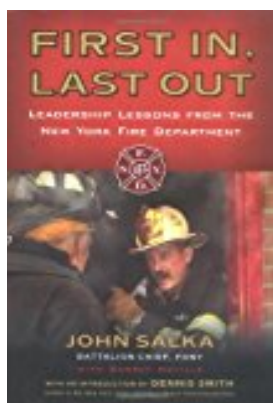


[PDF] First In, Last Out: Leadership Lessons From The New York Fire Department

John Salka, Barret Neville - pdf download free book



Books Details:

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Description:

After twenty five years in the most dangerous of all occupations, John Salka, Battalion Chief of The New York City Fire Department, offers tough and tender lessons in leadership. Salka masterfully leverages examples from fire fighting--"where lack of leadership can kill people"--to create values for leaders in every organization. He alternates vivid summaries of historic and terrifying fires (the 1911 Triangle Shirtwaist factory, the 1993 World Trade Center explosion and ground zero) with

metaphors from the firehouse to describe three commitments for decisive leadership. "Follow the smoke," is an imperative to uncover reality in yourself, your organization and your industry. Next, Salka counsels, "know their names before you send them into the flames," and encourages leaders to identify the contributions of each employee. The maxim, "Find your top whip" conveys ideas for developing future leaders and making a job into a classroom.

Other standout chapters focus on the nuances of building trust, clear decision-making and execution and tools for aligning individual and organization goals. Those expecting a macho approach to high-stakes leadership will be pleasantly surprised. Salka embraces intuition as "your subconscious trying to offer up a life time of experiences" and he explains how "managing emotional triggers" are ways of gaining competitive advantage. Salka's inspiring and passionate vision of leadership is a combination of reality testing, self-knowledge, and a shared mission when the heat is on. --*Barbara Mackoff*

From Publishers Weekly Salka, an FDNY battalion chief in the Bronx, has spent 25 years with the department, rising from firefighter to his current rank. He shares his insights on managing people, coping with crises, mentoring, decision making, adjusting to change and more. While Salka uses his experiences fighting fires, he clearly shows how his work has applications in almost any corporation: "[O]ur mission is to protect the people and property of New York City.... Since your customers define this value, your customers define your business. Organizations today need to ask themselves, Who is our customer? Only by figuring out exactly who their customer is and what they want can organizations fully grasp their mission." Salka discusses how he works with his firefighters and how managers can use his tactics. For example, he says, "[T]he most effective way to show your people that you trust them is to delegate to them. This is standard operating procedure in the FDNY. By letting them tackle problems on their own, you demonstrate your belief in them." The book covers key aspects to leadership—establishing trust, connecting with employees, decision making, engaging employees, dealing with crises and nurturing new leaders—in a logical fashion. The writing is solid though not inspiring. Readers who expected thrilling tales of firefighting will be disappointed because Salka's real-life anecdotes are toned down. Overall, this is a solid, but not unique, look at leadership.

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