

## **Management Minute**

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### Five Ways to motivate using the Marines' MVP system

The U.S. Marine Corps follows a motivation path they call "MVP," or mission, values and pride. MVP is based on five practices that you can adapt to motivate your firefighters:

1. "Overinvest in instill your organization's core values." Start with the first time a job candidate contacts you and carry the message through their initiation and training after you hire them.

Benefit: The practice builds a sense of belonging to a worthwhile organization.

2. "Prepare every person to lead." If you'll like most top managers, you separate followers from leaders. But that labels followers as disposable from the start.

Sending the message that each person can be a leader builds a collective pride and trust. Each person knows he or she can rely on the next person to help.

3. "Distinguish between teams and single-leader groups." Teams are run by a group, and the entire group is accountable for results of their decisions. A single-leader group identifies one person, usually a senior member, to lead and decide. Both groups have a purpose, but don't confuse the two. Putting individual leaders in a room and labeling them a "team" forces those who think of themselves as leaders to give up control. And that will cause frustration and resentment but not results.

4. "Attend to the bottom half." In business, poor performance often leads to dismissal. That's because entry-level firefighters are generally seen as replaceable.

But devoting time to your entry-level staffers will not only build a stronger team but also a positive motivation model to other leaders in the organization.

5. "Use discipline to build pride." While such top-down control may seem counterintuitive to motivation, the Marines view discipline as a tool to build pride.

Here's how: Holding recruits accountable for their actions helps them refine work habits, which improves their self-image. The result is greater motivation to discipline themselves so they can outperform expectations.

Do you have the right mix of charisma and humility?

Too much humility can weaken a leader. Too much charisma can be as bad, says executive coach Patrick Lencioni. To find out where you stand, answer "True" or "False" to each statement:

1. I believe others in my organization are as important as I am.

2. Praise doesn't bother me.
3. I respect others' time as much as my own.
4. I believe my leadership is a key factor in my organization's success.
5. I meet the same standards I expect others to meet.
6. I think others in the organization are reluctant to give me candid feedback.
7. I want to hear what lower-level firefighters have to say.
8. Others in the organization enjoy my presentations.
9. Firefighters at every level feel comfortable about approaching me.
10. I seek opportunities to speak and act boldly in public.

Scoring: A "False" to all the odd-numbered statements means you probably have plenty of charisma, perhaps to the point that others see you as self-serving. On the other hand, you're not very humble.

A "False" to all the even-numbered indicates you may be too humble to be effective-you need to work on exuding more charisma. If you said "True" to all-or most-of the statements, you have a good mix of both.