

*Using readings, assessment results, and CPM leadership and management competencies, below I will describe my personal style, skills and areas for improvement.*

My personality assessment amassed to the following four points: extraversion, intuitive, thinker, and perceptive (ENTP).

In my younger years, I may have been perceived as an introvert. I joined the football team in High School and College and it began to build my confidence in a group setting. Acting in a group in my occupation as well, I forced myself to be more of an extrovert. I am now very comfortable in a group setting and never afraid to speak my mind openly, yet professionally. Another reason for my extroversion is beliefs. I believe that a Chief needs to be visible to the organization as well as the public. Therefore, by design of the Chief position, I must be the focal point. Recently, I have been reinventing myself to be more of an introvert and a problem solver during this time of pandemic. That only lasts during the problem identification and solution phase, then the Chief posture takes hold again.

Furthermore, I definitively describe myself as an intuitive person. My staff are constantly hearing me say “my gut tells me“. When I follow my gut or feelings, I am more often correct than not. My intuition is driven by experience and education, both of which I am steeped in. Intuition is really the reenactment of past events and knowledge of where the outcome will lie. That experience I have gained through the years is also based on educated response.

I am a thinker and the logical choice strikes me quickly. My objective is to make the decision that best suits the goals of the organization as a whole. If the best course of action is the most obvious, then I will ponder other choices and eliminate them. Usually obvious is best.

I am perceptive and will seek further facts to support my actions. It is important to substantiate important decisions. Facts are my friend and I always seek them to enhance decision making, but I will decide within the gray area as well.

With all of the prior information, I can clearly state that I am a leader who knows how to manage. I try to influence others to do what's best for the organization. I do this by passing knowledge and through empowerment to own their position.

I am flawed. Nobody is perfect and I have already picked up on areas in need of work. I'm intimidating to others based on size, status and aggression. I can not change my stature or my status, but I can certainly lighten up. I despise failure, but I need to understand that failing with solid effort does not make someone a failure, it makes them human. I was actually working on this part of my personality prior to this class, but the past two assignments have nailed it home for me. The hardest part of doing something like this is that I have been extremely successful to date with my current style. I kind of believe that it comes with a price of people's perception of me as an intimidator, which I really do not like. I want to be an inspiration and not crush someone's spirits. I can name so many great things that have built people up, but this class has brought to light several occasions where I should have been more inclusive of someone struggling rather than just "do it myself" without educating the individual. I realize that "doing it myself" means that they can not get it done and that makes them have a reduced self worth. It has not happened a lot, but once is too many.

In conclusion, I am a type A leader who loves success and the impact that we have on the community as a fire department organization. My type has been cast as ENTP, and it is right on.

It is good for me to understand my management and leadership style so that I can better approach others. I will soften my approach and allow others to fail without being a failure.