

2017 ARFF Chief and Leadership Conference

Leading your staff down the Path of Success



Marc Alan Kilman-Burnham
National Director Innovative Practices
AMR/Rural Metro Fire

The Five Generations

- | | | |
|--------------------------|------------------|---|
| * Matures | 1909-1945 | 71 years old -deceased
Few left in workforce |
| * Baby Boomers | 1946-1965 | 51-70 years old
Half still in workforce |
| * Generation X | 1966-1976 | 40-50 years old
Mix of Leaders & Followers |
| * Generation Y | 1977-1994 | 22-39 years old
Most of our workforce |
| * Aka Millennials | | |
| * Generation Z | 1995-2012 | 4-21 years old |

The Matures

71 – 100 +

- * **Duty, honor, country**
- * **Dedication and sacrifice**
- * **Conformity**
- * **Patience**
- * **Hard times then great prosperity**
- * **National pride**
- * **Doing a good job was most important**
- * **Age = Seniority**

The Baby Boomers

51 - 70

- * **Work ethic = Workaholic**
- * **Success is visible**
- * **Optimistic**
- * **Consumers**
- * **Defined by their job**
- * **Personal development**

Generation X

40 - 50

- * 41 million Gen X
- * Sometimes called the “lost generation”
- * Exposed to lots of daycare and divorce
- * Came of age when the U.S. was losing – Vietnam, economy, Watergate, Japanese domination of industry
- * Had to learn to fend for themselves (latch key kids)
- * High levels of skepticism and very self reliant
- * Lowest voting participation of any generation
- * Highest level of education of any generation
- * No common heroes
- * First generation to develop an ease and comfort with technology
- * Suspicious of Baby Boomers

Generation Y (Millennials)

22 - 39

- * 71 million Gen Y, the largest generation
- * Optimistic
- * Individualistic yet group oriented
- * Short (very short) attention span
- * Busy, Entrepreneurial
- * Most racially and ethnically diverse generation
- * Immune to most commercial marketing and sales pitches
- * Acknowledge and admire some authorities
- * Think the Matures are cool. Parents, too.
- * One in nine has a credit card co-signed by a parent.
- * Ambitious yet clueless.

Generation Z

4 - 21

- * **23 Million and growing rapidly**
- * **Oldest Gen Z are just reaching 21 years of age**
- * **Majority has not reached workforce yet**
- * **Higher levels of technology will make advances in education**

Respect for Authority

- * Matures: Authority is based largely on seniority and tenure
- * Boomers: Champions of democracy. Initially skeptical of authority.
- * Gen X: Skeptical of authority figures and will test them. Repeatedly.
- * Gen Y: Test, but search them out. Need their guidance.
- * Gen Z: ????

Time on the Job

- * Matures: Work ethic defined by the punch clock. Get it done.
- * Boomers: Visibility was/is the key. Workaholics. “Face time.”
- * Gen X: “What does it matter when I work as long as I get the job done?”
- * Gen Y: “It’s 5 o’clock! I have another life to get to!” Job=gig
- * Gen Z: Many will work from remote location

Work/Life Balance

- * Matures: Are interested in flexible hours.
- * Boomers: “Was/Is the workaholic lifestyle worth it?”
- * Gen X: Balance is very important. Willing to sacrifice it occasionally.
- * Gen Y: Lifestyle more important than position/promotion.
- * Gen Z: Most likely to live and work the same place. (will we have a shortage of employees?)

Retention cross generational truth

- * **Employee loyalty and satisfaction are largely measurements of emotional connection between employees and something about their work.**
- * **Employee retention dramatically increases after the third year. The trick is to keep them three years.**
- * **The younger the employee, the greater the loyalty to the person for whom they work, not the organization.**

Campaign Messages

- * **Matures: “Honor and Duty”**
- * **Boomers: “For our children and their future.”**
- * **Gen X: “You control your success and future.**
- * **Gen Y: “Taking care of you.”**
- * **Gen Z: “Where’s the protest?”**

Why is this important?

- * Because we tend to focus on Diversity...
- * We need to understand perspective.
- * I had the worst service ever...!



Leading Your Staff Down the Path of Success. Two most important factors

#1

First find out if they even want to go...!



The reason we have probation periods !

Leading Your Staff Down the Path of Success.

#2

Don't overwhelm the GOOD ONES... slow and easy...



The best should always get the most of our attention.

Work Ethic

* **Who's Work ethic???**

* **Poor performance.**

* **Poor work ethic.**

Performance or Ethic?

Poor performance=

- * Falling below acceptable levels of performance.
- * Missed deadlines.
- * Poor paperwork, time on rework.
- * Poor customer service.

Performance or Ethic?

Poor work ethic/habit =

- * Poor approach to work.
- * Personal behavior that can effect everyone.
 - a. Tardiness
 - b. Absenteeism
 - c. Dysfunctional behavior
 - d. Time thief – (takes their time checking out units)

Who can we lead to be saved?

- * **Poor Performer ?**
- * **Poor work Ethic/Habits?**
- * **Case by Case – Poor Performer is #1 WHY...?**
- * **Your experience with both? Who did you save?**

Probationary Red Flag reactions?

- a. Conspiracy theory...
- b. Look over there...
- c. The outback attack...



Clearly Communicate. (from their perspective)

- * **USA Today 2016 – Most common excuse for not getting a job or task done.**
- 1. I did not understand what was asked of me.**
- 2. No one told me.**
- 3. It's not my job.**
- 4. No one got back to me to do it.**
- 5. I was told but just waiting for someone to show me how.**

What was the issue?

**Communication
and understanding
their role.**

Clear understanding.

- * Identifying Developmental Needs and roles.
 - * The six steps below, will help you better understand each other's needs and help us with their perspective.
1. Reviewing team members' job descriptions.
 2. Meeting with them.
 3. Observing them at work.
 4. Gathering additional data.
 5. Analyzing and preparing data.
 6. Determining action steps.

Meet and agree

Meeting with Team Members

- * Meet one-on-one with each member of your team. Your goal here is to have an open talk about the kind of training and development that they think they need to work effectively and develop their career.
- * Why address “They Think” ?

They Think...

- * They might not feel that they need any training at all, so it's important to be up front about your discussion.
- * Use your **emotional intelligence** as well as good questioning techniques and **effective listening**, to communicate with sensitivity and respect.

They Think...

Ask the following questions:

- * What challenges do you face every day?
- * What is most frustrating about your role?
- * What areas of your role, do you wish you knew more about?
- * What skills or additional training would help you work more productively or effectively?
- * What do you enjoy most about your job? (End question)

*Sidebar... EL ???

Effective Listening

- * **Make eye contact when you communicating**
- * **Acknowledge and greet your staff**
 - * **Is a handshake still in?**
- * **Stop when someone walks into your office**
- * **Show you are listening, be attentive and acknowledge you hear them**
 - * **Are you leaning forward or backward when listening?**
 - * **Are your arms closed or are you open?**
 - * **Facial Expressions**
 - * **Posture – slumped over or sitting up straight**
 - * **Take notes, follow up, thank them for coming to you (ohca)**

The Facts...

The Business Journal

**When surveyed 2,200 leaders
and 4,200 employees had this
to say...**

Basic workplace “Must Haves”

- * **Regular and correct paycheck (not size but regular)**
- * **Safe workplace (may be their only safe place)**
- * **Clean workplace**
- * **Competitive pay**
- * **Proper equipment to do job**
- * **Enough staff to handle workload**
- * **Health insurance**
- * **Enough work hours**
- * **Paid vacation**

Basic workplace “would love”

- * **Acknowledgement / Recognition (Be Specific)**
- * **Boss who is fair**
- * **Not being embarrassed or made fun of**
- * **Boss who lives by the golden rule**
- * **Feeling as though I do my job well**
- * **Being treated as an adult, even when I make mistakes**
- * **Feeling that others do their part to keep things running smoothly**

Basic workplace “Why I stay”

- * Recognition for job well done
- * Being part of a team # 19 for management
- * Career growth, Training, learning and development
- * Exciting work and challenged
- * Meaningful work, making a difference & contribution
- * Great People- Fun Job
- * Flexibility in hours and dress
- * Pay was # 13

What's the bottom line...

- * We need to be the catalyst to lead others to success!
 - * Its all about action. – Show me...
 - * What is a CATALYST? (Nike Kevin Carrol)
- Someone who SPARKS action in others.

“Motivation is the art of getting people to do what you want them to do because they want to do it.”
Dwight D. Eisenhower

Coaching through encouragement

- * **What is it?**
- * **How is it effective?**
- * **Sparks Action.**

The POWER.



How to make it work.

- * Create Confidence**
- * Create Accountability**
- * Create Responsibility**

Encouragement/Motivation

**“People often say that motivation
doesn't last...**

**Well, neither does bathing – That's
why we recommend it daily.”**

Zig Ziglar

Stop and check on your E.I.

Characteristics of Emotional Intelligence

- * Self-Awareness
- * Self-Regulation
- * Motivation
- * Empathy
- * Social Skills ***

How to Improve Your E.I.

- * **Observe how you react to people**
- * **Look at your work environment.**
- * **Do a self-evaluation.**
- * **Examine how you react to stressful situations**
- * **Take responsibility for your actions**
- * **Examine how your actions will affect others**
- * **LEAD by Action**

Remind them

They may only get ONE chance...

***“People may forget what you said or what you did.
But they never forget how you made them feel.”***

Thanks for your attention have a great conference.

- Marc.kilman-burnham@amr.net

