



# Leadership that works

Vision and Execution Framework

Presented by Clayton O'Brien



## **Clayton O'Brien, OFC BBA**

- Previous Fire Chief for the City of Napoleon (2015 - 2022)
- Fire Chief City of Oregon
- EMS Coordinator Fulton County
- Podcast host of the "Triple P" for the Ohio Fire Chiefs

# Agenda



1. Fix yourself
2. Build the foundation
3. Know your team
4. Provide a vision
5. Internal Strategic Plan
6. Communication
7. Empower your people
8. External Strategic Plan
9. Communication
10. Maintain your foundation



# #1 Fix yourself

## Do

- Be the example you expect from others
- Humble
- Know your role "Work on vs. Work in"
- Be Collaborative
- Be Engaged
- Be Transparent

## Do not

- "It's not my fault"
- Lead by fear
- Believe you are the smartest in the room
- Set and forget

IT SUCKS TO HAVE TO  
LEAVE A JOB YOU LOVE  
OVER AN ENVIRONMENT  
YOU HATE.

STEP UP  
LEAD

## #2 – Build the Foundation

- Standards
  - Create standards
  - Clear Expectations of those standards
- Accountability
  - 100/0
- Environment
  - Through Standards and Accountability create your culture
  - Create an environment people want to be around
  - Empowerment



## #3 Know your Team

- Get to know your people!!
- Gain trust through conversation
- Every conversation does NOT have to be formal.
- Allow them to make mistakes
- Allow them to express their true feelings
- A healthy team is when everyone feels safe enough to disagree



## #4 Provide a Vision

- Where are you going?
- Working in or Working on?
- What are you giving them to buy into





Oregon Fire and Rescue

Four Year Strategic Plan

“Roadmap to Success”

## #5 Internal Strategic Plan

- Internal Strategic Plan
- 1 on 1 interviews
- Builds trust
- Provides purpose to decision making





## **#6 Communicate your Vision**

- Communicate repeatedly
- Not always formal
- Kitchen table / Break room



## #7 Empower your people

- Create committees and “Now trust them”
- Delegate by responsibility not by task
- Empower your team
  - There are multiple ways to complete a task.
  - Your way does not have to be the only way

2024 - 2029

# STRATEGIC PLAN

COMMUNITY DRIVEN

PREPARED BY:  
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FIRE CHIEF



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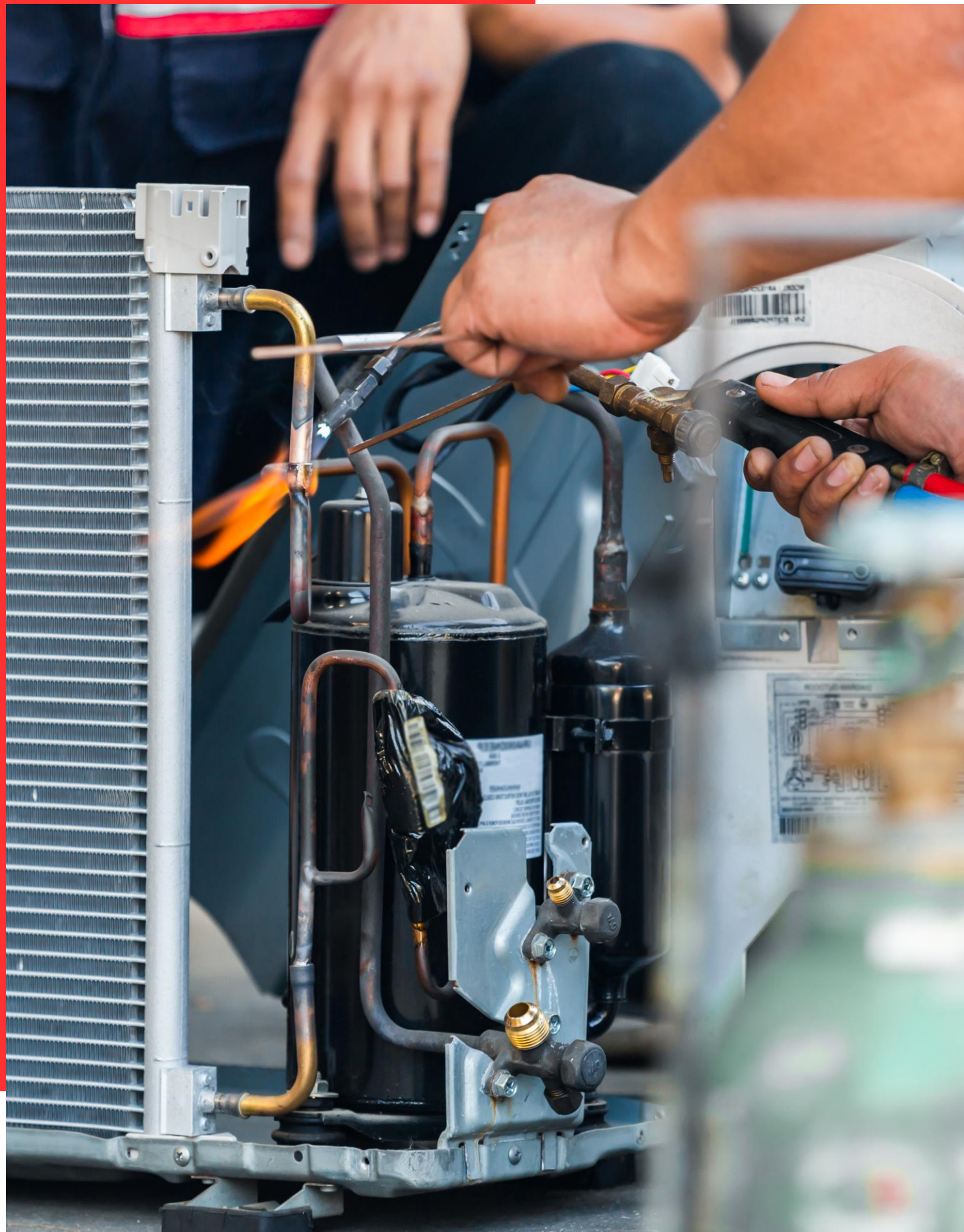
## #8 - External Strategic Plan

- Once your Internal house is in order
  - Improved Moral / Culture
- No longer have to "recruit" retain and they will recruit
- Align where your organization is going with your stakeholders
- Community Driven strategic plan
- Different than internal plan



## #9 - Communicate your external plan

- Communicate finished plan to internal and external stakeholders
  - Safety meetings
  - Rotary
  - Chamber
- Create buy-in
- Your plan is a 5-year plan
- Some of the objectives may take multiple years to accomplish
- “drop nuggets”



## #10 – Maintain the foundation

- There will always be an area for you to revisit and tweak
  - Accountability
  - Vision
  - Communication
  - Empowerment

