



# Pennsylvania State Fire Academy

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## Minimum Standard for Accreditation (MSA)

January 1993

Revised 02 06

**Course Title:** Leadership II: Strategies for Personal Success - NFA (LSII)

**Length of Course:** 16 Hours

**Lecture/Lab Breakdown:** 12/4

**Prerequisites:** Fire Service Personnel – ELIS

**Referenced Texts:** NFA Instructor Guide and Student Manual for course in question.

**Course Goal:** Upon completion of this course, the student will be able to demonstrate increased leadership ability in the areas of managing multiple roles, creativity, enhancement of personal power base, and ethics.

**Description of Course:** Running an effective fire service organization, whether career, combination, or volunteer, requires leaders. Many line and administrative officers are very competent in technical areas, but need training and skill practice in key managerial strategies to reach their full potential in leading their organizations. This course is targeted at company level junior line officers (lieutenant, captain, etc.) who wish to improve basic leadership skills in such areas as managing multiple roles, creativity, establishment of a "personal power base" and ethics. It may also be applicable to those administrative officers of volunteer organizations (president, secretary/treasurer, etc.) who find that their responsibilities require similar skills.

**Description of Methodology to be used: (Brief)** A combination of lecture, discussion and individual/group activities.

**Student Equipment/Supply Needs:** Pen/Pencil, notebook, 1 copy of Student Manual for this course.

**Equipment/Audiovisual/Supply requirements:** Classroom with adequate seating; chalkboard or flip chart; 35 mm slide projector with screen; VHS VCR with sufficient monitors; 1 copy of Student Manual for each student; AV package for this course.

### **COURSE OUTLINE** (General - Not Detailed)

**Time**

**Content**

**Instructor**  
**Notes**

4:00

Managing Multiple Roles for The Company Officer

4:00

Creativity

continued

**COURSE OUTLINE continued**  
**(General - Not Detailed)**

<b><u>Time</u></b>	<b><u>Content</u></b>	<b><u>Instructor Notes</u></b>
4:00	Enhancing your Personal Power Base	
4:00	Ethics	

**Competency Evaluation Mechanism (Brief description-attach copy):** 20 question written examination supplied with the Instructor's Guide for this course.

**Course Objectives (specific):** The participants will:

1. identify typical multiple roles and responsibilities of a leader.
2. prepare a personal role-set analysis.
3. identify four levels of accountability.
4. identify possible sources of role conflict for the leader.
5. develop and apply a balancing strategy for resolving role conflicts.
6. recognize the importance of the leader serving as a role model for his/her subordinates.
7. define creativity and innovation.
8. identify the importance of creativity and innovation in fire service organizations.
9. analyze the elements of creativity.
10. identify the five steps of the creative process.
11. evaluate personal blocks to creativity.
12. identify ways of fostering creativity in subordinates.
13. identify effective techniques for selling new ideas.
14. develop strategies to enhance creative leadership traits.
15. identify five types of power.
16. identify the sources and limits of different types of power.
17. differentiate between use and abuse of different types of power.
18. explain how influencing and networking complement one's power base.
19. identify potential activities for enhancing their power base.
20. begin to develop a Personal Power Enhancement Plan.
21. be alerted to the importance and impact of ethics upon the fire department and its members.
22. be able to recognize the role of the fire officer in establishing, modeling, and managing ethical behavior.
23. be able to analyze his/her own department's existing ethical rules and guidelines, and where the gaps might be.
24. be able to make decisions involving ethical practices.

**Questions/Comments: Contact the Curriculum Specialist**