Introduction
As a firefighter, you have chosen a highly challenging profession, in fact, one that takes a lifetime to master. While practical experience, realistic training, and formal education are indispensable for the development of first-class leaders, so too is independent study. A program of independent reading keeps the mind fresh and enhances professionalism. The Instructors from the Leadership Development and Decision Making (LDDM) Program have compiled their suggested Reading List which is designed to assist you in the development of your leadership and critical decision making skills.

For each suggested book the LDDM Instructors have provided a brief overview of the book along with why they think it is a “Good Read” for firefighters.

Suggested Reading List - Table of Contents
“So Others Might Live” – Terry Golway ................................................................. 2
“To Sleep with the Angels: The Story of a Fire” – By: David Owens & John Kuenster ......................................................................................................................... 2
“Brannigan’s Building Construction for the Fire Service” – Glenn P. Corbett & Francis L. Brannigan ..................................................................................................... 3
“Why Everyone (Else) Is a Hypocrite: Evolution and the Modular Mind” - Robert Kurzban .......................................................................................................................... 4
“Think Again: The Power of Knowing What You Don’t Know” - Adam M. Grant ..... 4
“How to Lead When You’re Not in Charge: Leveraging Influence When You Lack Authority” – Clay Scroggins .............................................................................................................. 5
“Pass It On” – Billy Goldfeder and Friends .............................................................. 5
“Don’t Bullsh*t Yourself! Crush the Excuses That are Holding You Back.” – By: Jon Taffer ........................................................................................................................... 5
“Endurance: A Year in Space, A Lifetime of Discovery” - By Scott Kelly .......... 7
“Man’s Search for Meaning” – By Viktor Frankl ...................................................... 8
“Sources of Power: How People Make Decisions” – Gary Klein ................. 9
“Emotional Intelligence: Why It Can Matter More Than IQ” – Daniel Goleman .... 10
“Don’t Leave Your Mind Behind: The Mental Side of Performance” - by Keith Henschen, Nicole Detling ................................................................. 10
“Killer Show” - John Barylick .................................................................................. 11
“Leadership: Theory and Practice” – Peter Northouse

“So Others Might Live” – Terry Golway
In the first history of the New York Fire Department--FDNY--in over sixty years, journalist Terry Golway weaves together stories of heroic firefighters and extraordinary fires to create a moving and original account of New York as seen through the eyes and actions of the city's firefighters. From the eighteenth century's most ambitious public-works project--the building of aqueducts from upstate to help control fires--to firefighter-turned-politician Boss Tweed's backroom politics, fire and firefighters have played an integral part in the life of New York. So Others Might Live also offers a new view of the building of modern urban America and the social turbulence of New York from the 1700s to the present day.

This is a good read for Firefighters because it provides a historical perspective of the fire service and how far we have come. It also helps to provide a reality to each firefighter’s current work conditions.

“To Sleep with the Angels: The Story of a Fire” – By: David Owens & John Kuenster
In December of 1958 tragedy struck the Our Lady of the Angels school on Chicago’s west side. This was one of the deadliest fires in American history. This book recounts in detail the events that led up to this tragedy, the aftermath, and how it affected families, firefighters, the City of Chicago, and the nation.

This is a good read for Fire Officers because of the historical significance of this tragedy. A fire officer can relate to the why of fire code enforcement today. The impact on the Our Lady of the Angels community, and the impact on firefighters dealing with a tragedy like this gives fire officers an understanding of an event they could be potentially faced with someday.
“Brannigan’s Building Construction for the Fire Service” – Glenn P. Corbett & Francis L. Brannigan
For over forty years, Brannigan's Building Construction for the Fire Service has been the fire service's most trusted and comprehensive Building Construction resource available. Now in its’ fifth edition, this bestselling resource continues to Honor Francis Brannigan's legacy by continuing his passion for detail and extensive practical experience. Brannigan's motto, "Know Your Buildings," can be seen in every aspect of this book. The Fifth Edition features:
- Coverage of the National Fire Academy's Fire and Emergency Services in Higher Education (FESHE)
- Building Construction for Fire Protection Course Objectives.
- Stand-alone chapter on new, light, green (solar) and modular construction.
- Enhanced emphasis on tactical considerations

This is a good read for Firefighters because it provides straightforward information on different building types and their unique hazards which I needed to keep firefighters safe on the job.

This book is for everyone who wonders why fire engines are red, why a chief has five "bugles" while a captain has two, why fire hydrants are sometimes called "fire plugs" and why we toll bells and play bagpipes at firefighter funerals.

This is a good read for Firefighters because it provides the reason “why” for much of the fire service jargon and many of our traditions.

Chief Vincent Dunn, a 42-year fire service veteran, professes the dangers of structural failure caused by fire. This book is written to warn firefighters, company officers, and fire chiefs about exactly how structures collapse when destroyed by fire--and examines the subject of burning building collapse in great detail.

This is a good read for Firefighters because it, unlike any other publication, instructs firefighters and fire officers in how to survive burning building collapse.
“Why Everyone (Else) Is a Hypocrite: Evolution and the Modular Mind” - Robert Kurzban
We’re all hypocrites. Why? Hypocrisy is the natural state of the human mind.

Robert Kurzban shows us that the key to understanding our behavioral inconsistencies lies in understanding the mind's design. The human mind consists of many specialized units designed by the process of evolution by natural selection. While these modules sometimes work together seamlessly, they don't always, resulting in impossibly contradictory beliefs, vacillations between patience and impulsiveness, violations of our supposed moral principles, and overinflated views of ourselves.

This modular, evolutionary psychological view of the mind undermines deeply held intuitions about ourselves, as well as a range of scientific theories that require a self with consistent beliefs and preferences. Modularity suggests that there is no I. Instead, each of us is a contentious we--a collection of discrete but interacting systems whose constant conflicts shape our interactions with one another and our experience of the world.

In clear language, full of wit and rich in examples, Kurzban explains the roots and implications of our inconsistent minds, and why it is perfectly natural to believe that everyone else is a hypocrite.

This is a good read for Firefighters who desire to understand more about their mind and how it works.

“Think Again: The Power of Knowing What You Don’t Know” - Adam M. Grant
Think Again is a book about the benefit of doubt, and about how we can get better at embracing the unknown and the joy of being wrong. Evidence has shown that creative geniuses are not attached to one identity, but constantly willing to rethink their stances and that leaders who admit they don't know something and seek critical feedback lead more productive and innovative teams.

New evidence shows us that as a mindset and a skillset, rethinking can be taught and Grant explains how to develop the necessary qualities to do it. Section 1 explores why we struggle to think again and how we can learn to do it as individuals, arguing that 'grit' alone can actually be counterproductive. Section 2 discusses how we can help others think again through learning about 'argument literacy'. And the final section 3 looks at how schools, businesses and governments fall short in building cultures that encourage rethinking.

In the end, learning to rethink may be the secret skill to give you the edge in a world changing faster than ever.
“How to Lead When You're Not in Charge: Leveraging Influence When You Lack Authority” – Clay Scroggins

One of the greatest myths of leadership is that you must be in charge in order to lead. Great leaders don't buy it. Great leaders lead with or without the authority and learn to unleash their influence wherever they are.

With practical wisdom and humor, Clay Scroggins will help you nurture your vision and cultivate influence, even when you lack authority in your organization. And he will free you to become the great leader you want to be so you can make a difference right where you are. Even when you're not in charge.

This is a good read for Firefighters as it discusses how you do not need to be a person of “authority” in order to be a leader. It delves into self-discovery and development in order to leverage and influence those around you.

“Pass It On” – Billy Goldfeder and Friends

The book is a collection of short stories from more than 80 well-known fire service veterans. It shares many experiences of emergency services, some of which are humorous and some are filled with heartache, with a good amount of which I would consider smart-sense (vs common sense). It is a book that does not require a timely commitment to read it as the reader can put it down after reading one story to resume on the next story when the opportunity arises. The stories in this book apply to ALL members of the fire service, weather you are career, volunteer or a combination member. All the authors receive a brief introduction before their story – some of which are easy for the reader to relate to and some of which the reader will hope he never should experience.

This is a good read for Firefighters at all levels because it gets you thinking of how your actions can influence things to come. It is essentially giving nuggets of knowledge as you continue reading it.

“Don’t Bullsh*t Yourself! Crush the Excuses That are Holding You Back.” – By: Jon Taffer

During his many years as an entrepreneur, consultant, and star of the Paramount Network's hit show Bar Rescue, Jon Taffer has witnessed the destruction that results when people bullsh*t themselves. Excuses are the root cause of nearly every business and personal problem, but fortunately, Jon knows how to fix your excuse habit for good.
This book is almost as good as having Jon in your face on Bar Rescue, telling you the hard truths you’ve been avoiding. Don’t Bullsh*t Yourself! is Jon Taffer’s brutally honest, no-nonsense guide to help you kick those excuses to the curb. If you can stop bullsh*tting yourself and address your real issues, you will gain the power to turn your life around completely.

Taffer breaks excuses down into six major categories, illustrating them with real-life examples such as Marcus Luttrell, the lone survivor of a SEAL team mission in Afghanistan who barely escaped Taliban territory, and Christine King, founder and CEO of Your Best Fit, who, despite being paralyzed in a horrific boating accident, went on to build a successful fitness company. These inspiring stories, combined with Taffer’s own experiences, will give you the confidence to identify and face your own excuses head-on.

This is a good read for Firefighters who care about challenging themselves to become a leader through consistent Professional Development and Personal Evolution.

“The Anatomy of Courage” – By: Charles McMoran Wilson Moran
Fear, and man’s attempt to master it, is of eternal interest and just as significant today as when Moran, as a young medical officer, went to the trenches in 1914 to research the subject scientifically. He asked why a man can appear to be as brave as a lion one day and break the next and, crucially, “what can be done to delay or prevent the using up of courage?” First published in 1945, this early groundbreaking account of the psychological effects of war, recounted by means of vivid first-hand observation and anecdote, came at a time when shell-shock was equated with lack of moral fiber. In 1940, Moran became Churchill’s doctor and his position as a one of history’s most important war physicians was secured. His humane, considered observations, scientific analysis and proposed solutions constitute one of the great First World War sources. However, they are perhaps just as relevant to our own conflict-ridden times.

This is a good read for Firefighters because of mental and emotional accepts that Firefighters face when making critical decisions.
“Endurance: A Year in Space, A Lifetime of Discovery” - By Scott Kelly

The veteran of four space flights and the American record holder for consecutive days spent in space, Scott Kelly has experienced things very few have. Now, he takes us inside a sphere utterly inimical to human life. He describes navigating the extreme challenge of long-term spaceflight, both existential and banal: the devastating effects on the body; the isolation from everyone he loves and the comforts of Earth; the pressures of constant close cohabitation; the catastrophic risks of depressurization or colliding with space junk, and the still more haunting threat of being unable to help should tragedy strike at home--an agonizing situation Kelly faced when, on another mission, his twin brother's wife, Gabrielle Giffords, was shot while he still had two months in space. Kelly's humanity, compassion, humor, and passion resonate throughout, as he recalls his rough-and-tumble New Jersey childhood and the youthful inspiration that sparked his astounding career, and as he makes clear his belief that Mars will be the next, ultimately challenging step in American spaceflight.

This is a good read for all First Responders as we will all face challenges in your personal and professional lives.

“The Power of Habit: Why We Do What We Do in Life and Business” – By Charles Dunhigg

A young woman walks into a laboratory. Over the past two years, she has transformed almost every aspect of her life. She has quit smoking, run a marathon, and been promoted at work. The patterns inside her brain, neurologists discover, have fundamentally changed.

Marketers at Procter & Gamble study videos of people making their beds. They are desperately trying to figure out how to sell a new product called Febreze, on track to be one of the biggest flops in company history. Suddenly, one of them detects a nearly imperceptible pattern—and with a slight shift in advertising, Febreze goes on to earn a billion dollars a year.

An untested CEO takes over one of the largest companies in America. His first order of business is attacking a single pattern among his employees—how they approach worker safety—and soon the firm, Alcoa, becomes the top performer in the Dow Jones.

What do all these people have in common? They achieved success by focusing on the patterns that shape every aspect of our lives.

They succeeded by transforming habits.

In The Power of Habit, award-winning New York Times business reporter Charles Duhigg takes us to the thrilling edge of scientific discoveries that explain why habits exist and how they can be changed.
With penetrating intelligence and an ability to distill vast amounts of information into engrossing narratives, Duhigg brings to life a whole new understanding of human nature and its potential for transformation.

Along the way we learn why some people and companies struggle to change, despite years of trying, while others seem to remake themselves overnight. We visit laboratories where neuroscientists explore how habits work and where, exactly, they reside in our brains. We discover how the right habits were crucial to the success of Olympic swimmer Michael Phelps, Starbucks CEO Howard Schultz, and civil-rights hero Martin Luther King, Jr. We go inside Procter & Gamble, Target superstores, Rick Warren’s Saddleback Church, NFL locker rooms, and the nation’s largest hospitals and see how implementing so-called keystone habits can earn billions and mean the difference between failure and success, life and death.

At its core, The Power of Habit contains an exhilarating argument: The key to exercising regularly, losing weight, raising exceptional children, becoming more productive, building revolutionary companies and social movements, and achieving success is understanding how habits work.

Habits aren’t destiny. As Charles Duhigg shows, by harnessing this new science, we can transform our businesses, our communities, and our lives.

This is a good read for all Firefighters as each habit has an impact on the Command Climate of their work group.

“Man’s Search for Meaning” – By Viktor Frankl
Psychiatrist Viktor Frankl's memoir has riveted generations of readers with its descriptions of life in Nazi death camps and its lessons for spiritual survival. Between 1942 and 1945 Frankl labored in four different camps, including Auschwitz, while his parents, brother, and pregnant wife perished. Based on his own experience and the experiences of others he treated later in his practice, Frankl argues that we cannot avoid suffering but we can choose how to cope with it, find meaning in it, and move forward with renewed purpose.

Frankl's theory-known as logotherapy, from the Greek word logos ("meaning")-holds that our primary drive in life is not pleasure, as Freud maintained, but the discovery and pursuit of what we personally find meaningful.

Reading this book will open your eyes to see that we all need a purpose and meaning in life. One of the greatest things that can lead to problems for us and a troubling life is when we have lost these two factors (purpose and meaning).

This is a fast-read book:184 pages. The first half of the book is about Viktor Frankl living in the Nazi death camps, he speaks about how people survived, and others died.
When I say that, I mean people that lived with a purpose and meaning survived as compared to those who lost purpose and meaning who perished on their own. By realizing our purpose and meaning in life we gain a greater understanding of why we are here and we can live a better life. The second half of the book explains three psychological theories for living: Freudian (will to pleasure) Adlerian (will to power), and Frankl’s Logotherapy (will to meaning).

“Sources of Power: How People Make Decisions” – Gary Klein
Since its publication twenty years ago, Sources of Power has been enormously influential. The book has sold more than 50,000 copies, has been translated into six languages, has been cited in professional journals that range from Journal of Marketing Research to Journal of Nursing, and is mentioned by Malcolm Gladwell in Blink. Author Gary Klein has collaborated with Nobel laureate Daniel Kahneman and served on a team that redesigned the White House Situation Room to support more effective decision making. The model of decision making Klein proposes in the book has been adopted in fields including law enforcement training and petrochemical plant operation. What is the groundbreaking new way to approach decision making described in this modern classic?

We have all seen images of firefighters rescuing people from burning buildings and paramedics treating bombing victims. How do these individuals make the split-second decisions that save lives? Most studies of decision making, based on artificial tasks assigned in laboratory settings, view people as biased and unskilled. Klein proposes a naturalistic approach to decision making, which views people as gaining experience that enables them to use a combination of intuition and analysis to make decisions. To illustrate this approach, Klein tells stories of people—from pilots to chess masters—acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions.

This is a very good book to understand our decision making process, whether that be individually or in group. There are plenty of examples in which success was accomplished and other times that fail occurred. Some areas that Klein talks about are: mental stimulate, RPDM, decisions literally by orders/information given as they “can’t read mind” of the individual if they don’t have all the information.

This book is very good individuals and teams making decisions and helps to give Firefighters the ability to help others in the decision making process.
“Emotional Intelligence: Why It Can Matter More Than IQ” – Daniel Goleman
Everyone knows that high IQ is no guarantee of success, happiness, or virtue, but until Emotional Intelligence, we could only guess why. Daniel Goleman's brilliant report from the frontiers of psychology and neuroscience offers startling new insight into our "two minds"—the rational and the emotional—and how they together shape our destiny.

Through vivid examples, Goleman delineates the five crucial skills of emotional intelligence, and shows how they determine our success in relationships, work, and even our physical well-being. What emerges is an entirely new way to talk about being smart.

The best news is that "emotional literacy" is not fixed early in life. Every parent, every teacher, every business leader, and everyone interested in a more civil society, has a stake in this compelling vision of human possibility.

This is a good read for all Firefighters who truly want to connect with others.

“Don't Leave Your Mind Behind: The Mental Side of Performance” - by Keith Henschen, Nicole Detling
Whether you are an athlete, coach, parent, or firefighter, this book gives you strategies you can start using today that will help enhance your performances and ultimately, your life. Focusing on the 5 Cardinal Skills of Mental Toughness as taught by Dr. Keith Henschen for over 40 years, you will learn the same techniques used by elite athletes and performers around the world.

This book presents:
- The psychological factors that influence performance.
- The cardinal psychological skills and teaches you how to develop them in yourself and in others.
- The "other factors to consider" such as burnout, the psychology of injury, and coaching gems regarding performance.

This is a good read for Firefighters who wish to understand the many mental aspects that impact their performance.
“Killer Show” - John Barylick
On February 20, 2003, the deadliest rock concert in U.S. history took place at a roadhouse called The Station in West Warwick, Rhode Island. That night, in the few minutes it takes to play a hard-rock standard, the fate of many of the unsuspecting nightclub patrons was determined with awful certainty. The blaze was ignited when pyrotechnics set off by Great White, a 1980s heavy-metal band, lit flammable polyurethane "egg crate" foam sound insulation on the club's walls. In less than 10 minutes, 96 people were dead and 200 more were injured, many catastrophically. The final death toll topped out, three months later, at the eerily unlikely round number of 100.

The story of the fire, its causes, and its legal and human aftermath is one of lives put at risk by petty economic decisions—by a band, club owners, promoters, fire marshal building inspectors, and product manufacturers. Any one of those decisions, made differently, might have averted the tragedy. Together, however, they reached a fatal critical mass.

Killer Show is the first comprehensive exploration of the chain of events leading up to the fire, the conflagration itself, and the painstaking search for evidence to hold the guilty to account and obtain justice for the victims.

This is a good read for Firefighters to bring the importance fire prevention codes and the proper moral and ethical behavior have on life safety.

“Leadership: Theory and Practice” – Peter Northouse
“In this fully updated Eight Edition of Leadership: Theory and Practice, a new chapter on Followership examines the central role followers play in the leadership process and unpacks the characteristics of both effective and ineffective followers. The new edition also includes a new Ethical Leadership Style Questionnaire and new coverage on the dark side of leadership and destructive leadership.

Adopted at more than 1600 institutions in 89 countries and translated into 13 different languages, this market leading text successfully combines an academically robust account of the major theories and models of leadership with an accessible style and special emphasis on how leadership theory can inform leadership practice. Peter G. Northouse uses a consistent structure for each chapter, allowing students to easily compare and contrast the various theories. Case studies and questionnaires provide students with practical examples and opportunities to deepen their personal understanding of their own leadership.”
Imagine a dictionary but for leadership. Every style, theory, chapters on gender influence, culture influence, and self assessment quizzes and questionnaires at the end of each chapter to help determine where you are and how to get better. How to apply the material you just read to your own leadership.
If you’re looking for a gold mine like that, this is your book.

This is a good read for Firefighters who are looking for a comprehensive resource on Leadership theories, concepts and practices. Excellent resource.