can also click on the link below Home on the left menu
- In this Zoom Room, you may meet with the Speaker, Moderator and/or fellow Attendees for a 'post meeting de-brief'



Session Evaluation Codes Reminder



- After our Session is over, if you want to earn CEUs or offer feedback, please click on the Session Evaluation link at the top of the Session Screen before “Leaving the Session”
- To complete the evaluation later, come back to the “Session Evaluation Links” menu item, find your session and click on the link to complete the Session Evaluation





LEADING WITH TRANSFORMATION

March 10, 2021

D-3/10



23rd California Unified Program Annual
Training Conference
February 2 – March 18, 2021

Your Presenters



Dan Munsey

Fire Chief/Fire Warden

San Bernardino County Fire Protection District

Dmunsey@SBCFire.org

Kristen Ward

Assistant Fire Marshal – Office of the Fire Marshal
San Bernardino County Fire Protection District

Kward@SBCFire.org

Agenda

- Values of the Organization
- Traits and Principles in Leadership (11 Principles of Leadership)
- Transformational Leadership Primer
- Creating a Culture of Leadership

LET'S GET STARTED!!



Poll Question

What are your personal values (not organizational)?

Poll Question

What happens when your personal values clash with organizational values?

Poll Question

Why must a leader insist on a value driven organization?

Poll Question

Your agency interviews candidates about their skills and experience, but do you ask candidates questions about their values to make sure that they fit your agency culture?

What if Your Culture isn't Ready for Change?



Chat Discussion

So what if the culture is not ready for change?

Values Must Translate into Actions

Values are Verbs



But we write them as these
stayed nouns on walls

Actionable Values...



At Marriott, we believe that the company's roots and culture set it apart from other hotel companies. Culture is made up of behaviours, traditions, values—in other words, it is how we do business. A few years ago we defined the five core values that are at the heart of Marriott's culture:

- Put People First
- Pursue Excellence
- Act with Integrity
- Embrace Change
- Serve our World

Actionable Values...

KPMG Values

- We lead by example.
- We work together.
- We respect the individual.
- We seek the facts and provide insight.
- We are open and honest in our communication.
- We are committed to our communities.
- Above all, we act with integrity.

Poll Question

Having clear company values helps you ensure that all of your employees are working towards the same goals?

Poll Question

- Your core values support the organization's vision and shapes its culture? (Yes or No)

Poll Question

Values create purpose, improve team cohesion, and create a sense of commitment? (Yes or No)

Poll Question

How do your leaders create and sustain change in values in your organization?

Organizational Values

- Why must a leader insist on a value driven organization?

Please add your comments in the Chat

San Bernardino County Fire's Organizational Values

Mission

THE SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

is a community-based, all hazard emergency services provider. We are dedicated to the protection of the diverse community we serve, organizational sustainability, performance excellence, and safety. We accomplish this through a balance of regionalized services delivery and accountability to our local communities.



Commitments

SERVICE MOTTO

Duty. Honor. Community.

VALUES

INTEGRITY

We will do what is right when no one is watching.

COMPASSION

We will be kind, patient, and use comprehensive care above all else.

PROFESSIONALISM

We will serve you with the utmost courage and dedication.

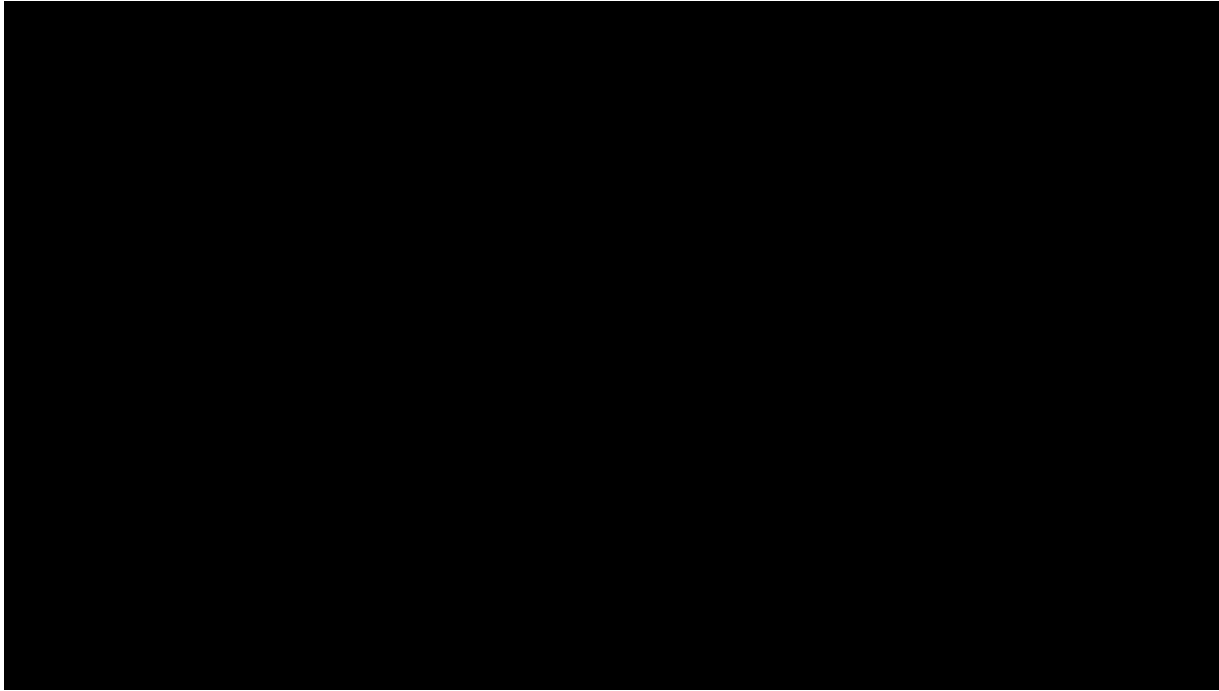
SERVICE

We will put service to you above ourselves.

VISION

Be nationally recognized as a premier fire services organization.

Vision- Inspires “Above and Beyond”



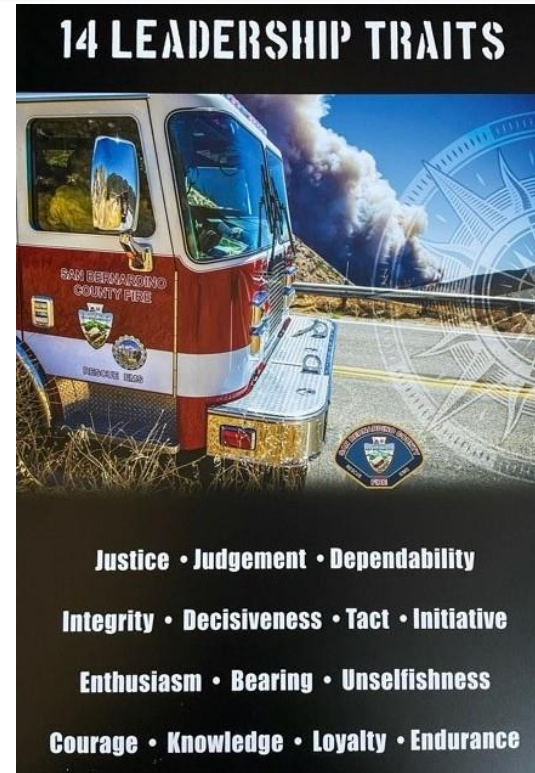
Simple Vision

The three “C’s”.



Leadership Traits

- What do we look for in a leader?
- Your “leadership traits” are the foundation of your leadership styles.
- Almost any leadership style can have these traits. Even extreme authoritarians .



Leadership Traits

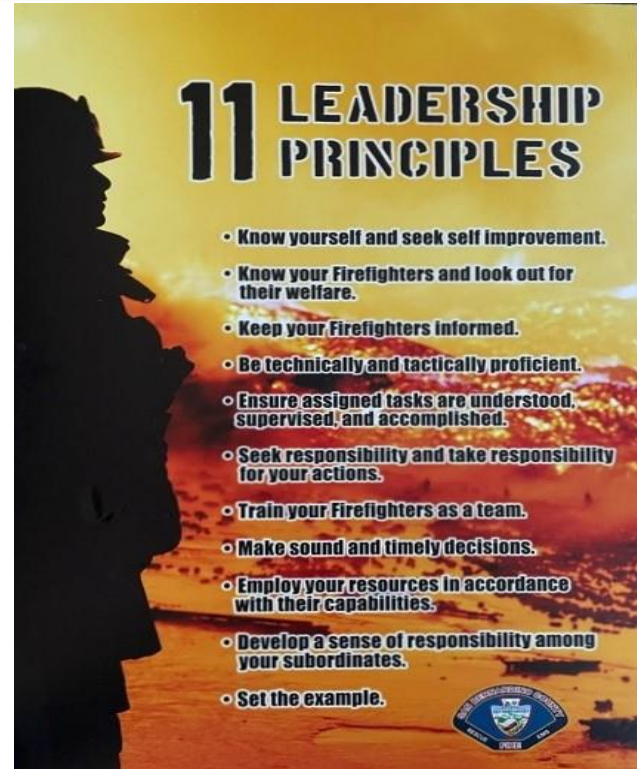
On a piece of note paper, please jot down

#1 What are you current traits? (Be honest, these are notes for your current self.)

#2 What leadership traits do you need to develop for your future self as a leader?


Principles in Leadership

- What principles are we looking for in our leaders?



11 LEADERSHIP PRINCIPLES

- Know yourself and seek self improvement.
- Know your Firefighters and look out for their welfare.
- Keep your Firefighters informed.
- Be technically and tactically proficient.
- Ensure assigned tasks are understood, supervised, and accomplished.
- Seek responsibility and take responsibility for your actions.
- Train your Firefighters as a team.
- Make sound and timely decisions.
- Employ your resources in accordance with their capabilities.
- Develop a sense of responsibility among your subordinates.
- Set the example.



23rd Annual California CUPA Training Conference
February-March 2021

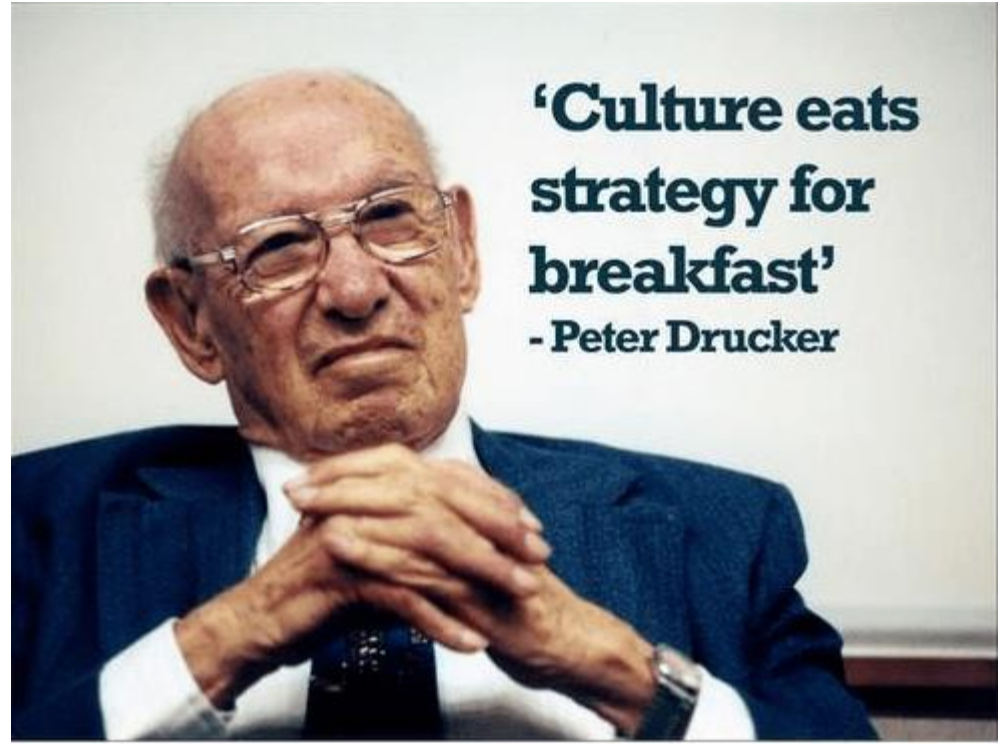
Leadership Principles

On a piece of note paper

List your leadership principles. Do they line up with your agencies principles (most often these are unwritten)? If they are not aligned, consider why?

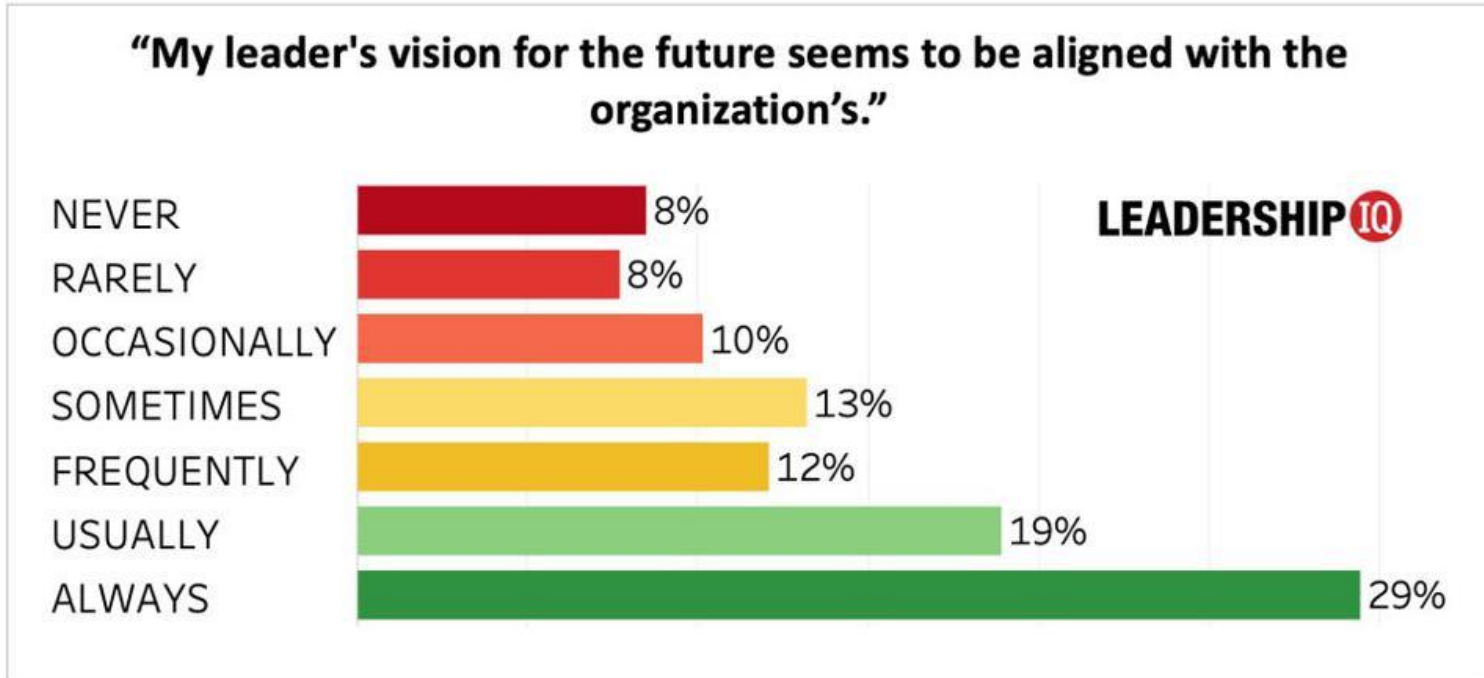
Misalignment of Leadership Vision

- It starts with you
- Succession plans aren't just for people- it is for all elements of vision



The State Of Leadership Development In 2020

LEADERSHIP IQ



Alignment Occurs

- WHY we exist (mission)
- WHAT we'll be (in 3, 5, 10,... years) (vision)
- HOW we'll succeed (strategy)
- HOW we do things around here (culture and values)
- WHAT is important right now (focus)

Steps to Correct Alignment

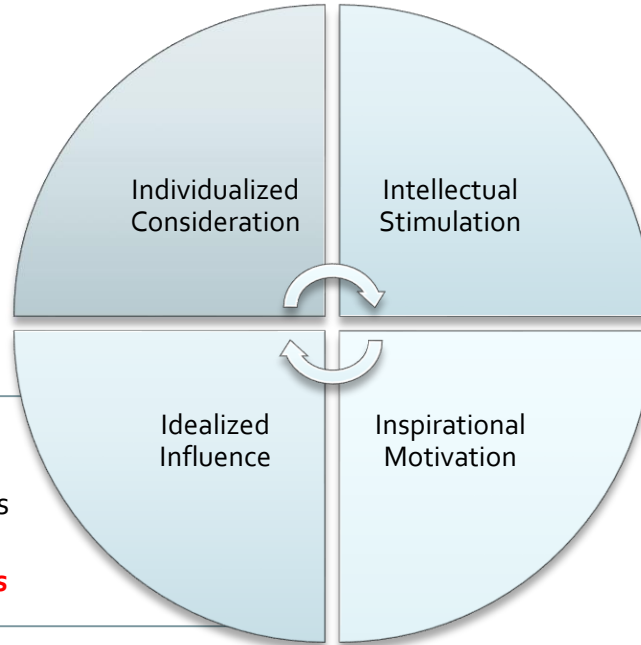
1. Establish alignment on the "why" behind the organization.
2. Define the culture necessary to support the "why."
3. Agree on a shared vision and the results that need to be achieved.
4. Define what "good" looks like.
5. Articulate who is accountable, responsible and informed on all initiatives.
6. Set regular check-ins to stay aligned.

Transformational Leadership



Transformational Leadership Primer

The degree at which a leader attends to each follower's needs, acts as a mentor or coach to the follower's concerns and needs



Such leaders encourage their followers to be innovative and creative. The leaders focus on why problems exist and do not blame.

The degree to which the leader acts as a role model for their followers. The foundation of transformational leadership is the **promotion of consistent vision, mission and a set of value to the members**

The degree to which the leader communicates what is appealing and inspirational to their followers

Transactional versus Transformational

Transactional

- Focused on goals
- Uses rewards & punishments for motivation
- Are reactive in nature

Transformational

- Focused on Vision
- Uses Charisma and Enthusiasm for motivation
- Are proactive in nature

Transactional Leadership

- Originally Included in Transformational Leadership (Bass, 1985)
- Transactional Leader Behaviors:
 - Contingent Reward Behavior
 - Management by Exception
 - Active Management by Exception
 - Laissez-Faire
- Combined Positive Empirical Support, Especially Contingent Reward

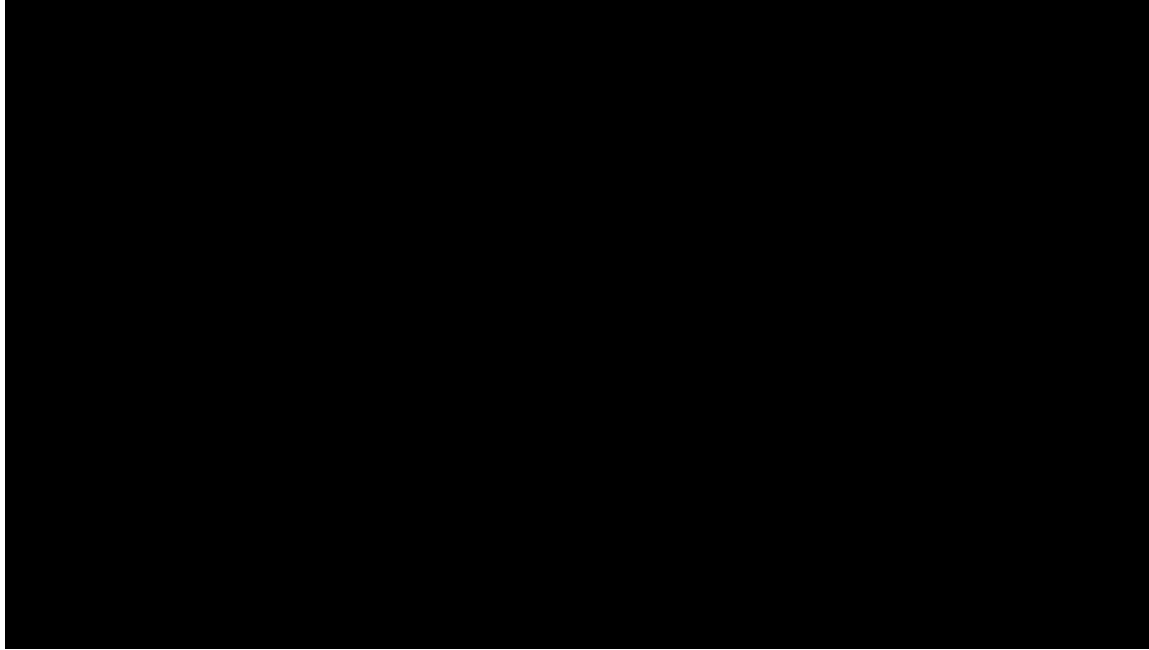
Transformational Leadership

- Bass (1985)
- Defined by Leader's Effect on Followers:
 - Trust, Admiration, Loyalty, Respect, and Motivation
- Leader Transforms Followers:
 - Awareness of Importance of Outcomes
 - Transcend Self-Interests
 - Activate Higher Order Needs

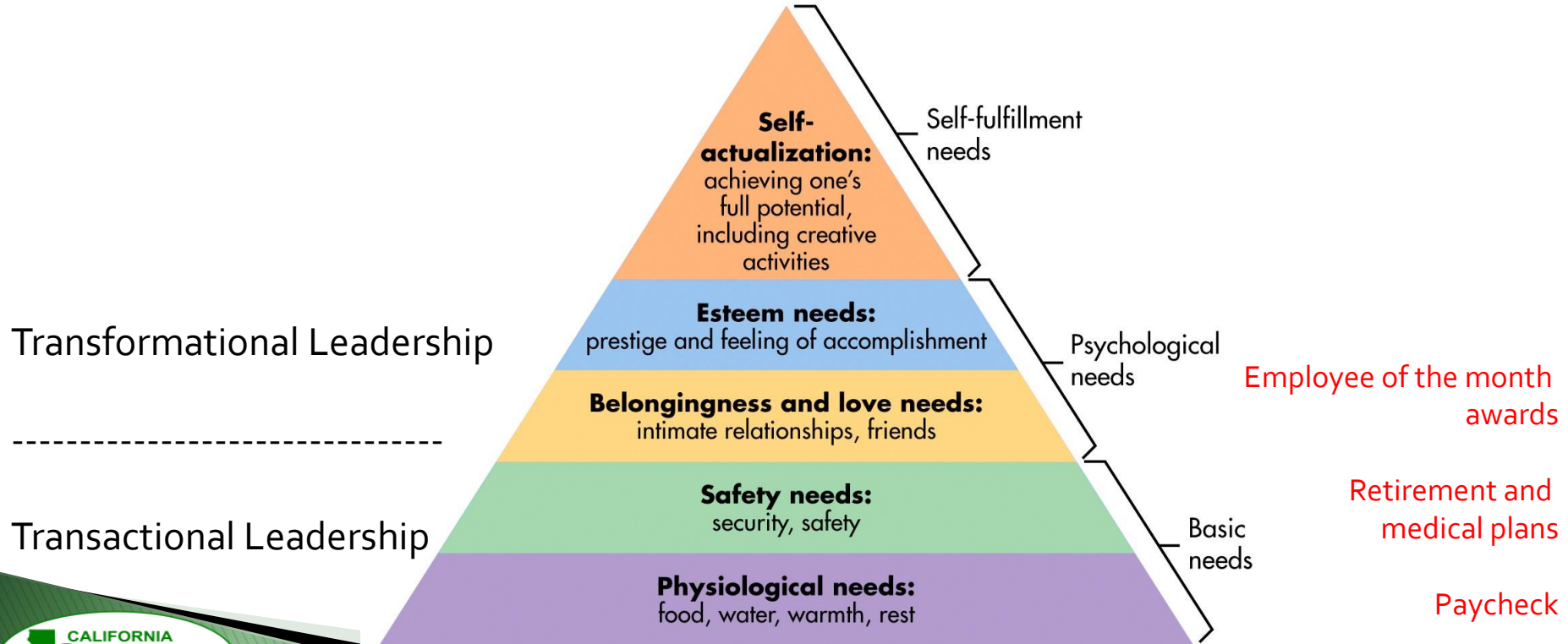
A Transformational Leader

- Is a model of integrity and fairness
- Sets clear goals
- Has high expectations
- Encourages others
- Provides support and recognition
- Stirs the emotions of people
- Gets people to look beyond their self-interest
- Inspires people to reach for the improbable

Ronald Riggio on Transformational Leadership and how they relate to the idea of 'charisma'



Leadership and Maslow



Transformational Leadership

- Leader Behaviors:
 - Idealized Influence (Charisma)
 - Individualized Consideration
 - Inspirational Motivation
 - Intellectual Stimulation
- Charisma is Necessary but not Sufficient
- Bound by Organizational Culture
- Moderate Empirical Support

Shaping Culture - Transformational Leadership

- Leaders Act as “Change Agents” to Develop Organizational Culture
- Primary Mechanisms
 - Focus Attention
 - React to Crisis
 - Act as Role Model
 - Allocate Resources
 - Establish Hire/Fire Criteria

Shaping Culture With Transformational Leadership

- Secondary Mechanisms
 - Design Systems and Policies
 - Design Organizational Structure
 - Design Facilities
 - Stories, Legends, and Myths
 - Formal Statements
- The “Founding Father Effect”

Transformational Leader



Creating a Culture of Leadership

- Be a Leader of *Leaders* (Mindset)
- Articulate high vision requiring large goals
- *Inspire* greatness
- Encourage, support, and *recognize* (reinforce)
- Teach, coach, and mentor (*succession*)

Be a Leader of Leaders

- ✓ Take no credit. Give all credit.
- ✓ It is not about the leader. It's about the leadership.
- ✓ Shut up and listen!
- Care about people.
- Create better leaders than you (through transformation)

Change Versus Transformation

Remember this...

Change fixes the *past*...

.... Transformation creates a new future!

QUESTIONS??



Dan Munsey

Fire Chief/Fire Warden

San Bernardino County Fire Protection District

Dmunsey@SBCFire.org

Kristen Ward

Assistant Fire Marshal – Office of the Fire Marshal
San Bernardino County Fire Protection District

Kward@SBCFire.org