



# FIRESIDE TRAINING, LLC

## COMMAND PHILOSOPHY



### Leadership and Relationships

Leadership transcends rank and must exist at *every* level. While the appropriate style employed is situational, being a servant leader is imperative and remains the constant. The order of priority should remain as follows: the mission, your brother and sister firefighters, and then you. A decentralized command model will be employed, and requires adherence to the 3 E's: expectations; education; and empowerment. The roles and responsibilities of each position must be clearly defined and understood, as well as outlining the processes and the desired end states. By providing the training to develop the requisite knowledge, skills, and abilities, we can all excel when positioned and supported properly. Delegation is essential, but remember, you own *everything* within your charge. Always take responsibility – no excuses. With promotion and seniority comes more work and responsibility – *not the other way around*. When there is a job to be done, you must lead from the front. Do not ask people to do what you are not willing to do yourself. As the old proverb goes, “Shepherds should smell like their sheep.” Attitude is infectious, so be sure to maintain a positive disposition. Relationships are the cornerstone of any elite team. The welfare of our members is directly correlated to the level we care for one another. The more we set each other up for success, the greater the output and the morale will be.

### Conduct

The Golden Rule—“Do unto others as you would have them do unto you”—remains one of the most fundamental principles of conduct. Along with that precept, must be the moral, ethical, and legal filter in our decision-making. As firefighters, we are held in high regard by the public and are afforded a great deal of trust. We must act with the utmost integrity and respect in everything we do to preserve that status. Behaving righteously requires courage, as it is often not the easy or the popular choice. We must possess the conviction to do the right thing, for the right reasons, even when no one is watching or it comes at a personal sacrifice.

### Risk, Performance, and Service

The job of a firefighter is inherently dangerous, as the fireground presents a hostile environment. While safety can never truly be attained, we can minimize the potential for harm, as well as the impact of the dangers and risks. By proactively accounting for and aggressively managing the associated factors, we can maximize our security. Doing so requires maintaining optimal situational awareness and constantly assessing the conditions and the threats to gauge the viability of our operations. The single greatest countermeasure we can take is deliberate practice; that which is focused, systematic, and progressive, in the mental, physical, and tactical domains. By ingraining a growth mindset and engaging in a relentless pursuit of mastery, we can develop competency, which breeds confidence, and manifests as composure on the fireground – the core tenets of peak performance.

### Culture

We are committed to fostering a culture of esprit de corps, high-performance, and mission-orientation, with the mentality of *service above self*. For this to occur, discipline and accountability must be exhibited throughout the chain of command. We must be diligent in our preparation in the fire house and on the drill-ground, so we can be squared-away in our response and in our actions on the fireground. As the philosopher, Archilochus, stated, “We do not rise to the level of our expectations, we fall to the level of our training.” This requires steadfast commitment and attention to detail, because how we do the little things is how we do everything. Due to the demands of firefighting and the uncertainty of the fireground, coordination is imperative. To achieve the teamwork and the operational tempo necessary, we must build a fraternal community and develop an intuitive familiarity. Nothing breeds camaraderie like shared experience, especially when hard work is involved. Spending quality time together and investing in each other's betterment and well-being is how these bonds are forged.

### Preparation and Readiness

*Nothing* shall interfere with our response or service capabilities. We exist to be in a constant state of readiness to address the public's needs in the most impactful manner. We must be ever present and act with intentionality, to not just meet the standard, *but to exceed it*. By possessing a “beginner's mind” and seeking continuous improvement, we can maximize our potential. Remaining humble and keeping our egos in check, allows for free-flow learning and constructive criticism. Through rigorous preparation and honest assessment, we can achieve excellence.

## Commander's Intent

The intent is for our firefighters to possess a “bias for action” founded on a “brilliance in the basics.” By valuing each member and tapping into their unique talents and experiences, as well as promoting reciprocal mentoring, individuals will be poised to sharing their invaluable perspectives and tacit knowledge. Through delegation and dynamic leadership, that which promotes innovation and initiative to proactively seize advantageous opportunities, operations can be executed decisively.

## Vision

The vision is to preserve and accentuate the nobility of our profession through service to the public. The citizens must know, unequivocally, we have their best interests in mind, and are unwavering in our dedication to ensuring the highest degree of protection and assistance is provided. We must view our existence as more than responding to emergencies. We are imbedded within the community, and therefore, we must be a part of it. By taking a vested interest and weaving ourselves into its fabric, we can personify the “neighborhood fire house.”

## Values

- Integrity  
*honest, accountable, reliable*
- Duty  
*loyal to community, fire department, and fellow firefighters*
- Discipline  
*temperance, attention to detail, focus*
- Tenacity  
*work ethic, fortitude, resilience*
- Respect  
*courteous, compassionate, humble*

## Beliefs

- Uphold your oath of service
- Remain operationally ready
- Commit to deliberate practice and preparation
- Fulfill the needs of those you serve
- Take command of your roles and responsibilities
- Maintain discipline and accountability
- Correct issues immediately and at the lowest level
- Defend what is justified and own what is not
- Ensure your actions are intentional and just
- Strive to be the firefighter you aspire to be

## Supporting the Philosophy

These ideals and aspirations are only attainable through collaborative and purposeful actions – *deeds, not words*. By establishing an environment which is cohesive, fair, and transparent, the foundation will be laid for this framework to be successfully implemented. With a clear picture of what we stand for and what we strive to achieve, our collective efforts will be galvanized and our resolve strengthened, illuminating the path to accomplishing our common mission and upholding the solemn oath we all swore...*to protect life and property*.

Fraternally,

*Nicholas J. Papa*

Nicholas J. Papa  
Founder

