

1. _____

- a. _____ hour per _____, puts you at the _____ in 3 years.
- b. _____ leads to _____
- c. _____ are _____
- d. _____ by _____, use simple enough concepts that even _____ can understand.

2. _____

- a. The key to improving your communication skills 1000% is to _____ & _____
- b. _____ have _____
- c. _____ like you have something to _____
- d. Don't _____ a person's motivations. Never _____ their _____

3. _____

- a. _____ put yourself in a _____ to _____ from your crew.
- b. _____ crushes and destroys _____
- c. _____ discipline is _____
- d. _____ should be publicly passed out _____ as possible
- e. _____ your _____ and _____ it _____

4. _____

- a. _____ is not _____ or _____
- b. Vision is showing _____ the way through _____
- c. _____ is nothing without _____
- d. Your vision has to be _____ than the _____ in your way
- e. _____ allows us to take _____ of _____
- f. If your crew doesn't know your _____ that is 100% _____
- g. If expectations are not met, is it _____, _____ or _____

5. _____

- a. Use _____ to encourage _____ among your crew
- b. If you make it _____ to you, it will be _____ to your crew
- c. Make sure it is _____ don't be an _____
- d. Your _____ sets the tone for _____ each and every day
- e. _____ absolutely, must go _____!
- f. If you don't _____ you're _____, Nobody _____
- g. Be able to _____ at yourself, or others will _____ at you.

6. _____

- a. What we _____ and how we _____ only matter if we _____
- b. Investing _____ lets a person know they are _____ to you
- c. Outside _____ helps us to _____ our _____
- d. _____ to your crew, and they will take _____ of you

7. _____

- a. If what you say will happen, _____ you have _____
- b. You cannot build a _____ with what you _____ to do
- c. The most _____ leadership tool you have is _____
- d. The _____ for your crew is set by your _____

8. _____

- a. We win on the _____ by work on the _____
- b. You want to talk about _____ talk about _____?
- c. Make sure your guys know _____ and _____
- d. Getting _____ takes a lot of _____
- e. Don't make _____ Identify your _____ and don't worry about _____

9. _____

- a. You have to _____ and _____ momentum
- b. Saying _____ is easy. It takes _____ to say _____
- c. Your culture _____ and _____ whether you want it to or not
- d. You have to build the _____ you want _____
- e. The formula for _____ is _____
- f. All of the 9L's are _____ for a _____, _____, _____ or even a _____... you have to _____

How to Lose Friends and Infuriate People A Manager's Guide

1. When an employee is in your office to talk with you, don't hesitate to answer your phone.
2. Take a week to respond to requests and queries from your employees. Heck, take two.
3. Criticize people in public. Don't worry whether the criticism is warranted. It'll have the same effect.
4. Permit inequities and conflict to persist. Remember that you're too important to deal with employees' petty tiffs.
5. Be stingy with your thank you's. After all, they just make people feel like you should be paying them more money.
6. Pay people less than they're worth. Give raises based on factors they cannot influence or, for more fun, based on their performance relative to one another.
7. Don't smile when you say hello to employees. Better yet, don't even say hello. A third option: if you must say hello, follow up with a "how ya doing?" and then look away before they answer.
8. Ask people to do work outside of their job description.
9. Interpret all suggestions for improvement as personal attacks on your leadership.
10. Do your subordinates' jobs for them, since you can't trust them to do it right. If that's not attractive to you, though, dump your work on them instead.
11. Give people the illusion of empowerment. Tell them they have control over a process, and hold them accountable for the results, but then micro-manage the process to meet your pre-determined ends.
12. Take credit for the good work your people do (and blame your department's problems on their laziness and ineptitude).
13. Hold lots of meetings and make sure they have an unfocused agenda. End each meeting with no action items.
14. When scheduled to meet with an employee or with a group of employees, be late. Sometimes very late. Hey, the meeting can't start without you, right?
15. Never, never forget that you are superior to your employees and never doubt that you are absolutely right. In doing so, you'll be guaranteed to skillfully apply all of the above secrets of success.

Michael Zigarelli, *Regent Business Review*, May 2003

9L's Self Evaluation

#1 : Learn

How do you rate yourself when it comes to Learning?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Todays Date _____

What will you do to improve your ability in the first L? _____

#2 : Listen

How do you rate yourself when it comes to Listening?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Todays Date _____

What will you do to improve your ability in the second L? _____

#3 : Level

How do you rate yourself when it comes to Level?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Todays Date _____

What will you do to improve your ability in the third L? _____

9L's Self Evaluation

#4 : Look

How do you rate yourself when it comes to Look?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Today's Date _____

What will you do to improve your ability in the fourth L? _____

#5 : Laugh

How do you rate yourself when it comes to Laughing?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Today's Date _____

What will you do to improve your ability in the fifth L? _____

#6 : Love

How do you rate yourself when it comes to Loving?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Today's Date _____

What will you do to improve your ability in the sixth L? _____

9L's Self Evaluation

#7 : Live

How do you rate yourself when it comes to Living?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Todays Date _____

What will you do to improve your ability in the seventh L? _____

#8 : Labor

How do you rate yourself when it comes to Laboring?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Todays Date _____

What will you do to improve your ability in the Eighth L? _____

#9 : Last

How do you rate yourself when it comes to Lasting?

1 → ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ← 10 Todays Date _____

What will you do to improve your ability in the Ninth L? _____

Book List from the 9L's

FIREFIGHTER BOOKS REFERENCED ON SLIDE #40

Five Alarm Leadership

From the Firehouse to the Fireground
Rick Lasky & John Salka

From Buddy to Boss:

Effective Leadership Principles
Chase Sargent

First In, Last Out

Leadership lessons from the FDNY
John Salka

Flow-Based Leadership

What the best firefighters can teach you about
leadership and making hard decisions
Justin L. Glick-Smith

Fully Involved Leadership

Successful strategies in leadership from
The firefighter to the fire chief
Gary Ludwig

No Exceptions Leadership

The Leadership Handbook
Jason Hoevelmann

The Functional Fire Company

Positioning small groups for success and survival
J. Scott Thompson

No Nonsense Leadership

A realistic Approach to the Company Officer
Jarrod Sergi

Pass it On

Billy Goldfeder and Friends

BOOKS REFERENCED DURING THE 9L's

Call Sign Chaos

Jimm Mattis and Bing West

Turn The Ship Around

L. David Marquet

Leadership and Self-Deception

The Arbinger Institute

Extreme Ownership

Jocko Willink

Start with Why

Simon Sinek

How to Win Friends and Influence People

Dale Carnegie

Leaders Eat Last

Simon Sinek

Legacy

James Kerr

The Power of Habit

Chales Duhig

Mindset

Fit to Fight Fire

What you Do is Who You Are

Ben Horowitz

The Functional Fire Company

J. Scott Thompson

The 7 habits of highly Effective People

Stephen Covey

Crucial Confrontations

Paterson, Grenny, McMillan, Switzler