Introduction
At this point in your career, we are sure you are aware that your chosen profession of firefighting is very challenging and will take a lifetime to master. Now to make that challenge even greater you have accepted a promotion to fire officer which brings an entirely new set of challenges. 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 Instructor’s 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 Fire Officers. (Books are listed in no particular order.)

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“Fire Officer’s Handbook of Tactics” – John Norman
Modern firefighting is a continually evolving science, with new technologies constantly being applied to the fire service. In the latest edition of this perennial favorite, Chief John Norman examines these new technologies and how they affect fireground tactics. He also details the new role firefighters play in homeland security. What is offered here is a guide for the firefighter and the fire officer who, having learned the basic mechanics of the trade, are now looking for specific methods for handling specific situations.

Some key learning points in the book are:
- Garden apartment and townhouse fires
- Fire Department’s role in terrorism
- Building construction
- High-rise firefighting
- Standpipe and sprinkler operations
- Hoseline selections and placement
- Engine and Truck company operations
- Operation in lightweight buildings

This is a good read for Fire Officers because each chapter is filled with invaluable lessons and knowledge from someone who has and continues to be a student of the fire service.

“From Buddy to Boss: Effective Fire Service Leadership” – Chase Sargent
Whether you're a new officer or in need of a mentor, From Buddy to Boss: Effective Fire Service Leadership, is a must-have management book you'll turn to over and over again. Fire service veteran Chase Sargent explains how to accept and survive politics, deal with the fringe employees, and keep your cool -- tricks of the trade that usually take years to acquire.

Some key learning points in this book are:
- Your credibility is a valuable currency that takes time to build up. What you do, not what you say, is the ultimate test of your credibility, reinforcing your expectations.
- That leadership requires individuals and organizations to create an environment where people and their ideas can thrive.
- That the quickest ways to lose trust are to inconsistently apply and enforce rules and to allow your personal feelings to dictate what you will and won't enforce.
- Why leading by example and from the front -- doing, not saying -- is critical to your success.

This is a good read for Fire Officers because “From Buddy to Boss” is like turning to a trusted friend for wisdom and advice you can count on to improve your job performance.
“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 Fire Officers 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 working conditions.

“Thinking, Fast and Slow” - Daniel Kahneman
This book takes you through a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. Kahneman exposes the extraordinary capabilities—and also the faults and biases—of fast thinking, and reveals the pervasive influence of intuitive impressions on our thoughts and behavior. The impact of loss aversion and overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the challenges of properly framing risks at work and at home, the profound effect of cognitive biases on everything from playing the stock market to planning the next vacation—each of these can be understood only by knowing how the two systems work together to shape our judgments and decisions.

Engaging the reader in a lively conversation about how we think, Kahneman reveals where we can and cannot trust our intuitions and how we can tap into the benefits of slow thinking. He offers practical and enlightening insights into how choices are made in both our business and our personal lives—and how we can use different techniques to guard against the mental glitches that often get us into trouble.

This is a good read for Fire Officers because it highlights how the brain works and the difference between fast and slow thinking. It reminds the reader of the risks of split-second decisions when you have the time to think.
“Firepsyche: Mental Toughness & The Valor Mindset for the Fireground” – Battalion Chief Eric J. Nurnberg and Michael J. Asken, Ph.D.
Firepsyche is a must read for all levels of the fire service. It is a one of a kind book that dives into how our minds operate and react under pressure. The authors do an amazing job relating all of the information to the fire service with tangible facts and examples. This book not only focuses on what, why, and how we react to stressors, but how to combat the detrimental reactions and embrace the enhancing reactions from stress. They call this the O-ZONE (Optimal Zone of Natural Excellence) and it is when you achieve your ideal performance state. In addition, The Valor Mindset (Vigilance, Awareness, Leadership, and Optimal Resilience) is made up of the essential tenets that are needed for enhanced mental toughness. It is described in depth and numerous tactics, as well as, mental evolutions are provided for developing this state of readiness.

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 fire officers because it, unlike any other publication, instructs firefighters and fire officers in how to survive burning building collapse.

“Sources of Power: How People Make Decisions” – Gary Klien
"Most studies of decision-making treat humans like rats in a laboratory. But Dr. Klein, a cognitive psychologist, spent a decade watching fire commanders, fighter pilots, paramedics and others making split-second decisions on the job, and this book is a clear and engaging account of his findings."-- "The Wall Street Journal" Anyone who watches the television news has 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.

Gary Klein is one of the developers of the naturalistic decision making approach, which views people as inherently skilled and experienced. It documents human strengths and capabilities that so far have been downplayed or ignored. Since 1985 Klein has conducted fieldwork to find out how people tackle challenges in difficult, nonroutine situations. "Sources of Power" is based on observations of humans acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions. The professionals studied include firefighters, critical care nurses, pilots, nuclear power plant operators, battle planners, and chess masters.
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Each chapter builds on key incidents and examples to make the description of the methodology and phenomena more vivid.

This is a good read for Fire Officers who wish to understand how they make decisions in the naturalistic decision making model.

“Managing the Unexpected: Sustained Performance in a Complex World” (3rd Ed.) - Karl E. Weick, Kathleen M. Sutcliffe

Managing the Unexpected, is a thoroughly revised text that offers an updated look at the groundbreaking ideas explored in the first and second editions. Revised to reflect events emblematic of the unique challenges that organizations have faced in recent years, including bank failures, intelligence failures, quality failures, and other organizational misfortunes, often sparked by organizational actions, this critical book focuses on why some organizations are better able to sustain high performance in the face of unanticipated change. High reliability organizations (HROs), including commercial aviation, emergency rooms, aircraft carrier flight operations, and firefighting units, are looked to as models of exceptional organizational preparedness. This essential text explains the development of unexpected events and guides you in improving your organization for more reliable performance.

"Expect the unexpected" is a popular mantra for a reason: it's rooted in experience. Since the dawn of civilization, organizations have been rocked by natural disasters, civil unrest, international conflict, and other unexpected crises that impact their ability to function. Understanding how to maintain function when catastrophe strikes is key to keeping your organization afloat.

Explore the many different kinds of unexpected events that your organization may face. Consider updated case studies and research. Discuss how highly reliable organizations are able to maintain control during unexpected events. Discover tactics that may bolster your organization's ability to face the unexpected with confidence.

Managing the Unexpected, Third Edition offers updated, valuable content to professionals who want to strengthen the preparedness of their organizations—and confidently face unexpected challenges.

This is a great read for any Fire Officer who wants to create a High Reliability Organization at the company, shift or department levels.
“Range: Why Generalists Triumph in a Specialized World” – by David Epstein
What's the most effective path to success in any domain? It's not what you think.

Plenty of experts argue that anyone who wants to develop a skill, play an instrument, or lead their field should start early, focus intensely, and rack up as many hours of deliberate practice as possible. If you dabble or delay, you'll never catch up to the people who got a head start. But a closer look at research on the world's top performers, from professional athletes to Nobel laureates, shows that early specialization is the exception, not the rule.

The Author examined the world's most successful athletes, artists, musicians, inventors, forecasters and scientists. He discovered that in most fields--especially those that are complex and unpredictable--generalists, not specialists, are primed to excel. Generalists often find their path late, and they juggle many interests rather than focusing on one. They're also more creative, more agile, and able to make connections their more specialized peers can't see.

This is a good read for Fire Officers who have to prepare and train firefighters to respond to a vast world of issues and challenges.

“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 Fire Officers 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.

Sent to the most violent battlefield in Iraq, Jocko Willink and Leif Babin’s SEAL task unit faced a seemingly impossible mission: help U.S. forces secure Ramadi, a city deemed “all but lost.” In gripping firsthand accounts of heroism, tragic loss, and hard-won victories in SEAL Team Three’s Task Unit Bruiser, they learned that leadership—at every level—is the most important factor in whether a team succeeds or fails. Willink and Babin returned home from deployment and instituted SEAL leadership training that helped forge the next generation of SEAL leaders. After departing the SEAL Teams, they launched Echelon Front, a company that teaches these same leadership principles to businesses and organizations. From promising startups to Fortune 500 companies, Babin and Willink have helped scores of clients across a broad range of industries build their own high-performance teams and dominate their battlefields.

Now, detailing the mind-set and principles that enable SEAL units to accomplish the most difficult missions in combat, Extreme Ownership shows how to apply them to any team, family or organization. Each chapter focuses on a specific topic such as Cover and Move, Decentralized Command, and Leading Up the Chain, explaining what they are, why they are important, and how to implement them in any leadership environment.
A compelling narrative with powerful instruction and direct application, Extreme Ownership revolutionizes business management and challenges leaders everywhere to fulfill their ultimate purpose: lead and win.

This is a good read for Fire Officers because of the concepts covered apply directly to the fire service organizational structure.

“Why Leaders Fail and the 7 Prescriptions for Success” – Peter Stark & Mary Kelly

Why do so many leaders fail, and what do the best do differently? Whether you’re in your first year of management or your 20th, Why Leaders Fail is a must read for aspiring leaders who know they need to be constantly learning, improving, and developing their leadership skills.

- Gain insight into behaviors that may be sabotaging the loyalty of your direct reports.
- Identify the barriers undermining your team’s ability to get things done.
- Understand why your top talent may not be performing up to their potential.
- Gain tools to help you align team goals with the organizational mission.
- Gain awareness of how you are perceived by your direct reports, peers, and supervisors.
- 49 actionable prescriptions for success.
- Facilitate an environment where employees can grow and develop to their full potential.

This is a good read for Fire Officers because it identifies the mistakes that many fire service leaders inadvertently make which sabotages’ their ability to lead. In addition, this book also provides solutions to the problems that can trouble leaders.

“Leaders Eat Last” – Simon Sinek

The highly anticipated follow-up to Simon Sinek’s global bestseller Start with Why. Simon Sinek is an optimist, a visionary thinker, and a leader of the cultural revolution of WHY. This book is the natural extension of Start with Why, expanding his ideas at the organizational level. Determining a company’s WHY is crucial, but only the beginning. The next step is how do you get people on board with your WHY? How do you inspire deep trust and commitment to the company and one another? He cites the Marine Corps for having found a way to build a culture in which men and women are willing to risk their lives, because they know others would do the same for them. It’s not brainwashing; it’s actually based on the biology of how and when people are naturally at their best.
If businesses could adopt this supportive mentality, employees would be more motivated to take bigger risks, because they'd know their colleagues and company would back them up, no matter what. Drawing on powerful and inspiring stories, Sinek shows how to sustain an organization's WHY while continually adding people to the mix.

This is a good read for Fire Officers as it focuses on the importance of identifying organizational mission, Command Culture and Climate, along with sound leadership practices.

“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 it's 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.

Some key learning points in the book are:

- 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 Fire Officers because it provides straightforward information on different building types and their unique hazards which is needed to keep firefighters safe on the job.

“Fire Department Strategic Planning Creating Future Excellence”, (2nd Ed.) – Mark Wallace

“Fire Department Strategic Planning” explains that each department takes a road to get where it is going, but how you get there is the most important objective. Chief Wallace takes you from looking at your department's: environment, values, vision, current strategic plans and to find the weaknesses. Then how to set into place, a strategic plan to be able to get and keep your department moving forward.

This is a good read for Fire Officers who desire to be a part of developing a road map to move their department in a positive direction.
“Strategy of Firefighting” - Vincent Dunn, Deputy Chief, FDNY (Ret.)
This is a "how to" book written by a "know how" person for anyone who practices firefighting strategy. Deputy Chief Vincent Dunn is passing on to the next generation of firefighters the lessons ("strategy summaries") he learned from his years of firefighting experience. He describes firefighting strategies for the most common types of fire scenarios and identifies specific firefighting problems presented to an incident commander by occupancy and construction type. More importantly, he explains firefighting solutions and offers firefighting plans, standard procedures, action plans, ideas, guidelines, explanations, key steps, and systems of firefighting procedures.

This is a good read for Fire Officers who want to know more about the Strategy of Firefighting. This book is not about tactics. It's about strategy - plans of firefighting, along with logical ways to solve problems at fires.

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 Fire Officers because it provides the reason “why” for much of the fire service jargon and many of our traditions.

“Fire Command – The Essentials of Local IMS”, (2nd Ed.) – Alan V. Brunacini
Fire Command guides the reader through the eight functions of Command (in-depth) and how they fit easily into the Incident Command System. From a Type 5 up to a Type 1 incident, a clear majority of the time it begins with the first piece of apparatus arriving on the scene. How important it is for that first arriving officer to be able to set into play the incident command system so the incident flows properly.

This is a good read for Fire Officers who desire to understand the importance communication, accountability, customer service.

“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.

“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 Fire Officers 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 Fire Officers because of mental and emotional accepts that Officers 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 Fire Officers who are the people who truly set Command Climate in their work group. This book helps identify how the leader’s habits impact the group in a positive or negative fashion.

**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).

**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 Fire Officers who truly care 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, fire officer 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 Fire Officers who wish to understand the many mental aspects that impact 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 Fire Officers about the moral and ethical implications that fire prevention and building inspections have on life safety.