

# Officer Development Course



Regardless of our rank or position, we all have a role to play in advancing the mission of our organizations. This requires a balance of three types of roles: leaders, managers, and supervisors. It is crucial to understand these three unique and interwoven roles as they pertain to our primary purpose – serving the citizens and guests we've sworn to protect. Effective performance in these roles require constant balance of priorities, knowledge, skills, and humility.

This course is designed to advance our thinking of our current roles, what we could be doing, and how it relates to the organization we serve. It intends to help us better understand the perspectives of those above us and the balance they must strike to fulfill their role. How to be better leaders and followers. How to take care of our people and the mission, simultaneously. Topics covered include:

- Why promote?
- Officer Expectations
- Leadership/Followership
- Accountability
- Evaluation and Discipline
- Budgets
- Policies
- Project Management
- Training and Coaching
- Delegation
- Leaders' Intent

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Chief Wolf joined the fire service in 2001, serving as a volunteer in Pennsylvania, Washington, and Texas. While a volunteer firefighter, he earned a B.S., M.S., and Ph.D. in geology and worked as a research scientist for a global energy company. He's been a fire instructor since 2006, and has served as a lieutenant, captain, assistant chief, fire chief, swiftwater swimmer, rope technician, and SCUBA diver. While in Texas, he led the volunteer training program for the Cy-Fair Fire Department, a 600-member combination department serving 400,000 residents. He is a certified Chief Fire Executive from DFPC and a credentialed Chief Fire Officer from the Center for Public Safety Excellence.

Since 2016, Chief Wolf has served as Fire Chief of the Estes Valley Fire Protection District, leading six full time and 40 volunteers. He is the Chair for the Volunteer & Combination Section of the Colorado State Fire Chiefs and is a member of the technical panel for the UL FSRI Study of Fire Service Residential Home Size-Up and Search & Rescue Operations. He is especially interested in instruction and leadership for volunteer and combination organizations.

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**Location:** Crested Butte Fire Station 2  
751 Gothic Rd, Crested Butte, CO 81225

**Dates:** Saturday February 5 & Sunday February 6, 08:30 – 16:30 both days

**Texts:** Extreme Ownership: How U.S. Navy SEALs Lead and Win ([link](#))  
The Dichotomy of Leadership: Balancing the Challenges of Extreme Ownership to Lead and Win ([link](#))

**Cost:** \$200 per student, payable to Crested Butte Fire. Students are responsible for obtaining their own books. The course is two days, but students attending only one have a reduced rate of \$100.





**FIRE WOLF, LLC – Solving Problems That Matter**

**2365 ARAPAHO RD. ESTES PARK CO 80517**

**970-616-2165    [www.FireWolfLLC.org](http://www.FireWolfLLC.org)**

# **Officer Development**

## **Course Outline – Saturday 2/5**

### **Part I: Introduction & Overview**

#### Topics Covered:

- Why promote? Or, you're here, now what?
- Transitioning from Buddy to Boss
- Officer Roles: Supervisor, Manager, and Leader
- Expectations of Supervisors, Expectations of Subordinates
- Leadership / Followership

#### Required Reading:

##### *Extreme Ownership*

- Leadership: The Single Most Important Factor
- Chapter 1 – Extreme Ownership
- Chapter 10 – Leading Up and Down the Chain of Command
- Chapter 12 – Discipline Equals Freedom, The Dichotomy of Leadership

##### *The Dichotomy of Leadership*

- Introduction: Finding the Balance
- Chapter 9 – A Leader and a Follower
- Chapter 11 – Humble, Not Passive

### **Part 2: Supervisors**

#### Topics Covered:

- Evaluation
- Discipline
- Operations

#### Required Reading:

##### *Extreme Ownership*

- Chapter 2 – No Bad Teams, Only Bad Leaders
- Chapter 4 – Check the Ego

##### *The Dichotomy of Leadership*

- Chapter 2 – Own it All, but Empower Others
- Chapter 4 – When to Mentor, When to Fire
- Chapter 7 – Disciplined, Not Rigid
- Chapter 8 – Hold People Accountable, but Don't Hold Their Hands



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## **Course Outline – Sunday 2/6**

### **Part 3: Managers**

Topics Covered:

- Budgets
- Policy
- Projects

Required Reading:

*Extreme Ownership*

- Chapter 5 – Cover and Move
- Chapter 6 – Simple
- Chapter 7 – Prioritize and Execute
- Chapter 8 – Decentralized Command
- Chapter 9 – Plan

*The Dichotomy of Leadership*

- Chapter 10 – Plan, but Don't Over Plan

### **Part 4: Leaders**

Topics Covered:

- Training and Coaching
- Safety & Risk Management
- Delegation
- Leader's Intent (Task, Purpose, End State)
- SMART Goals

Required Reading:

*Extreme Ownership*

- Chapter 3 – Believe
- Chapter 11 – Decisiveness amid Uncertainty

*The Dichotomy of Leadership*

- Chapter 3 – Resolute, but Not Overbearing
- Chapter 5 – Train Hard, but Train Smart
- Chapter 6 – Aggressive, Not Reckless
- Chapter 12 – Focused, but Detached