



# Pennsylvania State Fire Academy

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## Minimum Standard for Accreditation (MSA)

January 1993

**Course Title:** Leadership III: Strategies for Supervisory Success - NFA (LSIII)

**Length of Course:** 16 Hours

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

**Prerequisites:** None

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

**Course Goal:** Upon completion of this course, the student will be able to demonstrate increased leadership ability in the areas of situational leadership, delegating, coaching, and discipline.

**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 department - level officers (Chief, Assistant/Deputy Chief) or upwardly - mobile company officers who wish to improve their leadership skills in the areas of situational leadership, delegating, coaching and discipline. 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 kit for this course.

**continued**

MINIMUM STANDARDS FOR ACCREDITATION

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

<b><u>Time</u></b>	<b><u>Content</u></b>	<b><u>Instructor Notes</u></b>
4:00	Situational Leadership	
4:00	Delegating	
4:00	Coaching	
4:00	Discipline	

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

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

1. recognize two basic leader behaviors.
2. learn four leadership styles.
3. learn four development levels of followers.
4. describe the relationship between development level and leadership style.
5. develop diagnostic skills for choosing an appropriate leadership style for a given development level of a follower.
6. understand how to provide direction and support to followers and deal with difficulties encountered.
7. define delegation.
8. identify the benefits derived from effective delegation.
9. identify the barriers which prevent effective delegation.
10. understand the 9 principles of effective delegation.
11. understand the consequences of reverse delegation.
12. identify characteristics of effective coaches.
13. recognize the similarities between effective coaches and effective leaders.
14. understand four critical coaching techniques.
15. match coaching techniques with subordinate performance.
16. understand the value of positive discipline.
17. recognize how to use discipline to correct improper employee behavior.
18. recognize how to apply discipline consistently, fairly, and impartially.
19. become aware of the value of progressive discipline.

**Questions/Comments: Contact Rita Wessel, Curriculum Specialist: Extension 106  
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