

Leadership Development Institute

Los Angeles *City* Fire Department



“Trust in Leadership”

- Deloitte Consulting LLP - Organizational and Training Assessment
 - Communication
 - Accountability
 - Trust
 - Diversity, Equity, and Inclusion
 - Executive Leadership
 - Career Progression
- 2023-2026 Strategic Plan Goal #5
 - Provide Leadership Training
 - Cultivate Future Generations of Department Leaders



Role in the Fire Service

- Decision Making
- Team Management
- Safety and Risk Management
- Adaptability and Resilience
- Ethical Decision-Making
- Continuous Improvement
- Succession Planning



Continuous Education Approach

- “Career-long Learning” - ongoing, voluntary and self-motivated pursuit of knowledge
 - Progressive Leadership Development
 - Concentrated Leadership Programs
 - Certificate Courses
 - NWCG Courses



Progressive Development

- Potential Cohort Leadership Development Programs
 - New Recruits - Leading to the Unknown
 - End of Probation - Shield Leadership
 - New Paramedics - On scene Leadership
 - Rated Members - Bridge Leadership
 - Captains - Servant Leadership
 - Chief Officers - Golden Keel Leadership

Concentrated Leadership Programs

- Rising Phoenix Leadership Academy
 - 4 Weeks
 - The Self
 - Leadership Styles
 - Team Building/Coaching/Mentoring
 - Conflict Management/Resolution
- Ambassador Leadership Academy
 - Mid-Career Leadership Advancement - 4 Weeks
- Executive Leadership Academy
 - Senior Leadership and Executive Development - 4 Weeks
- Leadership Ladder Certificate Series
- NWCG Courses



Certificate Courses

- Elective type courses covering various leadership topics/subjects
 - DISC Assessment / TKI Assessment
 - Family Leadership/Followership
 - Behavior Health and Wellness
 - Team Leadership



National Wildfire Coordinating Group

- Additional Opportunities can be used a Prerequisites/adjunct courses
 - L - Series Courses
 - L-180 Human Factors in the Wildland Fire Service (4 Hours)
 - L-280 Followership to Leadership (20 Hours)
 - L-380 Fireline Leadership (40 Hours)
 - L-381 Incident Leadership (40 Hours)
 - L-480 Organizational Leadership in the Wildland Fire Service (40 Hours)
 - L-481 Advanced Leadership for Command and General Staff (40 Hours)
 - L-580 Leadership Is Action
 - Wildland Fire Leadership Campaign

Benefits of Continuous Education Approach

- Creates a systematic approach to tiered Leadership Development
 - Quality lessons early in career, entice for future course opportunities
 - Promotes transparency of expectations and methods
 - Provides college credit pathway to higher education degree
- Potential for leadership development prior to being in ranked leadership position
 - Discuss, learn, and exercise good leadership qualities throughout ranks
 - Develop and value “soft skills”
- Approach supports succession planning through consistent messaging/education



Instructors and Facilitators

- Need for credible Cadre
 - Topic selection and Interview Process
 - Reputation and ability to instruct is paramount
 - Promote diverse cadre not based on rank
- Within Institute, create positions for Leads of each program
 - Provide for outside Continuing Education to further develop curriculums
 - Fosters personal and professional growth
 - Development of program management skills
 - Gain knowledge of Department

Students

- Concentrated Leadership Programs
 - Diverse groups of various ranks, seniority, formal education level, and backgrounds
 - Consider Student selection based on submission of an essay
 - Consider ability to detail students on duty
- Certificate Courses
 - Selection based on sign up time, similar to class selections for schools
- Large demand for LAFDLA seats for outside agencies

Evaluation

- Short Term
 - Surveys
 - Formative Assessments
- Mid Term
 - Case Studies
 - Role Plays (WELT Cadre)
 - Final Project
- Long Term
 - Department Trends
 - Stakeholders Meeting

Performance Management

- Short Term
 - Recruiting Leadership cadre that fit the mold
- Mid Term
 - Promote the exceeding value of demonstrated Leadership
- Long Term
 - Feedback review
 - Trend monitoring
 - Comparative review
 - Benchmarks
 - Utilize Outcomes for path forward

Action Items

- Short Term (Next 60 Days)
 - Finalize Primary Leadership Deliveries and content
- Mid Term (Next 120 Days)
 - Deliver First Leadership Training
- Long Term
 - Build out Leadership Development Institute

Summary

- LAFD Leadership Development Institute
 - Multiple levels of progressive education
 - 3 Distinct Concentrated Leadership Courses
 - Shorter “Certificate” Courses
- LAFD’s own facilitating discussions on leadership topics/case studies/books
 - Not based on rank
 - Create a program worthy of outside Instructors from Universities
- Diverse group of students from LAFD and potentially outside agencies
- Creation of Credible Program
 - Based on content not speakers
 - Foster Humility, Vulnerability, Transparency to re-instill “Trust”