



# REDLINE

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## LEADERSHIP L.L.C.

PROFESSIONAL GROWTH AND DEVELOPMENT COACHING FOR PUBLIC SAFETY LEADERS



Issue 13 – April 2024



### It's YOUR Yardstick!!

#### Tip o' the Hat...

Congratulations to Dave Michaels on his promotion to the position of Battalion Chief at South King Fire & Rescue. Dave has earned this promotion through hard work and dedication to not only his organization but to the region as a whole.

Dave began his journey in the fire service as a volunteer with Kitsap County District 12 in 1989. He was hired at Kitsap District 15 before being hired at Federal Way Fire (now SKFR) in 1991.

Dave was promoted to Lieutenant in 2001 and to Captain in 2009. Chief Michael's path has included roles that have allowed him to participate as a rescue swimmer, leading the rescue swimmer program and helping to bring the program to the region. Additionally, Dave has worked on the Tech Rescue Team, Training Advisory Group and other support roles.

Dave's educational portfolio includes an AAS in Fire Science and a BS in Fire Command and Administration from Waldorf University. When asked about his education, he said "Get it because you will grow and then you might want to use it."

Dave's Words of Wisdom:

**"Be Safe, Have Fun!"**



Recently, I've been talking a lot about expectations and accountability. Now let's split it into a couple of smaller, more digestible chunks. Think about our expectations as internal and external meaning the expectations you have of others versus the expectations you have of yourself.

"Lately, I've been really disappointed in the performance of my team." "I don't have anybody qualified to take that role." "How come others aren't committing as much time to this assignment as I would?" "This project doesn't seem that hard." These are just a few of the statements. I've heard over the last couple of months, but maybe, just maybe, the problem lies somewhere other than within the under performer we're talking about. Sure, maybe the problem is a lack of talent, maybe it's a lack of investment, maybe the problem is too many things on their plate, or maybe the problem lies within ourselves.

If you know me, you know that I have very high expectations of both myself, and of others. In fact, a dear friend of mine told me that when she first met me, I was very intimidating. I found this hard to understand because of my stature, and what I thought was my demeanor. But she went on to explain that it was because I had very high expectations and she felt that she wouldn't be able to meet them. This led to some really good conversation about how I had to adjust, not so much my expectations, but how I evaluated whether or not others were meeting my expectations.

I can remember a time that I was regularly, possibly constantly, disappointed in the performance of others. The people around me weren't performing at the same level as me, weren't as engaged or as passionate as I am, didn't invest to the same degree that I did. It wasn't the people that were wrong, it was my ruler.

My ruler is that evaluative tool that I use to measure others. I was using the same ruler to evaluate others' engagement, performance, or passion that I was using for myself. Hence, constantly disappointed. Not because they were bad people, but just because they had a different set of personal expectations, personal commitment, or life challenges. They were not me.

This last summer, a wise man told me **"if others aren't meeting your expectations, take a look in the mirror."** In essence, that's what I did many years ago realizing the problem was mine.

Careful with your yardstick. Measure those around you using theirs. You will find a great deal more satisfaction and will **LEAD** your team more effectively.

## The NFA application process **CLOSES April 15!!!**

Everyone should take a trip to Emmitsburg to experience the Fire Academy. The perspective gained will be most valuable in your personal growth!!

Apply between **March 15 and April 15** for on-campus courses scheduled from **July –September of 2024.**

Follow this link for a Course Catalog:

[National Fire Academy Courses \(fema.gov\)](https://www.fema.gov)

## We Should All Be More Like Lewis and Clark!



I was working with a client the other day who may have an opportunity to work in a new role; a role that is not only new to this client but new to the organization as well. This person had some trepidation about the role as there is no model, no history to work from. Now understand, this is a very competent, well-developed person that will go far beyond their current role. This is the kind of person that continues to invest in their development to be an effective leader regardless of assignment or role.

As we discussed the opportunity and the questions surrounding it, he stated “I won’t have anyone to bounce things off of, to ask questions of.” As I listened to his concerns, trying to hear and understand what he felt, I had the ability to empathize as I had been in similar situations in the past. I shared a couple stories of where I had similar opportunities to create something from nothing and what that experience was like. After a few minutes, I told him, “You’re like Lewis and Clark.” While he contemplated whether or not I was looney, I explained that Lewis and Clark walked across the country, where no-one had traveled before, with no one to ask, but figured it out. That is exactly what being the leader is. Being willing to step out in front, go where no one has gone before, exploring the opportunity. He was able to see the applicability of the metaphor and chuckled a little. Hopefully, he was laughing with me and not at me.



## Link of the Month!!

I’m not a podcast guy but this is worth the time. Take a listen!!

## "On The Lamb!"



I was sharing this story with my wife a little later as it kind of made me chuckle too. As I was recounting it, she said, “And they had multiple routes because sometimes they failed or needed a plan B.” Insert mind blown meme here. Holy cow! She nailed it! She gets it!!

Leadership during the unknown is just like exploring. You can’t see the path, you just have to take steps, have a secondary routes and back up plans to get you to your goal. Be like Lewis and Clark....now go get it!



## On Track?

**MEASURE:** *noun: an estimate of what is to be expected (as of a person or situation.)*

**Are you using the same Yardstick for others that you use for yourself?**