



# MEMBERS MENTORING MODEL

3M Initiative

“If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.”

Collin Powell



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## Members Mentoring Model

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Red Oak Fire Rescue

# Mentoring Process

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Mentoring is a brain to pick, an ear to listen, and a push in the right direction. ~

John Crosby

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Be the change you want to see in the world. ~

Gandhi

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“Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.”

Aristotle

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“A superior man is modest in his speech, but exceeds in his actions.”

Confucius

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“Excellence is in the details. Give attention to the details and excellence will come.”

Perry Paxton

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## Members Mentoring Model

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### **RED OAK FIRE RESCUE 'S MENTORING PROCESS**

As in any profession, entry level members must start equipped with the basics skills and knowledge derived from the experiences of those who have practiced the trade before them. Success is not determined by just knowing how to search, or vent, or attack the seat of the fire; it's a matter of being a productive member of the team and understanding why and when we do what we do. It is this full understanding of the art of firefighting and the commitment to the culture of the organization that will determine success. Developed through one on one relationships, mentoring will assure our firefighters and fire officers will be afforded the best opportunity for success and survival in the firehouse and on the fire ground. This mentoring model is established to encourage and support mentoring relationships and to outline the values and culture to be reinforced through a mentoring process.

### **PURPOSE**

The purpose of Members Mentoring Model is to define the process and phases that make up the Red Oak Fire Rescue Mentoring Process, and to emphasize the key components of a learning culture. Keeping in mind that mentoring is more about one-on-one relationships, 3M is not necessarily about the how, but rather the what; the what being what a learning culture should look like. Respecting that each mentor will have his or her own "mentoring style", the overall goals and objectives of the process should focus on one common outcome, increasing the skills, knowledge and confidence of firefighters and fire officers.

### **INITIATIVE GOALS**

- Teach The Red Oak Way
- Promote learning every day, passing-on every opportunity
- Support a chosen learning culture
- Develop a process for providing immediate feedback
- Reinforce a proactive approach to work
- Model the "right" way
- Invest in the next generation's success
- Position the organization for success
- Support the success and survival of each member
- Challenge the status quo



# 3M Initiative

## Members Mentoring Model

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### OVERVIEW

Red Oak Fire Rescue's mentoring process is in place to help each member of the organization to succeed. The process is designed to address members within each level of the organization. There are five phases of the Red Oak Fire Rescue Mentoring Process. First is to **orient** the new firefighter(s) to the organization and the organization to the new firefighter(s), or the new officer to the new position and each division within the organization. Second is to **develop** each individual within their current level of the organization in an effort to build confidence, knowledge and skills proficiency. This gives the individual experience and the opportunity to receive immediate feedback from the mentoring process. Third is to **prepare** each individual to become a new member of the Red Oak Fire Rescue organization, or to perform at the next organizational level. Although we recognize that it is the individual who must make the commitment to promote, we as an organization will do what we can to see that those individuals who have chosen to promote are successful. This is accomplished through supportive administration and leadership, an established mentoring process, an open promotional system, and a well-defined road map for success; Red Oak Fire Rescue's Excellence Vision and Professional Standards. The fourth goal is to motivate each member to **master** the basics. The final phase encourages our senior members to **pass-on** their experience not only among their peers, but from one generation of firefighters to the next.

To accomplish the above, several programs have been implemented to support the organization's commitment to mentoring. From the Fire Chief to the newest firefighter, each and every member of Red Oak Fire Rescue organization, current and future, will hopefully be positively impacted by Red Oak Fire Rescue's mentoring process.

As leaders, instructors, mentors, etc, hopefully we are presenting ourselves as positive role models and passing on our knowledge to future generations. The legacy that we leave behind will tell the real truth as to our contribution to the fire service, and those who have been impacted.

***Always remember someone taught you. You have an obligation to teach someone else.***



# 3M Initiative

## Members Mentoring Model

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### **ROFR MEMBERS MENTORING MODEL**

Red Oak Fire Rescue's Members Mentoring Model should at a minimum, expose, encourage, and reinforce each of the following key mentoring / cultural themes:

#### **Live the Brother / Sisterhood**

- Express a passion for the fire service
- Express a commitment to the members of Red Oak Fire Rescue
- Cultivate a sense of family for the men and women who serve in the American Fire Service, career or volunteer
- Demand respect for one another
- Show respect for those who have paved the way for us today
- View our new members as the future leaders of the Red Oak FD
- Explain the difference between friends and Brothers / Sisters
- Realize that a new member may not understand his or her role as a brother or sister. Show them
- Recognize that diversity strengthens the entire team
- Provide an environment for success

#### **Emphasize the Importance of Preparedness**

- **What**
  - Mental preparedness
  - Physical preparedness
  - Mechanical preparedness
  - Procedural preparedness
- **Who**
  - Chief of Department – Organizational preparedness
  - Deputy Chief – Operational preparedness
  - Company Officers – Station and company preparedness
  - Driver Engineers – Apparatus and equipment preparedness
  - Firefighters – Personal preparedness



# 3M Initiative

## Members Mentoring Model

---

### **Explain Responsibility**

- To family
- To citizens
- To the city
- Understand that once you accept a leadership role, you are acknowledging it's no longer about you; it's about your team, your family.

### **Support Family Values**

- Treat everyone like family
- Realizing the people you are helping are all someone's son or daughter, mother or father, sister or brother

### **Respect given and earned**

- Our family
- Our citizens
- Our neighboring departments
- The Brotherhood/Sisterhood
- Red Oak Fire Rescue
- The American Fire Service

### **Attitude**

- Display A proactive approach to the work firefighter/EMT's do
- Realize that you can choose ours, choose the correct one
- Understand that our citizens deserve and expect our best attitude while delivering our service to them
- Consider what the uniform represents. Are you respecting the uniform?

### **Risk Management**

- Manage risks inside and outside of the firehouse
- Wear your PPE
- Wear your seat belt
- Drive defensively AT ALL TIMES
- Have your head in the game at all times. When you are here, be here
- Never, ever intentionally compromise the welfare of yourself or your crew



# 3M Initiative

## Members Mentoring Model

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- Call for help at the very first sign of trouble
- No short cuts
- Survive! Live to enjoy a long and healthy retirement
- DON'T ALLOW ANYTHING LESS

### **Commitment to Duty**

- Realize we exist to deliver a service
- Make customer service a priority, second only to risk management
- Respond to **ALL** requests for service
- Make every effort to solve problems based on available resources
- Deliver service without prejudice or bias
- Treat everyone with dignity and respect
- You are empowered to provide assistance to the best of your ability, limited only by potential liability and financial impact to the city; as long as the same effort is made for everyone
- Do not make assumptions about the value of personal property

### **Be Smart**

- Ask are we always in the best position to succeed and survive?
- Ask are we always asking the what if question?
- Do we understand the why, and the how
- Do we use discretionary time when available?
- Do we always strive to work within the parameters of our operational capabilities and limitations

### **THE MENTOR**

The organization must be careful when choosing mentors. Some of the qualities of an effective mentor include:

- Experience with the organization
- The ability to translate events into experience
- A positive attitude
- A commitment to the Excellence Vision and Professional Standards of Red Oak Fire Rescue
- A passion for the profession
- An advocate for the process
- Someone who cares about the success of others
- Is always part of the solution and not the problem



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## Members Mentoring Model

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### Mentor Profile

- Desire
  - To teach others
  - To invest in the future of the organization
  - To make a difference
- Ability
  - To communicate effectively
  - Correctly demonstrate skills
  - To recognize wrong
  - Have the courage to act
- Attitude
  - Pro active approach to work
  - Advocate for the organizational culture
- Passion
  - For the fire service
  - For the Brother/Sisterhood of the American Fire Service
- Commitment
  - To teaching and learning
  - The Red Oak Way

***Remember 20 years of riding a big red truck to fires does not equal 20 years of experience fighting fires. We must turn events into experiences.***

***Don't mistake luck for experience.....***



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## Members Mentoring Model

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### Mentoring Maturity

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The state of being mentally and emotionally well-developed. Takes responsibility for meeting or exceeding the stated and implied expectations.

#### Marks of Maturity

**A mature person is able to keep long-term commitments.**

One key signal of maturity is the ability to delay gratification.

- Commits to continue doing what is right even when they don't feel like it.

**A mature person is unshaken by flattery or criticism.**

As people mature, they sooner or later understand that nothing is as good as it seems and nothing is as bad as it seems.

- The Company Officer can receive compliments or criticism without letting it ruin their day or sway them into an emotional change. They are secure in their position.

**A mature person possesses a spirit of humility.**

Humility parallels maturity. Humility isn't thinking less of yourself. It is thinking of yourself less.

- The Company Officer isn't consumed with drawing attention to himself. He sees how others have contributed to his success and can sincerely give honor to his crew who ultimately determines his success or failure. This is the opposite of arrogance.

**A mature person's decisions are based on character not feelings.**

Mature people live by values.

- The Company Officer has principles that guide their decisions. He is able to progress beyond merely reacting based on emotion. They are proactive effective supervisors. His character is master over his emotions.

**A mature person expresses gratitude consistently.**

The more people mature, the more grateful they are for both big and little things. Immature people are ungrateful, and feel entitled to good things. Even if they have not earned them or worked for them.

- The Company Officer sees the big picture and realizes how good he has it, compared to most of the world's population. He demonstrates respect for the position.

**A mature person knows how to prioritize others before themselves.**

A wise man once said: A mature person is one whose agenda revolves around others, not self. Certainly this can go to an



# 3M Initiative

## Members Mentoring Model

---

extreme and be unhealthy, a pathway to courageous leadership is getting past your own desires and beginning to live to meet the needs of others who look to you for leadership.

- The Company Officer positions his people for success and survival.

### **A mature person seeks wisdom before acting.**

A mature person is teachable.

- The Company Officer doesn't presume he has all the answers. The wiser he gets the more he realizes he needs more wisdom. He is not ashamed of seeking counsel from others (supervisors, peers, subordinates) or from other sources. Only the wise seek wisdom.

### **A mature person acts on what is right.**

People in supervisory roles understand just how much their actions and decisions impact others. They understand that sometimes no action is worse than the wrong action.

- The Company Officer doesn't take short cuts nor does he allow them.

Reference [Psychologytoday.com](http://Psychologytoday.com)

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## **Managing Entitlement**

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The belief that one is inherently deserving of privileges or special treatment.

- You impose unrealistic demands onto those ranks above you. Those whom you can benefit from.
- You tend to feel sorry for yourself if things don't work out the way you wanted, and you openly advertise this in melodramatic, attention-seeking ways.
- People have called you a "bully", "manipulative", "ruthless", "egotistical", "vain", or a "liar".
- You believe that you deserve happiness all the time while at work, and you go to great, sometimes extreme lengths to ensure that happens, often at the expense of others.
- You punish people when things don't go your way either passively (e.g. silent treatment, gossiping, spreading rumors) or aggressively (e.g. shouting, verbally/physically abusing).
- In order to "succeed", you believe in taking the path of least resistance when it won't be noticed, but appear to be an overachiever when it will be noticed.



# 3M Initiative

## Members Mentoring Model

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- You constantly see other people as competition or “threats”.
- You tend to exhibit many double-standards in the way you behave/interact with other people, e.g. *I can be late and forget my duties and commitments, but YOU can't; I can abuse or disrespect you, but YOU can't to ME.*
- You tend to *take* more from the team than you give to the team.
- You tend to look out for yourself, your needs and desires more than anyone else almost 100% of the time.
- You have a hard time negotiating or compromising.
- You react on personal emotion instead of trying to understand the big picture.
- You have a deep-seated conviction that you have priority and should always come first, even at the expense of stepping on others.
- People always seem to be offended or upset by what you do or say.
- You generally think that you are better, or more important, than other people and other people should see this and unquestioningly respect you.
- You believe you should be given things that you have not earned.
- You believe you can do less, but expect the same as those that do more.

Lonerwolf.com

### **9 Types of Entitlement Tendencies and How To Overcome**

You expect the same rules that apply to others shouldn't apply to you. For example, other people might need to start at the bottom and work their way up but you shouldn't have to.

You feel massively put upon when other people ask you for small favors, but expect that when you ask people for favors it's no big effort.



# 3M Initiative

## Members Mentoring Model

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You expect other people to be more interested in you and what's on your agenda than you're interested in them and what's on their agenda. You see your own interests as more interesting than other people's, and see your [goals/dreams](#) as more valid or important than other people's.

You disregard rules that are intended for everyone's comfort. For example, you talk while others are talking.

You freeload. For example, you use bittorrent programs to download movies rather than paying for them. Or, you listen to public radio all the time but never donate during donation drives.

You inconvenience others without thinking. For example, you cancel appointments or reservations repeatedly. Or, you make plans with friends and then bail on those plans without considering that your friend may have organized other plans around fitting you in. Or, you run into a store 1 minute before closing without thinking about the fact you'll be delaying the shop assistant from getting home on time. You think "it's only 5 minutes" without considering that the assistant may have somewhere they need to be.

You think it's ok to upset or offend other people. You see people who like to keep the peace as weak.

You cheat in environments that are based on reciprocity. For example, you ask loads of questions in your favorite internet forum, but you don't spend the same amount of time answering other's questions.

When working in groups, you think you should be the [leader](#) or get the most credit.

### 5 Ways to Work on Entitlement Tendencies

#### 1. Practice perspective taking.

Take a recent example of a time you got mildly annoyed with someone and spend 3 minutes writing about the situation from the other person's perspective. Practice [understanding](#) what their agenda was.

#### 2. Sensitize yourself to how good it feels to promote other people's successes.

There is an area of social psychology research called capitalization research that shows that promoting other people's successes has a positive effect on the sharer. To make a project out of it, try promoting someone else other than yourself at least once a day for 30 days.



# 3M Initiative

## Members Mentoring Model

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### Use [cognitive restructuring](#).

Take any of the entitlement tendencies you can relate to and consider alternative evidence and perspectives. For example, what are some reasons the same rules that apply to everyone else should also apply to you? What are some reasons why keeping the peace and avoiding upsetting/offending people (unless absolutely necessary) is a virtue? What are some examples of how people are generally more generous to you than you are to them?

### Observe what happens when you curb your entitlement tendencies.

Do relationships run smoother? Do you find it's easier for you to sustain relationships without you burning other people out? Do you end up feeling less annoyance? Do people end up supporting you more because you're supporting them?

Understanding when curbing your entitlement tendencies actually benefits you is a great way to reinforce making changes.

### Catch yourself if you fall into the [moral](#) licensing trap.

Moral licensing is a [cognitive distortion](#) in which people internally justify things they do that are wrong. It's a common tendency. See if you can catch yourself doing it. For example, develop mindful awareness of thoughts like "It's okay to take more than I give in X situation because...."

### Notes

People with entitlement tendencies come in two types - (1) those who feel ashamed of their tendencies and feel motivated to change, and (2) those who see no reason to change.

If you fit in the former category, don't be too hard on yourself. Expect yourself to put in consistent effort to change your ways, but don't load up on self-criticism (harsh self-criticism is likely to result in less positive change rather than more).

Psychologytoday.com



# 3M Initiative

## Members Mentoring Model

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### THE NEW POSITION

Being a new firefighter or newly appointed fire officer is a stressful and trying experience. The knowledge and skills that must be demonstrated can many times be overwhelming. With a mentoring process, the newly appointed firefighter or fire officer is paired with a more experienced senior firefighter who has not only accepted, but has embraced the mentoring concept and understands what it takes to succeed. Together, with the help of the entire organization, work situations will turn into training opportunities with the goal of turning events into experiences, resulting in learning that lasts a career.

**Phase I (Orientation)** primarily focuses on orientating a person to a new position and assessing their skills, knowledge and confidence, while providing feedback on their attitudes, behaviors and decision making abilities. Phase I is a formal, structured process with specific objectives and measurable benchmarks. Phase I concludes with a formal evaluation that involves the firefighter, mentor, Company Officer, Deputy Chief and Fire Chief.

**Phase II (Develop)** mentoring expands on Phase I in the fact that Phase II develops the skills, knowledge and behaviors required to excel in the firefighter's current role. Phase II is an informal process in which the firefighters focuses on those areas in need of development while continuing to build on all skills and knowledge required for their current job description. It is during this phase that the firefighter will start to develop specialized skills or enter into new assignment areas (Leadership, Supervisory, rescue work, Haz Mat, Teaching, etc.) The firefighter never graduates from Phase II, he or she just continues to develop skills, working towards mastery, while under the influence of senior members.

**Phase III (Prepare)** mentoring focuses on preparing a member for advancement to the next organizational level, first on a temporary basis and then hopefully on to a permanent assignment. Phase III is also a formal, structured process for the position of Driver Engineer, Captain and Chief Officer. Candidates must complete the mentoring process and a formal evaluation process before being allowed to "act" out of class, or "Step up".

#### Firefighter to Driver Engineer

- Meets the certification, education, and experience requirements
- Process mirrors the promotional process
- Completes 12 Mentoring and Goal Setting sessions. Candidate is mentored by experienced Firefighters and Driver Engineers
- Letter of recommendation and sign off by Captain, Deputy Chief, and endorsement of the Fire Chief

#### Driver Engineer to Company Officer

- Meets the certification, education, and experience requirements
- "Take home" written exam that allows the candidate to seek direction from experienced officers
- "Take home" in-basket exercise that allows the candidate to seek direction from experienced officers
- Tactical exercise evaluated by the candidate's Officer. Immediate feedback is given to the candidate regarding



# 3M Initiative

## Members Mentoring Model

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- his/her performance and decision making
- Candidate “Shadows” Company Officer
- Completes 12 Mentoring and Goal Setting sessions. Candidate is mentored by experienced Driver Engineers and Company Officers
- Letter of recommendation and sign off by Captain, Deputy Chief, and endorsement of the Fire Chief

### **Captain to Battalion Chief (*Duty Chief Development Guide*)**

- Meets the certification, education, and experience requirements
- “Take home” Task Book that allows the candidate to seek direction from experienced officers
- Candidate “shadows” Chief Officer
- “Take home” in-basket exercise that allows the candidate to seek direction from experienced officers
- Tactical exercise evaluated by the candidate’s Deputy Chief, and Fire Chief. Immediate feedback is given to the candidate regarding his/her performance and decision making
- Completes 12 Mentoring and Goal Setting sessions. Candidate is mentored by experienced Chief Officers.
- Letter of recommendation and sign off by Battalion Chief, Deputy Chief, and endorsement of the Fire Chief

**Phase IV (Mastering)** mentoring focuses on mastering skills, building on experience, and developing decision making abilities. Simultaneously is the passing on of knowledge, skills and most importantly experiences. This phase is more informal and has a very flexible structure. Although mentoring principles are practiced, a designated mentor is not formally assigned. Phase IV involves our senior members, generally with ten or more years of experience and involves teaching, writing, mentoring others, serving on committees, writing policies and procedures, etc.

**Phase V (Passing on)** is an extension of IV, but deals strictly with the Mentor Book. This phase is a very important part of the ROFR Mentoring Process. Members with ten years or more of experience, regardless of rank, are asked to answer five basic questions based on the experiences they have gained over their career. Responses are entered into the Mentor Book along with other career development information aimed at developing current and future generations with their career in the Red Oak Fire Rescue.

***Remember...someone showed you, you owe it to the next generation to show them. Brothers help Brothers become better firefighters.***



# 3M Initiative

## Members Mentoring Model

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### ROFR MENTOR QUESTIONNAIRE

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**GOAL:** Is to capture as much information as possible from our senior members, *our mentors*, Red Oak Fire. You are being asked to take a few minutes and share your KNOWLEDGE, EXPERIENCES, and TRICKS OF THE TRADE, with our future generation of Firefighters. This information will allow us to pass along your experience and our department's heritage to our current and future members.

**INSTRUCTIONS:** KEEP IT SIMPLE! You don't have to answer them all but it would be greatly appreciated. They can be typed or hand written. Don't worry about misspelling or grammar, they haven't saved any firefighter's lives, but maybe by answering these questions, you can!

Name: \_\_\_\_\_ Rank: \_\_\_\_\_

#### **QUESTION 1 - (Preparedness and Risk Management)**

What advice would you give to our new firefighters and fire officers about mental, physical and mechanical preparedness? What advice would you offer about managing risks? Are there any mental aspects of survival that you would like to share?

#### **QUESTION 2 - (Calls, Incidents, Experiences)**

Are there any Calls, Incidents, or Experiences that you would like to share? Whether for historical purposes or more importantly, a call or incident that provided you with a "Lesson Learned" type situation that may help a new firefighter. Are there any buildings that you are concerned about? The type of building that when you think about it you find yourself saying "I hope we never have a fire in that place."



# 3M Initiative

## Members Mentoring Model

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### **QUESTION 3 – (Building Construction, Fire Behavior, Strategy and Tactics)**

What have you learned over the years about buildings / building construction in Red Oak ? What have you observed about fire behavior on some of the buildings you have responded to? From a strategy and tactics stand-point, what works, what doesn't and what should every firefighter and fire officer be aware of?

### **QUESTION 4 - (Department History)**

Can you provide us with any information regarding our Department's History? Anything you would like to share with future generations of firefighters? History regarding our firehouses, apparatus, personnel, incidents, etc?

### **QUESTION 5 - (Your Wisdom and Thoughts)**

Is there anything that you would say to a new firefighter or fire officer that would help him or her stay healthy, safe and successful throughout their career?

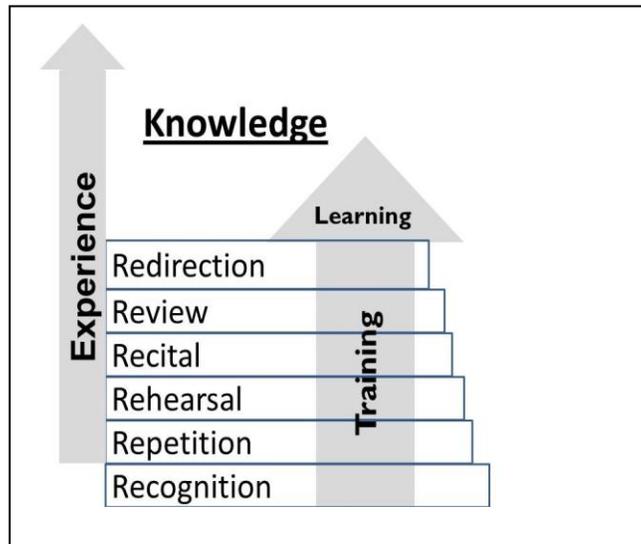


# 3M Initiative

## Members Mentoring Model

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### Six Rs of Training & Experience



The 6 Rs is used to evaluate knowledge and experience, and to establish training standards for knowledge and skills development

**Recognition** – Arguably the most common method of training used in the fire service. The ability to recognize what has been taught. Recognition training can be used to develop the ability to recognize basic systems, concepts, and situations.

**Repetition** – The first level of developing experience. The ability to correctly apply what has been taught consistently over and over again. Experience is gained by drilling on specific standards and applying established standards and skills in training and on actual calls. It is critical to pay attention in this phase to assure bad habits do not develop.

**Rehearsal** – This level of knowledge evaluates the reality connection. Similar to a theatrical dress rehearsal, this level evaluates the ability to apply knowledge and skills to real-world conditions. Dynamic simulation training is effective for training and evaluating this level of knowledge and for providing immediate feedback. This is the first level used to make the training personal.

**Recital** – This level is for training and for evaluating an understanding of the who, what, where, when, why, and to what degree.



# 3M Initiative

## Members Mentoring Model

**Review** – Is a maintenance level and is the foundation for levels IV and V of the mentoring process. To achieve sustainable success, review must be a part of the training and experience-development process.

**Redirection** – The highest level of understanding. The ability to recognize “wrong”, and the knowledge and courage to redirect the course of action.

