

Curriculum Vitae

Dr. Richard B. Gasaway
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EXPERIENCE

President & Principal Consultant , Gasaway Consulting Group, LLC St. Paul, Minnesota	1992-present
Chief Scientist , Situational Awareness Matters! St. Paul, Minnesota	2009-present
Resident Instructor , Executive Fire Officer Program, National Fire Academy Emmitsburg, Maryland	2009-present
Professor , School of Undergraduate Studies, Capella University Minneapolis, Minnesota	2009-2015
Fire & EMS Chief , Roseville Fire Department Roseville, Minnesota	1999-2009
Fire & EMS Chief , Springfield Township Fire Department Akron, Ohio	1990-1999
Assistant Vice President , Banc One Corporation Columbus, Ohio	1984-1990
Captain/Training Officer/Paramedic , Weirton Heights Fire Department Assistant Chief of Rescue , Weirton Area Ambulance & Rescue Squad Weirton, West Virginia	1979-1987

EDUCATION

Doctor of Philosophy : Capella University. Minneapolis, Minnesota. Dissertation topic: <i>Emergency Scene Decision Making: Understanding the Barriers Challenging Situational Awareness</i> . A cognitive neuroscience assessment of human factors that impacts first responder decision making.	2004-2008
Master of Science : University of Dayton, Dayton, Ohio	1986-1989
Bachelor of Science : West Virginia University, Morgantown, WV	1979-1983

PROFESSIONAL DEVELOPMENT

Institution of Fire Engineers. Perth, Western Australia. 2017

Institution of Fire Engineers. Auckland, New Zealand. 2017

Fire Asia. Hong Kong. 2012

International Conference on Naturalistic Decision Making. Orlando, Florida, 2011.

National Fire Research Agenda Symposium, National Fire Academy, Emmitsburg, Maryland, 2011.

Everyone Goes Home Safety Summit. National Fire Academy, Emmitsburg, Maryland, 2010.

Research Event. British Fire College. Morten-in-marsh, United Kingdom, 2009.

International Conference on Naturalistic Decision Making. Monterey, California, 2008.

National Fire Service Staff and Command Program, Maryland Fire-Rescue Institute, University of Maryland, College Park, Maryland, 2002.

Executive Fire Officer Program, National Fire Academy, Emmitsburg, Maryland, 1999.

Mobile Intensive Care Paramedic Program graduate, Fairmont State College, Fairmont, West Virginia, 1981.

TEACHING EXPERIENCE

Sampling of on-campus, distance learning and outreach program delivery
(listed alphabetically)

- AFAC-Bushfire CRC Conference, Melbourne, AU
- British Fire College, Gloucester, UK
- California Fire Training Officer's Association Conference, Fresno, CA
- Capella University, Minneapolis MN
- Connecticut Fire Academy, Windsor Locks, CT
- Cuyahoga County Community College, Cleveland, OH
- Fire Asia, Honk Kong
- Fire Department Instructors Conference, Indianapolis, IN
- Fire-Rescue International (multiple venues)
- Hennepin Technical College, Minneapolis, MN
- Kent State University, Kent, OH
- Massachusetts Fire Academy, Sudbury, MA
- Montgomery County Fire Academy, PA

- National Fire Academy, Emmitsburg, MD
- New Hampshire Fire Academy, Concord, NH
- Ohio Fire Academy, Reynoldsburg, OH
- Ontario Fire College, Gravenhurst, ON
- South Carolina Fire Academy, SC
- Southwest State University, Marshall, MN
- Tennessee Fire & Codes Academy, Bell Buckle, TN
- West Moreland County Community College, Pittsburgh, PA
- West Virginia University, Morgantown, WV
- United States Air Force Academy, Colorado Springs, CO
- United States Military Academy, West Point, NY
- University of Akron, Akron, OH
- University of Maryland, College Park, MD

CURRICULUM DEVELOPMENT

(Sampling of programs)

- What is situational awareness and why does it matter?
- Fifty ways to kill a first responder: Barriers that impact command situational awareness
- The mental management of emergencies: Improving decision making under stress
- When brain science meets public safety: What have we learned?
- Flawed situational awareness: The stealth killer of first responders
- Training for failure: Why the way we train first responders must change
- Facilitated debriefings: Learning from tragedy
- The fire service perfect storm: Lessons from Charleston
- Weapons of mass distraction: Understanding situational awareness
- The global war on error: How to create a safety culture
- The leader's toolbox: Essentials of high performance leadership
- Ethical leadership: Doing the right thing
- Recruitment & retention: Finding and keeping the right people
- Emergency services leadership: Leading fire, police & EMS agencies
- Understanding motivation: Lighting the fire within
- Leading volunteer organizations: Achieving excellence in volunteer agencies
- Real world incident command: Safe and effective operation with limited resources
- Dealing with difficult people: Keeping the tail from wagging the dog
- Teambuilding: Creating high performance teams
- Problem solving: Designing and executing solutions to complex problems
- Decision making under stress: Applied decision making in high stakes environment
- Organizational Behavior: Working through the good, bad, and ugly of dysfunction

PROFESSIONAL APPOINTMENTS

- **United States Presidential Appointee:** Appointed by President George W. Bush to serve on the Public Safety Officer's Medal of Valor Review Board, 2003-2006.
- **Editorial Review Board Member:** International Fire Service Journal of Leadership & Management. Oklahoma State University, Stillwater, OK, 2008-present.
- **Heritage Program Advisory Board Member:** Fireman's Fund Insurance Company. 2008-present.
- **Chancellor, Instructor Credentialing Program.** International Society of Fire Service Instructors, 2010-present

PROFESSIONAL CREDENTIALS

- **Certified Speaking Professional:** National Speakers Association. 2014-present.
- **Credentialed Chief Fire Officer:** Commission on Chief Fire Officer Designation, Center for Public Safety Excellence, 2001. Re-credentialed, 2004, 2007, 2010, 2013, 2016.
- **Certified Instructor:** West Virginia University Fire Service Extension. 1983-present.

AWARDS & RECOGNITIONS

- **Next Level Award.** National Speakers Association, Minnesota Chapter. June 2016.
- **President's Award.** International Society of Fire Service Instructors, Indianapolis, IN, April 2012.
- **British Fire Journal/W. L. Gore Research Excellence Award.** Presented at the British Fire Service College 2008 Research Event, London, UK. November 2008.
- **Best Qualitative Pre-hospital Care Research Award (co-recipient).** Presented by the University of California, Los Angeles Emergency Medicine Center at the EMS Today Conference, Baltimore, Maryland, March 1998.
- **William D. Litzinger Outstanding Instructor Award** recipient. Presented at the Weirton Heights Rescue School, March 1995.
- **Corporate Service Excellence Award** recipient. Presented by Bank One, Columbus, N.A., Columbus, Ohio, 1988.
- **Outstanding Community Service Award** recipient. Presented by Bank One, Eastern Ohio, N.A., Steubenville, Ohio. 1985.
- **Community Service Commendation.** Presented by A. James Manchin, West Virginia Secretary of State, 1983.
- **Phoenix Award** recipient. Presented by the American Heart Association, 1982.
- **C.B. Shingleton Academic Excellence Scholarship** recipient. Presented by the West Virginia University College of Business & Economics, 1981.

PROFESSIONAL CONTRIBUTIONS

- **Situational Awareness Matters Online Academy:** January 2017.
3,500+ students and graduates.
- **Situational Awareness Matters Podcast Radio and YouTube Show:** 2014-present.
400,000+ downloads.
- **National Fire Service Research Agenda Symposium:** Sponsored by the National Fallen Firefighters Foundation. April, 2011
- **The Leader's Toolbox (podcast radio show host).** A monthly leadership podcast broadcast on Firehouse.com©, 2006-2011.
- **Gasaway Consulting Group (www.RichGasaway.com) webmaster.** 2008-present.
- **Situational Awareness Matters (www.SAMatters.com) webmaster.** 2011-present.
- **Target Solutions:** Blog contributor. 2013-present.
- **Beyond Hoses & Helmets Leadership Program Curriculum Development Committee Chair.** International Association of Fire Chiefs, 2006.
- **National Fire Fighter Near-Miss Stakeholder Symposium** (invited guest). San Diego, CA, 2008.
- **IAFC Leadership Summit** (invited guest). Washington, DC, November 2005, 2006, 2007.
- **Volunteer Firefighter Recruitment & Retention Summit** (invited guest). International Association of Fire Chiefs, Fairfax, VA, March 2005.
- **Program Planning Committee Member**, Fire-Rescue International Conference 2004-2008.
- **Peer Assessor**, Commission on Chief Fire Officer Designation. 2001-present.
- **Roseville Fire Department Explorer Post 547**, Advisor. 2002-2009.

CONSULTING SERVICES

- **Winona Fire Department**, Leadership Consulting (2019)
- **Louisiana Pacific Corporation**, Tomahawk, Wisconsin (2019)
- **Pearl Harbor Naval Shipyard**, Oahu, Hawaii: Situational Awareness consulting and training. (2018-present)
- **Georgia Pacific Corporation. Madison, GA.** Situational Awareness Consulting. (2018)
- **Temperature Specialists, Inc. St. Francis, MN.** Leadership Development Consulting (2018-present)
- **Portsmouth Naval Shipyard, Kittery, ME:** Situational Awareness Consulting (2017-present).

- **Buckley Fire Department, Buckley, WA.** Officer Development Coaching. (2017-present)
- **Syncrude Canada, Ltd. in partnership with Exxon/Mobile: Houston, TX and Fort McMurray, AB.** Situational awareness assessment, training and virtual reality consulting (2017-present)
- **Cranberry Volunteer Fire Company, Cranberry, PA:** Strategic Planning Consultation (2017).
- **Enumclaw Fire Department, Enumclaw, WA:** Executive Team Consultation (2016).
- **Scott Township FD, Evansville, IN:** Mission, Vision, Core Values Development (2015). Marion, OH.
- **From Knowledge to Practice: Fire Dynamics Research:** 2014-present. Ottawa Fire Services, Ottawa, Ontario, Canada.
- **Marion Township FD, Marion, OH:** Mission, Vision, Core Values Development (2014). Marion, OH.
- **Andover FD, Andover, MN:** Mission, Vision Core Values Development (2014). Andover, MN.
- **SGL Carbon Group, LLC: Morganton, NC.** Safety assessment and training (2013-2015).
- **Nuclear Fuel Services: Erwin, TN.** Safety assessment and training (2013-2015).
- **Brooklyn Park FD, Brooklyn Park, MN:** Operational Assessment (2012).
- **Plymouth FD, Plymouth, MN:** Teamwork Facilitation (2012).
- **Weirton FD, Weirton WV:** Operational Assessment (2011).
- **Asheville FD, Asheville, NC:** Line of Duty Death Facilitated Debrief (2011).
- **Sierra FPD, Reno, NV:** Staffing Evaluation (2010-11).
- **Brooklyn Center FD, Brooklyn Center, MN:** Strategic Planning (2010-2011).
- **Inver Grove Heights FD, Inver Grove Heights, MN:** Strategic Planning (2009-2010).
- **Centennial FPD, Lino Lakes, MN:** Mission, Vision, Core Values Development (2009).
- **Bellevue FD, Bellevue, NE:** Staffing & Performance Modeling (2007).
- **West Metro FPD, Robinsdale, MN:** Governance Model Task Force (2004).
- **Elk River FD, Elk River, MN:** Disaster Response Evaluator (2004).
- **Communications and Interoperability Focus Group: New Orleans, LA.** International Association of Fire Chiefs, Fire-Rescue International (August 2004).
- **Volunteer Fire Service Recruitment & Retention Issues Focus Group Member: Kansas City, MO:** National Volunteer Fire Council, Fire-Rescue International (August 2002).
- **Minneapolis FD, Minneapolis, MN:** Promotional Evaluation Panel (2001).

PRESENTATIONS

2019

What is situational awareness and why does it matter: **New Orleans, LA.** Safety+ Conference sponsored by the Voluntary Protection Programs Participants Association. August 2019.

Situational Awareness for EMS Professionals: **Corpus Christi, TX.** Coastal Bend Regional Advisory Council EMS Symposium. August 2019.

Flawed Situational Awareness: **Lansing, MI.** Lansing Fire Department Safety Seminar. August 2019.

Situational Awareness for Communications Professionals: **Grand Rapids, MN.** Itasca County Emergency Communications Center. August 2019.

Flawed Situational Awareness Lightning Round: **Atlanta, GA.** International Association of Fire Chiefs Fire-Rescue International. August 2019.

Training for failure: **Atlanta, GA.** International Association of Fire Chiefs Fire-Rescue International. August 2019.

Firefighter safety: Mistakes & best practices: **Evans, CO.** Evans Fire Department Safety Seminar. July 2019.

In the blink of an eye: How quickly a firefighter can die: **Evans, CO.** Evans Fire Department Safety Seminar. July 2019.

Flawed Situational Awareness Lightning Round: **Broomfield, CO.** North Metro Fire District Safety Seminar. July 2019.

Flawed Situational Awareness: **Colorado Springs, CO.** United States Air Force Academy. July 2019.

Situational Awareness for EMS Professionals: **Houston, TX.** Southeast Texas Regional Advisory Council EMS Symposium. July 2019.

Situational Awareness for Industrial Workers: **Tomahawk, WI.** Louisiana Pacific Corporation. July 2019.

Flawed Situational Awareness: **Odessa, TX.** Odessa Fire Department Safety Seminar. June 2019.

Flawed Situational Awareness: **San Antonio, TX.** National Fire Protection Association Conference. June 2019.

Flawed Situational Awareness: **Portland, OR.** National Volunteer Fire Council Summit. June 2019

Situational Awareness for Industrial Workers: **Fort McMurray, AB.** Syncrude Canada, Ltd. June 2019.

Flawed Situational Awareness: **Broken Arrow, OK.** Safety Institute Conference. May 2019

Flawed Situational Awareness: **Kennewick, WA.** Washington State Fire Chiefs Association Conference. May 2019.

Flawed Situational Awareness: **Buckley, WA.** Buckley Fire Department Safety Seminar. May 2019.

Situational Awareness for EMS Professionals: **Nashville, TN.** FAST19 FlightBridgeED Conference. May 2019.

Leader's Toolbox: **Evansville, IN.** Scott Township Fire Department Officer Development Program. May 2019.

Flawed Situational Awareness: **Westminster, MD.** Maryland Fire Chiefs Association Safety Seminar. May 2019.

Flawed Situational Awareness: **Grand Marais, MN.** Cook County Emergency Management Conference. April 2019.

Flawed Situational Awareness: **Atlanta, GA.** International Association of Fire Chiefs Company Officer Leadership Series. April 2019.

Flawed Situational Awareness: **Wenatchee, WA.** Washington Fire Training Officers Association Conference. April 2019.

Flawed Situational Awareness: **Indianapolis, IN.** Fire Department Instructors Conference. April 2019.

Situational Awareness for Industrial Workers: **Oahu, HI.** Pearl Harbor Naval Shipyard. March 2019.

Flawed Situational Awareness: **Towson, MD.** Maryland Fire & Rescue Institute National Fire Service Staff & Command Program. March 2019.

Flawed Situational Awareness: **Houston, TX.** Northwest Fire Department Safety Seminar. March 2019.

Flawed Situational Awareness: **Houston, TX.** Ponderosa Fire Department Safety Seminar. March 2019.

Flawed Situational Awareness: **Baytown, TX.** Baytown Fire Department Safety Seminar. March 2019.

Recruitment & Retention Best Practices: **Lutsen, MN.** Advance Minnesota Safety Seminar. February 2019.

Recruitment & Retention Best Practices: **Eveleth, MN.** Advance Minnesota Safety Seminar. February 2019.

Recruitment & Retention Best Practices: **Grand Rapids, MN.** Advance Minnesota Safety Seminar. February 2019.

Recruitment & Retention Best Practices: **International Falls, MN.** Advance Minnesota Safety Seminar. February 2019.

Flawed Situational Awareness: **Pipstem, WV.** Emergency Services Conference. February 2019.

Flawed Situational Awareness: **Topeka, KS.** Topeka Fire Department Safety Seminar. February 2019.

Flawed Situational Awareness: **Columbia, MO.** Missouri Winter Fire School. February 2019.

Flawed Situational Awareness: **Whitecourt, AB.** Whitecourt Fire Department Safety Seminar. January 2019.

Flawed Situational Awareness: **Toledo, OH.** Toledo Fire Department Safety Seminar. January 2019.

Flawed Situational Awareness: **Pearland, TX.** Pearland Fire Department Safety Seminar. January 2019.

Flawed Situational Awareness: **Clarkston, WA.** Quad County Fire Chiefs Association. January 2019.

Situational Awareness for Industrial Workers: **Fort McMurray, AB.** Syncrude Canada, Ltd. January 2019.

2018

Situational Awareness During Periods of High Vulnerability: **Fort McMurray, AB.** Syncrude Oil Refinery. November-December 2018.

Flawed Situational Awareness: **Shoreline, WA.** Shoreline Fire Department Safety Seminar. November 2018.

Flawed Situational Awareness: **Medford, OR.** Rogue Interagency Training Association Safety Seminar. November 2018.

How we make decisions: **Clearwater Beach, FL.** International Association of Fire Chiefs, Volunteer & Combination Officers Section Symposium in the Sun. November 2018.

Flawed Situational Awareness: **University Heights, OH.** University Heights Fire Department Safety Seminar. November 2018.

Flawed Situational Awareness: **Anderson, SC.** Anderson County Fire Department Safety Seminar. October 2018.

Flawed Situational Awareness: **Rocky Mountain House, AB.** Clearwater Regional Fire District Fire Officers Seminar. October 2018.

Flawed Situational Awareness: **Leesburg, VA.** Loudoun County Fire Officers Seminar. October 2018.

Flawed Situational Awareness: **Sudbury, ON.** Association of Canadian Ergonomists Conference. October 2018.

Flawed Situational Awareness: **St. Paul, MN.** Minnesota Fire Chiefs Association Conference. October 2018.

Flawed Situational Awareness: **Salmon Arm, BC.** Columbia Shuswap Regional District Fire Safety Seminar. September 2018.

Flawed Situational Awareness: **Odessa, TX.** Odessa Fire Department Safety Seminar. September 2018.

Flawed Situational Awareness: **Grapevine, TX.** Eagle Materials Corporation Safety Managers Training. September 2018.

Flawed Situational Awareness: **Missouri City, TX.** Missouri City Fire District Safety Seminar. August 2018.

Flawed Situational Awareness: **Houston, TX.** Northwest Fire District Safety Seminar. August 2018.

Flawed Situational Awareness: **Dallas, TX.** Fire-Rescue International. August 2018.

Flawed Situational Awareness: **Evansville, IN.** Evansville Fire Department Safety Seminar. August 2018.

A passion for service, Keynote address: **Columbus, OH.** Ohio Fire Chiefs Association Conference. June 2018.

Climbing Down the Ladder of Success: **Columbus, OH.** Ohio Fire Chiefs Association Conference. June 2018.

Flawed Situational Awareness: **Columbus, OH.** Ohio Fire Chiefs Association Conference. June 2018.

Flawed Situational Awareness: **Henderson, NV.** Fire-Rescue Med Conference. June 2018.

Flawed Situational Awareness: **Fredericton, NB.** New Brunswick Association of Fire Chiefs Conference. May 2018.

Flawed Situational Awareness: **Tyson Corner, VA.** International Women in Fire & Emergency Services Conference. May 2018.

Flawed Situational Awareness: **Greensburg, PA.** Greensburg Fire Department Safety Seminar. May 2018.

Flawed Situational Awareness: **Chicago, IL.** Paramedic Services of Illinois Annual Employee Training Day. May 2018.

Flawed Situational Awareness: **Charleston, WV.** West Virginia Public Safety Expo. May 2018.

Flawed Situational Awareness: **Spruce Grove, AB.** Spruce Grove Fire Department Officer Development Program. May 2018.

Flawed Situational Awareness: **Madison, GA.** Georgia Pacific Supervisor Training. May 2018.

Flawed Situational Awareness: **Sun Valley, ID.** Idaho Fire Chiefs Association Annual Conference. April 2018.

Flawed Situational Awareness: **Indianapolis, IN.** International Fire Department Instructors Conference. April 2018.

Flawed Situational Awareness: **Camp Ripley, MN.** Minnesota Department of Transportation Annual Employee Training Day. April 2018.

Company Officer Development Institute: **Evansville, IN.** Evansville Fire Department Officer Development Program. April 2018.

Flawed Situational Awareness: **Baton Rouge, LA.** Louisiana Fire Chiefs Association Annual Conference. April 2018.

Situational Awareness for Industry: **Fort McMurray, AB.** Syncrude Canada, Ltd. in strategic partnership with Exxon/Mobil. March 2018.

Flawed Situational Awareness: **Towson, MD.** Maryland Fire & Rescue Institute. National Fire Service Staff & Command School. March 2018.

Flawed Situational Awareness: **Austin, TX.** Texas Fire Chiefs Association Conference. February 2018.

Training for Failure: **Orlando, FL.** International Association of Fire Chiefs. Company Officer Leadership Series. February 2018.

Flawed Situational Awareness: **Orlando, FL.** International Association of Fire Chiefs. Company Officer Leadership Series. February 2018.

Flawed Situational Awareness: **Missouri City, TX.** Missouri City Fire Department. Safety Seminar. February 2018.

Flawed Situational Awareness: **Frisco, CO.** Summit Fire Authority. Safety Seminar. February 2018.

Flawed Situational Awareness: **Evans, CO.** Evans Fire Authority. Safety Seminar. February 2018.

Flawed Situational Awareness: **Swissvale, PA.** Swissvale Fire Department. Safety Seminar. February 2018.

Flawed Situational Awareness: **Richmond, VA.** Henrico County Fire & Rescue Department. Safety Seminar. January 2018.

Flawed Situational Awareness: **Vernon, BC.** BX Swan Lake Fire Department. Safety Seminar. January 2018.

Flawed Situational Awareness: **Penticton, BC.** Penticton Fire Department. Safety Seminar. January 2018.

Flawed Situational Awareness: **St. Louis, MI.** St. Louis Area Fire Department. Safety Seminar. January 2018.

Flawed Situational Awareness: **Portage, MI.** Portage Fire Department. Safety Seminar. January 2018.

2017

Training for Failure: **Solon, OH.** Solon Fire Department Safety Seminar. December 2017.

Firefighter Safety. Mistakes & Best Practices: **Solon, OH.** Solon Fire Department Safety Seminar. December 2017.

Flawed Situational Awareness: **Wintersville, OH.** Wintersville Fire Department Safety Seminar. December 2017.

Flawed Situational Awareness: **Elyria, OH.** Lorain County Community College Safety Seminar. December 2017.

Flawed Situational Awareness: **Canfield, OH.** Cardinal Joint Fire Protection District Safety Seminar. December 2017.

Flawed Situational Awareness: **Twinsburg, OH.** Twinsburg Fire Department Safety Seminar. December 2017.

Flawed Situational Awareness: **Woodstock, ON.** Woodstock Fire Department Safety Seminar. December 2017.

Flawed Situational Awareness: **Niagara Falls, ON** Niagara Region Officer Development Program. December 2017.

Flawed Situational Awareness: **Boston, MA.** Norfolk County Fire Chiefs Association. November 2017.

Flawed Situational Awareness: **Billings, MT.** Phillips 66 refinery. November 2017.

Flawed Situational Awareness: **Antwerp, BE.** Belgian Center of Expertise for Civil Security. October 2017.

Flawed Situational Awareness: **Antwerp, BE.** Antwerp Fire Brigade Officer Development Program. October 2017.

Flawed Situational Awareness: **Arnhem, NL.** Netherlands Fire Academy Seminar. October 2017.

Flawed Situational Awareness: **Amsterdam, NL.** Amsterdam Fire Brigade Officer Development Program. October 2017.

Flawed Situational Awareness: **Auckland, NZ.** New Zealand Fire & Rescue Service Seminar. October 2017.

Flawed Situational Awareness: **Wellington, NZ.** New Zealand Fire & Rescue Service Seminar. October 2017.

Flawed Situational Awareness: **Christchurch, NZ.** New Zealand Fire & Rescue Service Seminar. October 2017.

Flawed Situational Awareness: **Perth, AUS.** Institution of Fire Engineers Conference. October 2017.

Flawed Situational Awareness: **Melbourne, AUS.** New South Wales Fire Brigade Officer Development Symposium. October 2017.

Flawed Situational Awareness: **Sydney, AUS.** New South Wales Fire Brigade Officer Development Symposium. October 2017.

Leadership Mistakes & Best Practices: **Topeka, KS.** Topeka Fire Department Officer Development Seminar. September 2017.

Flawed Situational Awareness: **Davis, CA.** International Association of Fire Chiefs Officer Development Symposium. September 2017.

Training for Failure: **Davis, CA.** International Association of Fire Chiefs Officer Development Symposium. September 2017.

Flawed Situational Awareness: **Kansas City, MO.** Sni Valley Fire Protection District Safety Seminar. September 2017.

Flawed Situational Awareness: **Chesapeake, VA.** Chesapeake Fire Department Safety Seminar. September 2017.

Flawed Situational Awareness: **Redmond, WA.** Redmond Fire Department Safety Seminar. August 2017.

Flawed Situational Awareness: **Nashville, TN.** Tennessee Health and Safety Congress. August 2017.

Flawed Situational Awareness: **Cleveland, OH.** NASA Glenn Research Center. August 2017.

Flawed Situational Awareness: **Evansville, IN.** Evansville Fire Department Safety Seminar. August 2017.

Flawed Situational Awareness: **Lexington, SC.** Lexington County Emergency Services Officer Development Symposium. August 2017.

Flawed Situational Awareness: **Traverse City, MI.** Michigan Municipal Risk Management Association Annual Conference. August 2017.

Flawed Situational Awareness: **McCandless, PA.** McCandless Fire Department Safety Seminar. July 2017.

Flawed Situational Awareness: **Charlotte, NC.** Fire-Rescue International. July 2017.

Training for Failure: **Charlotte, NC.** Fire-Rescue International. July 2017.

Company Officer Development Institute: **The Woodlands, TX.** The Woodland Fire Department Officer Development Program. June 2017

Flawed Situational Awareness: **Beaver Lake, AR.** Beaver Lake Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **West Des Moines, IA.** West Des Moines Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **Colorado Springs, CO.** Colorado Springs Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **Belmont, MA.** Belmont Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **Stoughton, MA.** Stoughton Fire Department Safety Seminar. May 2017.

Situational Awareness for Crane Lifting and Handling Personnel: **Kittery, ME.** Portsmouth Naval Shipyard. May 2017.

Flawed Situational Awareness: **Hartford, CT.** Hartford Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **Toronto, ON.** Ontario Fire Training Officer's Association Conference. May 2017.

Creating Thinking First Responders (Keynote): **Toronto, ON.** Ontario Fire Chiefs Association Conference. May 2017.

Flawed Situational Awareness: **Mamaroneck, NY.** Mamaroneck Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **Orangeburg, NY.** Orangeburg Fire Department Safety Seminar. May 2017.

Flawed Situational Awareness: **New York, NY.** FDNY Incident Management Team Training Program. May 2017.

The Courage to Lead: **Michigan City, IN.** Michigan City Fire Department Officer Development Program. April, 2017.

Flawed Situational Awareness: **Creston, BC.** Creston Fire Department Safety Seminar. April 2017.

Flawed Situational Awareness: **Penticton, BC.** Penticton Fire Officers Symposium. April 2017.

Flawed Situational Awareness: **Medford, OR.** Oregon Fire Instructors Association. April 2017.

Flawed Situational Awareness: **Richland, WA.** Washington State Hazardous Materials Conference. March 2017.

The Courage to Lead: **Lancaster, TX.** Lancaster Fire Department Officer Development Program. March, 2017.

Flawed Situational Awareness: **Blue Springs, MO.** International Association of Fire Chiefs Officer Development Symposium. March 2017.

Training for Failure: **Blue Springs, MO.** International Association of Fire Chiefs Officer Development Symposium. March 2017.

Flawed Situational Awareness: **Beaver, PA.** Public Safety Commission of Beaver County Safety Seminar. March 2017.

Flawed Situational Awareness: **Tyson, MD.** Maryland Fire & Rescue Institute National Fire Service Staff & Command Program. March 2017.

The Courage to Lead: **Lutsen, MN.** Advanced Minnesota Officer Development Program. March, 2017.

The Courage to Lead: **Mountain Iron, MN.** Advanced Minnesota Officer Development Program. March, 2017.

Flawed Situational Awareness: **Lynchburg, VA.** Lynchburg Fire Department Officer Development Program. March 2017.

Flawed Situational Awareness: **Clovis, CA.** Clovis Fire Department Safety Seminar. February 2017.

Flawed Situational Awareness: **Racine, WI.** Racine County Fire Chiefs Association. February 2017.

Flawed Situational Awareness: **Morris, MN.** Morris Fire Department Safety Seminar. February 2017.

Flawed Situational Awareness: **Topeka, KS.** Kansas Incident Management Team Conference. February 2017.

Flawed Situational Awareness: **Corpus Christi, TX.** Texas Association of Fire Educators Conference. February 2017.

Flawed Situational Awareness: **Racine, WI.** Racine County Fire Chiefs Association. February 2017.

Flawed Situational Awareness: **Saint Paul, MN.** Saint Paul Fire Department Recruit Academy Program. February 2017.

Mission, Vision and Core Values: **Ramsey, MN.** Ramsey Fire Department Scott Township Fire Department Leadership Development Program. January 2017.

Flawed Situational Awareness: **Red Hill, PA.** Red Hill Fire Department Safety Seminar. January 2017.

Flawed Situational Awareness: **Elkton, MD.** Singerly Fire Company Safety Seminar. January 2017.

2016

Flawed Situational Awareness: **McMurray, PA.** Peters Township Fire Department Safety Seminar. December 2016.

Flawed Situational Awareness: **Poland, OH.** Western Reserve Fire Protection District Safety Seminar. December 2016.

Flawed Situational Awareness: **Minerva, OH.** Minerva Fire Department Safety Seminar. December 2016.

How Quickly a Responder Can Die: **Swissvale, PA.** Swissvale Fire Department Safety Seminar. December 2016.

Flawed Situational Awareness: **Wintersville, OH.** Jefferson County LEPC Safety Symposium. December 2016.

Flawed Situational Awareness: **Weirton, WV.** Oakland District Fire Department Safety Seminar. December 2016.

Flawed Situational Awareness: **Madison, WI.** Madison Fire Department Safety Seminar. December 2016.

Flawed Situational Awareness: **Oklahoma City, OK.** All Hazards Incident Management Team Association Conference. December 2016.

Leaders Toolbox – Best Practices for Leadership Success: **Evansville, IN.** Scott Township Fire Department Leadership Development Program. November 2016.

Flawed Situational Awareness: **Durham, NC.** International Association of Fire Chiefs Officer Development Symposium. November 2016.

Training for Failure: Durham, NC. International Association of Fire Chiefs Officer Development Symposium. November 2016.

Climbing Down the Ladder of Success: Clearwater Beach, FL. International Association of Fire Chiefs VCOS Symposium. November 2016.

Flawed Situational Awareness: Davenport, IA. Davenport Fire Department Officer Development Program. November 2016.

Flawed Situational Awareness: Centerville, OH. Miami Valley Risk Management Association. October 2016.

Flawed Situational Awareness: Piqua, OH. Miami Valley Risk Management Association. October 2016.

Flawed Situational Awareness: Bismarck, ND. North Dakota Hazardous Materials Response Conference. October 2016.

Flawed Situational Awareness: Nashville, TN. Firehouse Expo. October 2016.

Flawed Situational Awareness: Great Falls, MT. Montana Association of Public Safety Communications Officials Conference. October 2016.

Leader's Toolbox: Great Falls, MT. Montana Association of Public Safety Communications Officials Conference. October 2016.

Flawed Situational Awareness: Howard, SD. Howard Fire Department Officer Development Program. October 2016.

Flawed Situational Awareness: Welcome, MN. Southwest Regional Fire Symposium. September 2016.

Flawed Situational Awareness: Cincinnati, OH. International Association of Fire Chiefs Officer Development Symposium. September 2016.

Training for Failure: Cincinnati, OH. International Association of Fire Chiefs Officer Development Symposium. September 2016.

Flawed Situational Awareness: LaCrosse, WI. Wisconsin Fire Chiefs Association Leadership Workshop. September 2016.

Flawed Situational Awareness: Upper Providence Township, PA. Upper Providence Township Fire Department Officer Development Program. September 2016.

Creating the Thinking First Responder – Keynote Address: Mesa, AZ. Arizona State Firefighters Association Conference. September 2016.

Flawed Situational Awareness: Hartland-Deerfield Fire Department, MI. Hartland-Deerfield Fire Department Leadership Development Seminar. September 2016.

Flawed Situational Awareness: San Antonio, TX. International Association of Fire Chiefs, Fire-Rescue International Conference. August 2016

What is Situational Awareness and Why Does it Matter: San Antonio, TX. International Association of Fire Chiefs, Fire-Rescue International Conference. August 2016

Training for Failure: San Antonio, TX. International Association of Fire Chiefs, Fire-Rescue International Conference. August 2016

Company Officer Development Institute: Zionsville, IN. Indiana Department of Homeland Security. August 2016.

Flawed Situational Awareness: Zionsville, IN. Zionsville Fire Department Officer Development Program. August 2016.

Flawed Situational Awareness: Shawnee, OK. Shawnee Fire Department Officer Development Program. July 2016

Flawed Situational Awareness: Overland Park, KS. Overland Park Fire Department Officer Development Program. July 2016

Flawed Situational Awareness: Ames, IA. Iowa State University's Fire Training Bureau Officer Development Program. July 2016

Flawed Situational Awareness: Houston, TX. Cy-Fair Fire Department Officer Development Program. June 2016

Flawed Situational Awareness: Round Rock, TX. Texas Intra-agency Fire Mutual Aid Association Conference. June 2016

Flawed Situational Awareness: Ypsilanti, MI. Eastern Michigan University's Executive Fire and Police Officer Development Program. June 2016

Flawed Situational Awareness: Detroit, MI. Brighton Area Fire Protection District Officer Development Program. June 2016

The Five Enemies of a Team - Keynote: Fountain, MT. Montana Fire Chiefs Association Annual Conference

Recruitment & Retention of New Generation Workers: Fountain, MT. Montana Fire Chiefs Association Annual Conference

Flawed Situational Awareness: Spokane, WA. Spokane Fire Department Officer Development Program. June 2016

Flawed Situational Awareness: Tucson, AZ. Pima Interagency Training Committee – National Fallen Firefighters Foundation Benefit Event. June 2016

Creating the thinking first responder – Keynote Address: Calgary, AB. Alberta Fire Chiefs Association Annual Conference. June 2016

Flawed Situational Awareness: Calgary, AB. Alberta Fire Chiefs Association Annual Conference. June 2016

What is Situational Awareness and Why Does it Matter?: Calgary, AB. Alberta Fire Chiefs Association Annual Conference. June 2016

Flawed Situational Awareness: Wilmington, NC. New Hanover County Fire Department Officer Development Program. May 2016.

Flawed Situational Awareness: Decatur, AL. Alabama Fire College Safety Symposium. May 2016.

Flawed Situational Awareness: Trussville, AL. Alabama Fire College Safety Symposium.

May 2016.

Flawed Situational Awareness: **Gulf Shores, AL**. Alabama Fire College Safety Symposium. May 2016.

Flawed Situational Awareness: **Bend, OR**. Bend Fire Department Officer Development Program. May 2016.

Flawed Situational Awareness: **Roseburg, OR**. Douglas County Fire District #2 Safety Seminar. May 2016.

Flawed Situational Awareness: **The Woodlands, TX**. Montgomery County Fire Chiefs Association Safety Symposium. April 2016.

Generational Leadership – Keynote Address: **Dewey Beach, DE**. Delaware Volunteer Firefighters Association Annual Conference. April 2016.

Flawed Situational Awareness: **Breezy Point, MN**. Minnesota Office of Pipeline Safety Annual Conference. April 2016.

Flawed Situational Awareness: **Broomfield, CO**. North Metro Fire Department Officer Development Symposium. April 2016.

Flawed Situational Awareness: **Castle Rock, CO**. North Metro Fire Department Officer Development Symposium. April 2016.

Flawed Situational Awareness: **Indianapolis, IN**. Fire Department Instructors Conference International. April 2016.

Flawed Situational Awareness: **San Antonio, TX**. Texas A&M Forestry Service Agency Staff Retreat. April 2016.

Company Officer Development Institute: **Fort Wayne, IN**. Indiana Department of Homeland Security. April 2016.

Flawed Situational Awareness: **Lebanon, OR**. Lebanon Fire Department Safety Symposium. April 2016.

Flawed Situational Awareness: **Pasadena, CA**. Los Angeles County Fire Department Officer Development Symposium. March 2016.

Flawed Situational Awareness: **Columbia, MD**. Howard County Fire-Rescue Services Safety Symposium. March 2016.

Flawed Situational Awareness: **Toms River, NJ**. Toms River Fire Department Safety Symposium. March 2016.

Flawed Situational Awareness: **Towson, MD**. Maryland Fire & Rescue Institute National Fire Service Staff & Command Program. March 2016.

Creating the thinking first responder – Keynote Address: **Orlando, FL**. Center for Public Safety Excellence Conference. March 2016.

Flawed Situational Awareness: **Alexandria, MN**. Minnesota State Fire School. March 2016.

Company Officer Development Institute: **Columbus, IN**. Indiana Department of Homeland Security. March 2016.

Flawed Situational Awareness for Haz-Mat Responders: **Anderson, IN**. Madison County Emergency Management Agency. March 2016.

Flawed Situational Awareness: **Houston, TX**. Community Volunteer Fire Department Safety Program. March 2016.

Flawed Situational Awareness: **Charlotte, NC**. University of North Carolina – Charlotte. Executive Fire Leadership Program. February 2016.

Flawed Situational Awareness: **East Towas, MI**. Iosco County Firefighters Association Winter Conference. February 2016.

Creating the thinking first responder - Keynote: **Columbia, SC**. South Carolina Firefighters Association Safety Conference. February 2016.

The privilege to serve - Keynote: **Buckley, WA**. Buckley Fire Department Annual Banquet. January 2016.

Preparing for the Storm on the Horizon: **Juneau, AK**. Alaska Fire Chiefs Association Annual Conference. February 2016.

Firefighter Safety – Mistakes & Best Practices: **Juneau, AK**. Alaska Fire Chiefs Association Annual Conference. February 2016.

Flawed Situational Awareness: **Juneau, AK**. Alaska Fire Chiefs Association Annual Conference. February 2016.

Flawed Situational Awareness: **Enfield, CT**. Enfield Fire Chiefs Association Safety Symposium. February 2016.

Flawed Situational Awareness: **Delmar, NY**. Elsmere Fire District Officer Development Program. February 2016.

Flawed Situational Awareness: **Grand Rapids, MN**. Advanced Minnesota Officer Development Program. February 2016.

Flawed Situational Awareness: **Eveleth, MN**. Advanced Minnesota Officer Development Program. February 2016.

Flawed Situational Awareness: **Lutsen, MN**. Advanced Minnesota Officer Development Program. February 2016.

Flawed Situational Awareness: **New Hope, MN**. West Metro Fire Department Officer Development Program. February 2016.

Flawed Situational Awareness: **Windom, MN**. Windom Fire Department Officer Development Program. February 2016.

Flawed Situational Awareness: **Walnut Grove, MN**. Windom Fire Department Officer Development Program. February 2016.

The Leaders Toolbox: **New Hope, MN**. West Metro Fire Department Officer Development Program. February 2016.

Flawed Situational Awareness: **Addison, TX**. Addison Fire Department Officer Development Program. February 2016.

Flawed Situational Awareness: Savage, MN. Savage Fire Department Officer Development Program. January 2016.

Flawed Situational Awareness: St. George, UT. Utah Winter Fire School. January 2016.

Firefighter Safety – Mistakes & Best Practices: St. George, UT. Utah Winter Fire School. January 2016.

2015

Flawed Situational Awareness: McMurray, PA. Peter's Township Fire Department. December 2015.

Leader's Toolbox: Munhall, PA. Munhall Fire Department. December 2015.

Flawed Situational Awareness: Phoenix, AZ. International Association of Fire Chiefs, Company Officer Leadership Symposium. December 2015.

Training for Failure: Phoenix, AZ. International Association of Fire Chiefs, Company Officer Leadership Symposium. December 2015.

Instructional Best Practices: Evansville, IN. Scott Township Fire Department. December 2015.

Multi-Generational Leadership: Evansville, IN. Scott Township Fire Department. December 2015.

Flawed Situational Awareness: Brooklyn Park, MN. Minnesota Symposium on Terrorism and Emergency Preparedness. December 2015.

Flawed Situational Awareness: Dallas, TX. International Association of Fire Chiefs, Company Officer Leadership Symposium. November 2015.

Training for Failure: Dallas, TX. International Association of Fire Chiefs, Company Officer Leadership Symposium. November 2015.

Multi-Generational Leadership: Clearwater Beach, FL. Symposium In the Sun. International Association of Fire Chiefs Volunteer & Combination Officer's Section. November 2015.

How quickly a responder can die: North Port, FL. Managerial Association of Emergency Services. November 2015.

Flawed Situational Awareness: North Port, FL. Managerial Association of Emergency Services. November 2015.

How quickly a responder can die: Bradenton, FL. Managerial Association of Emergency Services. November 2015.

Flawed Situational Awareness: Bradenton, FL. Managerial Association of Emergency Services. November 2015.

Flawed Situational Awareness: Concord, OH. Lake County Fire Chiefs Association. November 2015.

Mental Management of Emergencies: Knoxville, TN. Tennessee Department of Homeland Security. October 2015.

Mental Management of Emergencies: Norfolk, VA. Hampton Roads Fire Chiefs Association Symposium. October 2015.

Flawed Situational Awareness: Valley Forge, PA. Emergency Preparedness and Hazardous Materials Conference. October 2015.

Flawed Situational Awareness: Long Beach, CA. Air Medical Transportation Association Conference. October 2015.

Mental Management of Emergencies: Pearland, TX. Pearland Fire Department Officer Development Program. October 2015.

Mental Management of Emergencies: Concord, NH. New Hampshire Fire Chiefs Association Conference. October 2015.

Flawed Situational Awareness (keynote): Reno, NV. FireShowsWest. October 2015.

Mental Management of Emergencies: Houston, TX. Champion's Fire Protection District Officer Development Program. October 2015.

Mental Management of Emergencies: Gravenhurst, ON. Ontario Fire College. September 2015.

Mental Management of Emergencies: Delran, NJ. Delran Fire Department Officer Development Program. September 2015.

Flawed Situational Awareness (Keynote): Victoria, BC. Fire-Rescue Canada, hosted by the Canadian Association of Fire Chiefs. September 2015.

Mental Management of Emergencies: Bloomfield Township, MI. Bloomfield Township Fire Department Officer Development Program. September 2015.

Mental Management of Emergencies: Plainfield Township, MI. Plainfield Township Fire Department Officer Development Program. September 2015.

Creating the Thinking Firefighter: Emmitsburg, MD. National Fire Academy Executive Fire Officer Graduate Symposium. September 2015.

What is Situational Awareness and Why is it Important?: Atlanta, GA. Fire-Rescue International. August 2015.

Flawed Situational Awareness: Atlanta, GA. Fire-Rescue International. August 2015.

Training for Failure: Atlanta, GA. Fire-Rescue International. August 2015.

Company Officer Development Institute: Crawfordsville, IN. Indiana Department of Homeland Security. August 2015.

Mental Management of Emergencies: Wadesville, IN. Wadesville Fire Department Officer Development Program. August 2015.

Company Officer Development Institute: Gary, IN. Indiana Department of Homeland Security. August 2015.

Mental Management of Emergencies: Aberdeen, MD. Aberdeen Proving Ground. July 2015.

Mental Management of Emergencies: **West Point, NY**. United States Military Academy. July 2015.

Mental Management of Emergencies: **Norristown, PA**. Norristown Fire Department Officer Development Program. July 2015.

Mental Management of Emergencies: **Columbus, OH**. Ohio Fire Chiefs Association. July 2015.

Mental Management of Emergencies: **Kalispell, MT**. Flathead County EMS. June 2015.

Mental Management of Emergencies: **Spokane, WA**. Spokane Fire Department Officer Development Program. June 2015.

Firefighter Safety: Mistakes & Best Practices: **Pierre, SD**. South Dakota Firefighters Association Conference. June 2015.

Flawed Situational Awareness: **Pierre, SD**. South Dakota Firefighters Association Conference. June 2015.

Mental Management of Emergencies: **Prince Albert, SK**. Prince Albert Fire Department Officer Development Program. June 2015.

Firefighter Safety: Mistakes & Best Practices: **Ennis, MT**. Montana Joint Conference. June 2015.

Firefighter Safety: Mistakes & Best Practices: **Champaign, IL**. University of Illinois Fire Service Institute. June 2015.

Flawed Situational Awareness: **Champaign, IL**. University of Illinois Fire Service Institute. June 2015.

Training For Failure: **Champaign, IL**. University of Illinois Fire Service Institute. June 2015.

Mental Management of Emergencies: **Lodi, CA**. Lodi Fire Department Officer Development Program. Jun 2015.

Mental Management of Emergencies: **Frisco, TX**. Frisco Fire Department Officer Development Program. May 2015.

Flawed Situational Awareness: **Birmingham, AL**. Alabama Fire College. May 2015

Flawed Situational Awareness: **Buckley, WA**. Buckley Fire Department Recruit Academy. May 2015.

Mental Management of Emergencies: **Lakewood, WA**. Joint Base Lewis-McChord. May 2015.

Company Officer Development Institute: **Greenfield, IN**. Indiana Department of Homeland Security. May 2015.

Mental Management of Emergencies: **Peace River, SK**. Peace Regional Fire Conference. April 2015.

Flawed Situational Lightning Round: **Indianapolis, IN**. Fire Department Instructors Conference. April 2015.

Do you see what I hear: **North Conway, NH**. New Hampshire Emergency Dispatchers Association Conference. April 2015.

Flawed Situational: The stealth killer of wildland firefighters: **Swift Current, SK.** Saskatchewan Association of Fire Chiefs Annual Conference. April 2015.

Training for Failure: **Los Gatos, CA.** Santa Clara County Fire Department Officer Development Program. April 2015.

Mental Management of Emergencies: **Los Gatos, CA.** Santa Clara County Fire Department Officer Development Program. April 2015.

Mental Management of Emergencies: **Sunnyvale, CA.** Sunnyvale Department of Public Safety Supervisor Development Seminar. April 2015.

Flawed Situational: The stealth killer of wildland firefighters: **McCall, ID.** United States Forest Service. April 2015.

Mental Management of Emergencies: **Towson, MD.** Maryland Fire & Rescue Institute. National Fire Service Staff & Command Program. March 2015.

Flawed Situational: The stealth killer of first responders: **Hershey, PA.** Hershey Fire Department Safety Seminar. March 2015.

Mental Management of Emergencies: **Coatesville, PA.** Chester County Emergency Services Safety Symposium. March 2015.

Understanding Motivation: **Orlando, FL.** Center for Public Safety Excellence Conference. March 2015.

How quickly a firefighter can die: **Loveland, CO.** Loveland Fire – Rescue Authority Safety Symposium. March 2015.

Mental Management of Emergencies: **Loveland, CO.** Loveland Fire – Rescue Authority Safety Symposium. March 2015.

Mental Management of Emergencies: **Rice Lake, WI.** Wisconsin Indianhead Technical College Emergency Services Conference. March 2015.

Flawed Situational: The stealth killer of wildland firefighters: **Coeur d’alene, ID.** Idaho Department of Lands Management Seminar. March 2015.

Company Officer Development Institute: **Indianapolis, IN.** Indiana Department of Homeland Security. March 2015.

Company Officer Development Institute: **Terre Haute, IN.** Indiana Department of Homeland Security. February 2015.

Mental Management of Emergencies: **Midland, MI.** Michigan Association of Fire Chiefs Winter Conference. February 2015.

The Leader’s Toolbox: Building tomorrow’s leaders... today!: **Bozeman, MT.** Gallatin County Emergency Management Agency Winter Conference. February 2015.

Recruitment and retention best practices: **Hayward, WI.** Wisconsin Indianhead Technical College Winter Seminar. January 2015.

A new training paradigm: **San Diego, CA.** Firehouse World Expo. January 2015.

Preparing for the Storm on the Horizon: **San Diego, CA.** Firehouse World Expo. January 2015.

Flawed Situational Awareness: The stealth killer of electric line workers: **Saint Cloud, MN.** Minnesota Rural Electric Association Winder Seminar. January 2015.

Mental Management of Emergencies: **Castle Rock, CO.** Castle Rock Fire Department Safety Seminar. January 2015.

Flawed Situational Awareness: The stealth killer of first responders: **Arvada, CO.** Arvada Fire Authority Safety Seminar. January 2015.

Flawed Situational Awareness: The stealth killer of first responders: **Maple Grove, MN.** Maple Grove Fire Department Safety Symposium. January 2015.

2014

Flawed Situational Awareness: The stealth killer of first responders: **Beaver, PA.** Brighton Township Fire Department Safety Symposium. December 2014.

Flawed Situational Awareness: The stealth killer of first responders: **Chicago, IL.** Cook County Department of Homeland Security and Emergency Management. December 2014.

Mental Management of Emergencies: **Matthews, NC.** Matthews Fire Department Officer Development Program. December 2014.

Mental Management of Emergencies: **Carrboro, NC.** Carrboro Fire Department Safety Symposium. December 2014.

Mental Management of Emergencies: **Raleigh, NC.** Raleigh Fire Department Officer Development Program. December 2014.

Flawed Situational Awareness: The stealth killer of firefighters: **Evansville, IN.** Scott Township Fire Department Safety Symposium. December 2014.

Mental Management of Emergencies: **Evansville, IN.** Scott Township Fire Department Safety Symposium. December 2014.

Company Officer Development Institute: **Evansville, IN.** Indiana Department of Homeland Security. December 2014.

Situational Awareness for Industry: **Erwin, TN.** Nuclear Fuel Services. November 2014.

Mental Management of Emergencies: **Venice, FL.** Venice Fire Department Safety Symposium. November 2014.

Flawed Situational Awareness: The stealth killer of firefighters: **Clearwater Beach, FL.** International Association of Fire Chiefs – VCOS Symposium. November 2014.

Flawed Situational Awareness: The stealth killer of first responders: **Chicago, IL.** Cook County Department of Homeland Security and Emergency Management. November 2014.

Flawed Situational Awareness: The stealth killer of first responders: **Athens, OH.** Richland Area Fire Department Safety Symposium. October 2014.

Firefighter Safety: Mistakes and Best Practices: **Monaca, PA.** Beaver County Department of Public Safety. October 2014.

Flawed Situational Awareness: The stealth killer of first responders: **Lethbridge, AB.** Southern Alberta Fire/Rescue Conference. October 2014.

Firefighter Safety: Mistakes and Best Practices: **Lethbridge, AB.** Southern Alberta Fire/Rescue Conference. October 2014.

Flawed Situational Awareness: The stealth killer of first responders: **Blountville, NC.** East Tennessee Fire & Rescue Conference. October 2014.

Mental Management of Emergencies: **Blountville, NC.** East Tennessee Fire & Rescue Conference. October 2014.

Flawed Situational Awareness: **Asheville, NC.** Asheville Fire Department. October 2014.

Firefighter Safety: Mistakes and Best Practices: **Sandstone, MN.** League of Minnesota Cities. September 2014.

Firefighter Safety: Mistakes and Best Practices: **Bemidji, MN.** League of Minnesota Cities. September 2014.

Firefighter Safety: Mistakes and Best Practices: **Crookston, MN.** League of Minnesota Cities. September 2014.

Firefighter Safety: Mistakes and Best Practices: **Saint Cloud, MN.** League of Minnesota Cities. September 2014.

Firefighter Safety: Mistakes and Best Practices: **Morris, MN.** League of Minnesota Cities. September 2014.

Firefighter Safety: Mistakes and Best Practices: **Slayton, MN.** League of Minnesota Cities. September 2014.

Training for Failure: **Danbury, WI.** Wisconsin Indianhead Technical College Instructor's Conference. September 2014.

Firefighter Safety: Mistakes & Best Practices: **Danbury, WI.** Wisconsin Indianhead Technical College Instructor's Conference. September 2014.

Flawed Situational Awareness: The stealth killer of firefighters: **Spokane, WA.** Stevens County Fire Protection District #1. September 2014.

Mental Management of Emergencies: **Spokane, WA.** Fairchild Air Force Base. September 2014.

Paradigm Shifting: **Albany, NY.** The Firemen's Association for the State of New York (FASNY) Annual Conference. August 2014.

Situational Awareness for Industry: **Morganton, NC.** SGL Carbon Group. August 2014.

Flawed Situational Awareness: The Stealth Killer of Firefighters: **Dallas, TX.** International Association of Fire Chiefs, Fire-Rescue International. August 2014.

Flawed Situational Awareness: **Fort Wayne, IN.** Fort Wayne Fire Department. July 2014.

Company Officer Leadership Institute: **Fort Wayne, IN.** Indiana Department of Homeland Security. July 2014.

Flawed Situational Awareness: The stealth killer of firefighters: **Baton Rouge, LA.** Louisiana State Firefighters Association Conference. July 2014.

Flawed Situational Awareness: Seattle, WA. Mount Rainier National Park Rangers. June 2014.

Mental Management of Emergencies: Seattle, WA. King County Fire Chiefs Association Safety Symposium. June 2014.

Flawed Situational Awareness: The stealth killer of first responders: Myrtle Beach, SC. National Volunteer Fire Council Summit. June 2014

Situational Awareness for Industry: Erwin, TN. Nuclear Fuel Services. June 2014

Mental Management of Emergencies: Helena, MT. Montana Department of Natural Resources & Conservation Training Event. May 2014.

Company Officer Development Institute: Fort Wayne, IN. Fort Wayne Fire Department Officer Development Program. May 2014.

Situational Awareness for Industry: Mount Vernon, IN. Babcock & Wilcox Nuclear Operations Group. May 2014.

Mental Management of Emergencies: Plano, TX. Plano Fire Department Officer Development Program. May 2014.

Courage to Lead: Knoxville, TN. Tennessee Department of Homeland Security District 2 Leadership Seminar. May 2014.

Learning from Tragedy: Maryville, TN. Maryville Fire Department Safety Seminar. May 2014.

Firefighter Safety: Mistakes & Best Practices: Gatlinburg, TN. Tennessee Fire Chiefs Association Conference. May 2014.

Situational Awareness for Industry: Morganton, NC. SGL Carbon Group, LLC. April 2014.

Recruitment and Retention: Best Practices: New Richmond, WI. Wisconsin Indianhead Technical College Leadership Seminar. April 2014.

Mental Management of Emergencies: Chicago, IL. Cook County Homeland Security & Emergency Management. February 2014.

Recruitment and Retention: Best Practices: Anoka, MN. Anoka-Champlin Fire Department Leadership Development program. April 2014.

Mental Management of Emergencies: Colorado Springs, CO. Colorado Springs Fire Department Safety Seminar. March 2014.

Mental Management of Emergencies: Madison, WI. Madison Fire Department Safety Seminar. April 2014.

Flawed Situational Awareness: The Stealth Killer of First Responders: Indianapolis, IN. Fire Department Instructor's Conference. April 2014.

Firefighter Safety: Mistakes & Best Practices: Wabash, IN. Wabash Fire Department Safety Seminar. April 2014.

Mental Management of Emergencies: Burlington, Ontario, Canada. Burlington Fire Department Officer Development Program. April 2014.

Fly Like and Eagle When Surrounded by Turkeys: Wellsburg, WV. Upper Ohio Valley Fire & Rescue School. March 2014.

Mental Management of Emergencies: **Wellsburg, WV.** Upper Ohio Valley Fire & Rescue School. March 2014.

Company Officer Development Institute: **Evansville, IN.** Evansville Fire Department Officer Development Program. March 2014.

Mental Management of Emergencies: **Saint Paul, MN.** Saint Paul Fire Department Safety Seminar. March 2014.

Mission, Vision Core Values Facilitation: **Fridley, MN.** Fridley Fire Department. March 2014.

Mental Management of Emergencies: **Towson, MD.** Maryland Fire & Rescue Institute National Fire Service Staff & Command Program. March 2014.

Training for Failure: Why First Responder Training Must Change: **Las Vegas, NV.** Center for Public Safety Excellence Conference. March 2014.

Mental Management of Emergencies: **Carlisle, PA.** Perry County Fire Chiefs Association Safety Seminar. March 2014.

Mental Management of Emergencies: **Seattle, WA.** Pierce County Department of Emergency Management. Safety Symposium. March 2014.

Mental Management of Emergencies: **Sacramento, CA.** Sacramento Metro Fire Department Officer Development Program. March 2014.

Flawed Situational Awareness: **New Richmond, WI.** Wisconsin Indianhead Technical College Officer Development Program. February 2014.

Training for Failure: **New Richmond, WI.** Wisconsin Indianhead Technical College Officer Development Program. February 2014.

Mental Management of Emergencies: **Ramsey, MN.** Ramsey Fire Department Officer Development Program. February 2014.

Mental Management of Emergencies: **Crystal Lake, IL.** Crystal Lake Fire Department Officer Development Program. February 2014.

Mental Management of Emergencies: **Ferndale, WA.** "In the Event of" Safety Symposium. February 2014.

Mental Management of Emergencies: **Los Angeles, CA.** Los Angeles Fire Department Officer Development Program. February 2014

Situational Awareness: **San Diego, CA.** Firehouse World Expo. February 2014.

Mental Management of Emergencies: **Chicago, IL.** Cook County Homeland Security & Emergency Management. February 2014.

Company Officer Development Institute: **West Lafayette, IN.** Indiana Department of Homeland Security Officer Development Program. February 2014.

Mental Management of Emergencies: **Coppell, TX.** Coppell Fire Department Officer Development Program. January 2014.

Flawed Situational Awareness: **Coppell, TX.** Coppell Fire Department Officer Development Program. January 2014.

Mental Management of Emergencies: **Plano, TX.** Plano Fire Department Officer Development Program. January 2014.

Flawed Situational Awareness: **Bozeman, MT.** Montana Department of Natural Resources & Conservation Training Event. January 2014.

Mental Management of Emergencies: **Bozeman, MT.** Montana Department of Natural Resources & Conservation Training Event. January 2014.

Firefighter Safety: Mistakes and best practices: **Lutsen, MN.** Hibbing Community College North Shore Safety Tour. January 2014.

Firefighter Safety: Mistakes and best practices: **Two Harbors, MN.** Hibbing Community College North Shore Safety Tour. January 2014.

Firefighter Safety: Mistakes and best practices: **Virginia, MN.** Hibbing Community College North Shore Safety Tour. January 2014.

Firefighter Safety: Mistakes and best practices: **International Falls, MN.** Hibbing Community College North Shore Safety Tour. January 2014.

Flawed Situational Awareness: **Pierre, SD.** South Dakota Fire Instructors Association Conference. January 2014.

Training for Failure: Why we must change the way we train first responders: **Pierre, SD.** South Dakota Fire Instructors Association Conference. January 2014.

Firefighter Safety: Mistakes and best practices: **Pierre, SD.** South Dakota Fire Instructors Association Conference. January 2014.

Mental Management of Emergencies: **Campbell, CA.** Santa Clara County Fire Department Officer Development Program. January 2014.

Emergency Services Leadership: **St. Paul, MN.** Hamline University Graduate School of Business Public Safety Certificate Program. January 2014.

2013

Understanding Motivation: The secret sauce revealed: **Swissvale, PA.** Swissvale Fire Department Officer Development Program. December 2013

Firefighter Safety: Mistakes & best practices: **Poland, OH.** Western Reserve Fire Protection District Officer Development Program. December 2013.

Mental Management of Emergencies: **Fort McCoy, WI.** Fort McCoy Fire Department Firefighter Safety Symposium. December 2013.

Mental Management of Emergencies: **London, ON.** London Fire Department Officer Development program. December 2013.

Flawed Situational Awareness: **London, ON.** London Fire Department Officer Development Program. December 2013.

Chief Officer Leadership Institute: Fort Wayne, IN. Indiana Department of Homeland Security Officer Development program. December 2013.

The Leader's Toolbox: Evansville, IN. Scott Township Fire Department Officer Development program. November 2013.

Situational Awareness for Industry: Erwin, TN. Nuclear Fuel Services. November 2013.

The Leader's Toolbox: Weirton, WV. Weirton Fire Department Officer Development program. November 2013.

Mental Management of Emergencies: Crown Point, IN. Crown Point Fire Department Officer Development program. November 2013.

Chief Officer Leadership Institute: Crown Point, IN. Indiana Department of Homeland Security Officer Development program. November 2013.

Paradigm shift. Clearwater Beach, FL. International Association of Fire Chiefs Volunteer & Combination Officers Section Symposium in the Sun. November 2013.

The Brain Science of Selling & Customer Service. Clearwater Beach, FL. Pierce Manufacturing, Inc. Owners and General Manager's Meeting. November 2013.

Mental Management of Emergencies: Williamsport, MD. Williamsport Volunteer Fire Department Officer Development program. November 2013.

The Leader's Toolbox: South Bend, IN. Southwest Central Fire Territory Officer Development program. November 2013.

Chief Officer Leadership Institute: South Bend, IN. Indiana Department of Homeland Security Officer Development program. October 2013.

Mental Management of Emergencies: Clinton, PA. Samson Community College Fire Officer Development program. October 2013

Situational Awareness for Industry: Morganton, NC. SGL Carbon Group, LLC. October 2013.

Mental Management of Emergencies: Swissvale, PA. Swissvale Fire Department Officer Development program. October 2013.

Mental Management of Emergencies: Colorado Springs, CO. United States Air Force Academy. October 2013.

Training for Failure: Arvada, CO. Arvada Fire Department Officer Development program. September 2013.

Mental Management of Emergencies: Arvada, CO. Arvada Fire Department Officer Development program. October 2013.

Mental Management of Emergencies: Florissant, MO. Florissant Valley Fire Protection District Officer Development Program. September 2013.

Training for Failure (keynote): Breezy Point, MN. Association of Minnesota Emergency Managers Conference. September 2013.

Mental Management of Emergencies: Breezy Point, MN. Association of Minnesota Emergency Managers Conference. September 2013.

Mental Management of Emergencies: Sydney, NSW, Australia. New South Wales Fire Brigade Officer Development program. September 2013.

Mental Management of Emergencies: Hobart, Tas, Australia. Tasmania Fire Service Officer Development Program. September 2013.

Mental Management of Emergencies: Perth, WA, Australia. Australia Department of Fire & Emergency Services Officer Development program. September 2013.

Mental Management of Emergencies: Melbourne, Vic, Australia. Country Fire Authority Officer Development Program. September 2013.

Mental Management of Emergencies: Melbourne, Vic, Australia. Metropolitan Fire Brigade Officer Development program. September 2013.

Situational Awareness (keynote): Melbourne, Vic, Australia. AFAC Bushland Conference. September 2013

Mental Management of Emergencies: Brisbane, QL, Australia. Mental Management of Emergencies. Brisbane Queensland Fire Rescue Service Officer Development program. August 2013.

Firefighter Safety. Mistakes & Best Practices: Chicago, IL. Fire-Rescue International. August 2013.

Flawed Situational Awareness. The stealth killer of first responders: Chicago, IL. Fire-Rescue International. August 2013

Company Officer Development Institute: Fort Wayne, IN. Indiana Department of Homeland Security Officer Development program. August 2013.

Firefighter Safety. Misakes & Best Practices: Wyndmoor, PA. Wyndmoor Fire Department Officer Development program, July 2013.

Mental Management of Emergencies: Baltimore, MD. Firehouse Expo.

Firefighter Safety. Mistakes & Best Practices: Coatesville, PA. Chester County Department of Public Safety Officer Development program. July 2013.

Firefighter Safety. Mistakes & Best Practices: Hershey, PA. Hershey Fire Department Officer Development program. July 2013.

Firefighter Safety. Mistakes & Best Practices: Bemidji, MN. Minnesota State Fire Department Association Conference. June 2013.

Mental Management of Emergencies: Bemidji, MN. Minnesota State Fire Department Association Conference. June 2013.

Firefighter Safety. Mistakes & Best Practices: Wolfville, NS, Canada. Fire Department Instructor's Conference – Atlantic. June 2013.

Mental Management of Emergencies: Knoxville, TN. Tennessee Department of Homeland Security. June 2013.

Firefighter Safety. Mistakes & Best Practices: Karns, TN. Karns Fire Department Officer Development Program. June 2013.

Situational Awareness: **Grand Rapids, MN.** Minnesota Wildland Firefighting Conference. June 2013.

Leader's Toolbox: **Ramsey, MN.** Ramsey Fire Department Officer Development Program. June 2013.

Training For Failure: **Penticton, BC, Canada.** Keynote address for the Fire Chiefs Association of British Columbia. May 2013

Brain Science Meets Fire Service. What have we learned?: **Penticton, BC, Canada.** Fire Chiefs Association of British Columbia. May 2013

Mental Management of Emergencies: **Greenville, SC.** Greenville County Fire Chiefs Association. May 2013.

Mission, Vision & Core Values: **Lino Lakes, MN.** Centennial Fire Protection District Officer Development Program. May 2013.

Company Officer Development Institute: **White River Township, IN.** Indiana Department of Homeland Security. May 2013.

Company Officer Development Institute: **South Bend, IN.** Indiana Department of Homeland Security. May 2013.

Mental Management of Emergencies: **Topeka, KS.** Kansas State Firefighters Association Conference. April 2013.

Training for Failure: Why Some First Responder Training Must Change: **Indianapolis, IN.** Fire Department Instructor's Conference. April 2013.

Mental Management of Emergencies: **Columbus, IN.** Columbus Fire Department Officer Development Program. April 2013.

Mental Management of Emergencies: **Lafayette, IN.** Indiana Fire Training District 4 Officer Development Program. April 2013.

Mental Management of Emergencies: **White River Township, IN.** White River Township Officer Development Program. April 2013.

Company Officer Development Institute: **New Albany, IN.** Indiana Department of Homeland Security. April 2013.

Mental Management of Emergencies: **Beckley, WV.** West Virginia EMS Conference. March 2013.

Mental Management of Emergencies: **Greensboro, NC.** Guilford County Department of Emergency Services Officer Development Program. March 2013.

Mental Management of Emergencies: **Ames, IA.** Iowa Fire Chiefs Association Executive Development Program. March 2013.

Leader's Toolbox: **Harrison County, IN.** Harrison County Fire Chiefs Association Officer Development Program. April 2013.

Company Officer Development Institute: **Evansville, IN.** Indiana Department of Homeland Security. April 2013.

Mental Management of Emergencies: **Fort Wayne, IN.** Fort Wayne Fire Department Officer Development Program. March 2013.

Firefighter Safety. Mistakes & Best Practices: **Wellsburg, WV.** Upper Ohio Valley Fire & Rescue School. March, 2013.

Leader's Toolbox: **Wellsburg, WV.** Upper Ohio Valley Fire & Rescue School. March, 2013.

Firefighter Safety. Mistakes & Best Practices: **Las Vegas, NV.** Center For Public Safety Excellence Conference. February 2013.

Mental Management of Emergencies: **Comox, BC, Canada.** Comox Valley Fire Chiefs Association Officer Development Program. February 2013.

Mental Management of Emergencies: **Abottsford, BC, Canada.** Abottsford Fire Department Officer Development Program. February 2013.

Mental Management of Emergencies: **Nanaimo, BC, Canada.** Nanaimo Fire & Rescue Officer Development Program. February 2013.

Leader's Toolbox: **Buckley, WA.** Buckley Fire Department Officer Candidate BOLT Program. February, 2013

Mental Management of Emergencies: **Spokane, WA.** Stevens County Fire Protection District #1 Officer Development Seminar. February 2013.

When Brain Science Meets Public Safety. What Have We Learned? **Spokane, WA.** Spokane Fire Department Officer Development Symposium. February 2013.

The Courage To Lead: **Spokane, WA.** Spokane Fire Department Officer Development Symposium. February 2013

Mental Management of Emergencies: **San Diego, CA.** Firehouse World Expo. February 2013.

When Brain Science Meets Public Safety. What Have We Learned? **Charlotte, NC.** University of North Carolina, Charlotte Executive Fire Officer Program. February 2013.

Firefighter Safety. Mistakes & Best Practices: **Matthews, NC.** Matthews Fire Department Officer Development Symposium. February 2013.

Fire Officer Academy: **St. Paul, MN.** St. Paul Fire Department Officer Development Academy. February 2013

Mental Management of Emergencies: **Camarillo, CA.** Ventura County Fire Department Officer Development Symposium. February 2013.

ThirtyMile Fire Staff Ride: **Camarillo, CA.** Ventura County Fire Department Wildland Fire Sysposium. February 2013.

Mental Management of Emergencies: **Lawrence, KS.** Kansas Fire & Rescue Institute Safety Symposium. February 2013.

Mental Management of Emergencies: **Columbia, SC.** South Carolina Firefighters Association Conference. January 2013.

Training for Failure: Changing the way to train first responders: **Columbia, SC.** South Carolina Firefighters Association Conference. January, 2013.

The Leaders' Toolbox. Best practices for leadership success: **Grand Rapids, MN.** Grand Rapids Fire Department Leadership Development Program. January 2013

Company Officer Development Institute: **Gary, IN.** Indiana Department of Homeland Security. January. 2013.

2012

Beyond Helmets and Hoses: **Poland, OH.** International Association of Fire Chiefs.

Brain Science Meets Public Safety: What have we learned: **Lino Lakes, MN.** Centennial Fire Protection District. December 2012.

Chief Officer Leadership Institute: **Fort Wayne, IN.** Indiana Department of Homeland Security. December 2012.

Training for Failure: **Keystone, CO.** Colorado Fire Chiefs Association Leadership Challenge. December 2012.

Preparing for the Storm on the Horizon: **Keystone, CO.** Colorado Fire Chiefs Association Leadership Challenge. December 2012.

Leader's Toolbox: **Glendale, OH.** Glendale Fire Department Officer Development Program. November 2012.

Teamwork for Disasters: **Knoxville, TN.** Tennessee Department of Homeland Security. November 2012.

Firefighter Safety: Good, Bad & the Ugly: **Clearwater Beach, FL.** IAFC Volunteer & Combination Officer Section Symposium in the Sun. November 2012.

Flawed Situational Awareness: The Stealth Killer of First Responders: **Norfolk, VA.** Virginia EMS Conference. November 2012.

Mental Management of Emergencies: **Norfolk, VA.** Virginia EMS Conference. November 2012.

Brain Science Meets Emergency Services: **Norfolk, VA.** Virginia EMS Conference. November 2012.

Leader's Toolbox: **Beckley, WV.** West Virginia EMS Conference. November 2012

Company Officer Development Institute: **Saint Paul, MN.** Saint Paul Fire Department Officer Development Program. October 2012.

Mental Management of Emergencies: **Philadelphia, PA.** Eastern Montgomery County Emergency Manager's Conference. October, 2012

Training for Failure: **Brainerd, MN.** League of Minnesota Cities Risk Management Seminar. October 2012.

Training for Failure: **Perham, MN.** League of Minnesota Cities Risk Management Seminar. October 2012.

Mental Management of Emergencies: **Chapel Hill, NC.** Orange County Fire Chiefs Association Safety Symposium. October 2012.

Chief Officer Leadership Institute: **South Bend, IN.** Indiana Department of Homeland Security. October 2012.

Training for Failure: **Rochester, MN.** League of Minnesota Cities Risk Management Seminar. September 2012.

Training for Failure: **Mankato, MN.** League of Minnesota Cities Risk Management Seminar. September 2012.

Firefighter Safety: Mistakes & Best Practices: **Courtland, OH.** Northeast Ohio Fire Chiefs Association. September 2012.

Mental Management of Emergencies: **Middleburg Heights, OH.** Northeast Ohio Fire Chiefs Association. September 2012.

Out of the Ashes a Phoenix Does Rise: **St. John, Newfoundland, CA.** Canadian Association of Fire Chiefs Conference. September 2012.

Training for Failure: **Grand Rapids, MN.** League of Minnesota Cities Risk Management Seminar. September 2012.

Preparing for the Storm on the Horizon: **Madison, WI.** Wisconsin Professional Firefighters Association. September 2012

Training for Failure: **Brooklyn Park, MN.** League of Minnesota Cities Risk Management Seminar. September 2012.

Mental Management of Emergencies: **Breezy Point, MN.** Minnesota Association of Emergency Managers Conference. September 2012.

Mental Management of Emergencies: **Poland, OH.** Western Reserve Fire Protection District Officer Develop Program. September 2012.

Firefighter Safety: Mistakes & Best Practices: **Poland, OH.** Western Reserve Fire Protection District Officer Development Program. September 2012.

Mental Management of Emergencies: **Weirton, WV.** Weirton Fire Department Officer Development Program. September, 2012.

Fifty Ways to Kill a First Responder: **Weirton, WV.** Weirton Fire Department Officer Development Program. September 2012.

Mental Management of Emergencies: **Dayton, OH.** Wright Patterson Air Force Base. September 2012.

Company Officer Development Institute: **Columbus, IN.** Indiana Department of Homeland Security. August, 2012.

Mental Management of Emergencies: **Liverpool, NY.** Firemen's Association of the State of New York Annual Conference. August, 2012.

Learning from Tragedy. Conducting Facilitated Debriefings: **Denver, CO.** Fire-Rescue International. International Association of Fire Chiefs. July, 2012

Firefighter Safety. Mistakes and Best Practices: **Denver, CO.** Fire-Rescue International. International Association of Fire Chiefs. July, 2012

Climbing Down the Ladder of Success. Preparing for Retirement: **Denver, CO.** Fire-Rescue International. International Association of Fire Chiefs. July, 2012

Mental Management of Emergencies: **Wheat Ridge, CO.** Officer Development Program. July, 2012.

Fifty Ways to Kill a First Responder: **Wheat Ridge, CO.** Officer Development Program. July, 2012.

Leader's Toolbox: **Wheat Ridge, CO.** Officer Development Program. July, 2012.

Firefighter Safety. Mistakes and Best Practices: **Baltimore, MD.** Firehouse Expo. July, 2012.

Company Officer Safety Seminar: **Lino Lakes, MN.** Centennial Fire Protection District Officer Development Program. June, 2012.

Firefighter Safety. Mistakes and Best Practices: Morehead, NC. Carteret Community College Fire Officer Development Program. June, 2012.

Firefighter Safety. Mistakes and Best Practices: **Eureka, CA.** Humboldt Regional Fire Officer Development Seminar. June, 2012.

Mental Management of Emergencies: **Eureka, CA.** Humboldt Bay Fire Department Officer Development Program. June, 2012.

Mental Management of Emergencies: **Las Vegas, NV.** National Fire Protection Association Annual Conference. June, 2012.

Mental Management of Emergencies: **Houston, TX.** State Firemen's and Fire Marshal's Association of Texas Annual Conference. June, 2012.

The Recipe from Hell's Kitchen: **Houston, TX.** Keynote Address delivered to the State Firemen's and Fire Marshal's Association of Texas Annual Conference. June 2012.

Firefighter Safety. Mistakes and Best Practices: **Houston, TX.** Ponderosa Fire Department Officer Development Program. June, 2012.

The Leader's Toolbox: **Vancouver, BC.** British Columbia Fire Chiefs Association Annual Conference. June, 2012.

The Global War on Error: Vancouver, BC. British Columbia Fire Chiefs Association Annual Conference. June, 2012

Firefighter Safety: Mistakes & Best Practices: **Vancouver, BC, Canada.** British Columbia Fire Training Officers Association Conference. June, 2012.

Training for Failure (Keynote Address): **Vancouver, BC, Canada.** British Columbia Fire Training Officers Association Conference. June, 2012.

Mental Management of Emergencies: **Vancouver, BC, Canada.** British Columbia Fire Training Officers Association Conference. June, 2012.

Firefighter Safety: Mistakes and Best Practices: **Grand Rapids, MN.** League of Minnesota Cities Loss Prevention Program. May, 2012.

Mental Management of Emergencies: **Richmond, VA.** Chesterfield County Fire Department Officer Development Program. May, 2012.

Fifty Ways to Kill a First Responder: **Richmond, VA.** Chesterfield County Fire Department Officer Development Program. May, 2012.

Mental Management of Emergencies: **Greensboro, NC.** Greensboro Fire Department Company Officer Development Program. May, 2012

Lessons Learned from Facilitate Debriefings: **Asheville, NC.** North Carolina Fire Instructor's Conference. May, 2012.

Mental Management of Emergencies: **Conway, NC.** Horry County Fire Department Officer Development Program. May 2012.

Company Officer Development Institute: **Fort Wayne, IN.** Indiana Department of Homeland Security. April, 2012.

Firefighter Safety: Mistakes and Best Practices: **Weston, WV.** West Virginia State Fire Academy. Officer Development Program. April, 2012.

Mental Management of Emergencies: **Weston, WV.** West Virginia State Fire Academy. Officer Development Program. April, 2012.

Mental Management of Emergencies: **High Point, NC.** Guilford County Emergency Services Professional Development Seminar. April, 2012.

Firefighter Safety. Mistakes and Best Practices: **Asheville, NC.** Regional Firefighter Cadet Training Program. April, 2012.

Mental Management of Emergencies: **Maryville, TN.** Maryville Fire Department Officer Development Program. April, 2012.

Mental Management of Emergencies: **Vale, OR** Vale District, Bureau of Land Management Officer Development Program. April, 2012.

Situational Awareness Barriers: **Vale, OR** Vale District, Bureau of Land Management Officer Development Program. April, 2012.

Mental Management of Emergencies: **Indianapolis, IN.** Fire Department Instructor's Conference. April, 2012.

Mental Management of Emergencies: **Lafayette, IN.** Wea Township Fire Department Officer Development Seminar. April, 2012

Setting Organizational Strategic Direction: **Ocean City, MD.** EMS Care 2012. Maryland Institute of Emergency Medical Services System. April, 2012.

Understanding Motivation: **Ocean City, MD.** EMS Care 2012. Maryland Institute of Emergency Medical Services System. April, 2012.

Recruitment & Retention of the Generation Y Worker: **St. Paul, MN.** Hamline University Graduate School of Business. Public Safety Officer Certificate Program. April, 2012.

How to Give an Effective Presentation **St. Paul, MN.** Hamline University Graduate School of Business. Public Safety Officer Certificate Program. April, 2012.

Leader's Toolbox: St. Paul, MN. Hamline University Graduate School of Business. Public Safety Officer Certificate Program. April, 2012.

Understanding Motivation: Woodbury, MN. Woodbury Fire Department Company Officer Coaching Series. April, 2012.

Mental Management of Emergencies: Camarillo, CA. Ventura County Fire Department Officer Development Program. April, 2012.

Fifty Ways to Kill a First Responder: Camarillo, CA. Ventura County Fire Department Officer Development Program. April, 2012.

Mental Management of Emergencies: Lafayette, IN. Indiana Department of Homeland Security. Officer Development Program. March, 2012.

Fifty Ways to Kill a First Responder: Lafayette, IN. Indiana Department of Homeland Security. Officer Development Program. March, 2012.

Firefighter Safety. Mistakes and Best Practices: Lino Lakes, MN. Centennial Fire Protection District Officer Development Program. March 2012.

Preventing Predictable Tragedies: Wellsburg, WV. Upper Ohio Valley Fire & Rescue School. March, 2012.

Mental Management of Emergencies: Ocean City, MD. Maryland Fire & Rescue Institute National Fire Service Staff & Command Program. March, 2012.

Mental Management of Emergencies: Rice Lake, WI. Emergency Services Conference. Wisconsin Indianhead Technical College. March, 2012.

Recruitment and Retention of the Generation Y Worker: Rice Lake, WI. Emergency Services Conference. Wisconsin Indianhead Technical College. March, 2012.

Understanding motivation: Long Lake, MN. Officer Development Coaching Series. March 2012.

Firefighter Safety: Mistakes and Best Practices: North Las Vegas, NV. Center for Public Safety Excellence Conference. March, 2012.

Mental Management of Emergencies: Evansville, IN. Evansville Airport Fire Department Officer Development Program. February 2012.

Company Officer Development Institute: Evansville, IN. Indiana Department of Homeland Security. February, 2012.

Officer Roundtable: Loudonville, NY. Shaker Road/Loudonville Fire Department Officer Development Program. February, 2011.

Mental Management of Emergencies: Loudonville, NY. Shaker Road/Loudonville Fire Department Officer Development Program. February, 2011.

Firefighter Safety: Mistakes and Best Practices: San Diego, CA. Firehouse World Expo. February, 2012.

Preparing for the Tough Questions on the Horizon: San Diego, CA. Firehouse World Expo. February, 2012.

Situational Awareness and Situational Readiness: San Diego, CA. Firehouse World Expo. February, 2012.

Firefighter Safety: Mistakes and Best Practices: Jordan, MN. United Firefighter Association Safety Symposium. February 2012.

Understanding Fireground Decision Making: Hong Kong. FireAsia 2012. February 2012.

Company Officer Development Institute: South Bend, IN. Indiana Department of Homeland Security. January 2012.

Leader's Toolbox: Best Practices for Leadership Success: St. George, UT. Utah Winter Fire School. January, 2012.

Firefighter Safety: Mistakes and Best Practices: St. George, UT. Utah Winter Fire School. January, 2012.

2011

Mental Management of Emergencies: Mouth Lebanon, PA. Mount Lebanon Fire Department Officer Development Program. December, 2011.

Leader's Toolbox: Plymouth, MN. Plymouth Fire Department Officer Development Program. December 2011.

Company Officer Development Institute: New Albany, IN. Indiana Department of Homeland Security. December, 2011.

Firefighter Safety: Common Mistakes and Best Practices: Oacoma, SD. South Dakota Fire Chiefs Association Conference. December 2011.

Mental Management of Emergencies: Canton Township, OH. Canton Township Fire Department Officer Development Program. November, 2011.

Firefighter Safety: Common Mistakes and Best Practices: Linwood, MN. Linwood Fire Department Officer Development Program. November 2011.

Make This Your Finest Hour: Clearwater Beach, FL. Keynote address at the Volunteer & Combination Officer's Section Symposium in the Sun. International Association of Fire Chiefs. November 2011.

Mental Management of Emergencies: Stowe, VT. Stowe Fire Department Officer Development Program. November, 2011.

Fifty Ways to Kill a First Responder: Lexington, SC. Lexington County Fire Department Officer Development Program. October, 2011.

Mental Management of Emergencies: Lexington, SC. Lexington County Fire Department Officer Development Program. October, 2011.

Firefighter Safety: Common Mistakes and Best Practices: Jordan, MN. League of Minnesota Cities Loss Prevention Workshop. Scott County Public Safety Regional Training Center. October, 2011.

Firefighter Safety: Common Mistakes and Best Practices: **Rochester, MN.** Mayo Civic Center. League of Minnesota Cities Loss Prevention Workshop. October, 2011.

Firefighter Safety: Common Mistakes and Best Practices: **Mankato, MN.** Verizon Wireless Center. League of Minnesota Cities Loss Prevention Workshop. October, 2011.

Firefighter Safety: Common Mistakes and Best Practices: **Brainerd, MN.** Brainerd Fire Department. League of Minnesota Cities Loss Prevention Workshop. October, 2011.

Mental Management of Emergencies: **Fairfax County, VA.** Fairfax County Professional Fire Officers Association. October, 2011.

Officer Development Roundtable: **Buckley, WA.** Buckley Fire Department Officer Development Program. September, 2011.

Leader's Toolbox: **Buckley, WA.** Buckley Fire Department Leadership Development Series. September, 2011.

Mental Management of Emergencies: **Tacoma, WA.** FireNuggets Professional Firefighter Training Series. September, 2011

Mental Management of Emergencies: **Las Vegas, NV.** EMS World Conference. September, 2011.

All Aboard! Developing Strategic Direction: **Las Vegas, NV.** EMS World Conference. September, 2011.

Leader's Toolbox: **Salt Lake City, UT.** Salt Lake Valley Fire Training Officer's Alliance. August, 2011

Six Pillars of a Successful First Responder System: **Stettler, Alberta, CA.** Rural Alberta First Responders Conference. August, 2011.

First Responder Safety: Mistakes and Best Practices: **Atlanta, GA.** Defense Logistics Agency. August, 2011.

Preparing to survive in the "New Normal" Economy: **Atlanta, GA.** National Society of Executive Fire Officers Association Conference. August, 2011.

First Responder Safety: Mistakes and Best Practices: **Atlanta, GA.** United States Department of Defense Fire & Emergency Services Conference. August, 2011

Executive Leadership: **Emmitsburg, MD.** Executive Fire Officer Program, National Fire Academy. August, 2011.

Company Officer Development Institute: **Fishers, IN.** Indiana Department of Homeland Security. August, 2011.

Fireground safety: Mistakes and best practices (keynote): Tennessee Fire Chiefs Association Annual Conference: Nashville, TN. July 2011

When brain science meets the fire service: What have we learned (keynote): New England Association of Fire Chiefs Annual Conference. **Springfield, MA.** June 2011.

Mental management of emergencies: Naval Air Station – Corpus Christi. Department of Emergency Services. **Corpus Christi, TX.** June 2011.

Fireground safety: Mistakes & best practices: Fire Chiefs Association of British Columbia Annual Conference: **Abbotsford, BC, Canada**. June 2011.

Fireground situational awareness (keynote): Fire Chiefs Association of British Columbia Annual Conference. **Abbotsford, BC, Canada**. June 2011.

Leadership 3: **Lino Lakes, MN**. National Fire Academy program, June 2011.

Company Officer Development Institute: **Fort Wayne, IN**. Indiana Department of Homeland Security. May, 2011.

Leadership 2: **Lino Lakes, MN**. National Fire Academy program. May, 2011

Preventing the responder-induced disaster (keynote address). **Rapid City, SD**. South Dakota Department of Homeland Security Annual Conference. May 2011

The mental management of emergencies: **Rapid City, SD**. South Dakota Department of Homeland Security Annual Conference. May, 2011.

The good, the bad and the ugly (keynote address): **Asheville, NC**. North Carolina Fire & Rescue Instructor's Conference. May, 2011.

The mental management of emergencies: **Asheville, NC**. Asheville Fire Department Officer Development Symposium. May, 2011.

The mental management of emergencies: **Blaine, MN**. Regional Officer Development Program. April, 2011.

The mental management of emergencies: **Carmel, IN**. Carmel Fire Department Officer Development Program. April, 2011.

Company Officer Development Institute: **Evansville, IN**. Indiana Department of Homeland Security. April, 2011.

Leadership 1: **Lino Lakes, MN**. National Fire Academy program. April, 2011.

The leader's toolbox: **Leduc, Alberta, Canada**. Regional Officer Development Seminar. April, 2011.

The mental management of emergencies: **Fitchburg, WI**. Dane County Fire Training Officer's Association Symposium. April 2011

The mental management of emergencies: **Redmond, OR**. Pacific Northwest Region – Bureau of Land Management Leadership Conference. March 2011.

Fireground safety: **St. Croix Falls, WI**. Wisconsin Indianhead Technical College. Firefighter Safety Seminar. March 2011.

The mental management of emergencies: **Indianapolis, IN**. Fire Department Instructor's Conference. March 2011.

The mental management of emergencies: **Ocean City, MD**. University of Maryland Fire & Rescue Institute. National Fire Service Staff & Command Program. March, 2011.

The mental management of emergencies: **Columbia, SC**. South Carolina Fire Academy Southeastern Fire School. March, 2011.

The mental management of emergencies: **Orlando, FL.** Center for Public Safety Excellence Annual Accreditation Conference, March, 2011.

The mental management of emergencies: **Lancaster, PA.** Lancaster County Fire Chiefs Association Professional Development Program. March, 2011.

The mental management of emergencies: **San Diego, CA.** Firehouse World Conference. February, 2011.

Fireground situational awareness and decision making: **Pleasanton, CA.** FireNuggets Professional Development Series. February, 2011

Emergency scene decision making and situational awareness: **Columbia, MO.** Missouri Winter Fire School. February, 2011

The mental management of emergencies: **Tuscaloosa, AL.** Alabama Fire Chiefs Association Winter Conference. February, 2011

Fifty ways to kill a first responder: **Poland, OH.** Mahoning County Fire Chiefs Association Leadership Development Program. January, 2011.

The mental management of emergencies: **Lakewood, WA.** Lakewood Fire Department Leadership Development Program. January, 2011

Emergency scene decision making and situational awareness: **Hillsboro, OR.** Hillsboro Fire Department Leadership Development Program. January, 2011.

Emergency scene decision making and situational awareness: **Bismarck, ND.** North Dakota Firefighters Association Leadership Conference/Summit. January, 2011.

Fireground mistakes and best practices: **St. George, UT.** Utah Fire Chiefs Association. Leadership Development Program. January, 2011.

The mental management of emergencies: **St. George, UT.** Utah Winter Fire School. January, 2011.

Fifty ways to kill a first responder: **St. George, UT.** Utah Winter Fire School. January, 2011.

2010

Emergency scene decision making and situational awareness: **Mount Lebanon, PA.** Mouth Lebanon Fire Department Regional Officer Development Program. December, 2010.

Emergency scene decision making and situational awareness: **Lenexa, KS.** Lenexa Fire Department Officer Development Program. December, 2010.

Situational awareness checklist application: **Eden Prairie, MN.** Eden Prairie Fire Department Officer Development Program. December 2010.

Emergency scene decision making: **Savage, MN.** Savage Fire Department Officer Development Program. November 2010.

Emergency scene decision making and situational awareness: **Fresno, CA.** California Fire Chiefs Association Training Officer's Symposium. November, 2010.

Emergency scene decision making and situational awareness: **Montgomery County, PA.** Montgomery County Fire Department Officer Development Seminar. November, 2010.

Emergency scene decision making and situational awareness: **Abingdon, MD.** Abingdon Fire Department Officer Development Program. November, 2010.

Emergency scene decision making and situational awareness: **Camden County, NJ.** Camden County Fire Chiefs Association Leadership Seminar. November, 2010.

Emergency scene decision making and situational awareness: **Kenton County, KY.** Kenton County Fire Chiefs Association Leadership Seminar. November, 2010.

Emergency scene decision making and situational awareness: **Buckley, WA.** Buckley Fire Department Officer Development Seminar. October, 2010

Emergency scene decision making and situational awareness: **Laduc, AB, Canada.** FireWise Consulting Officer Development Seminar. October, 2010.

Emergency scene decision making and situational awareness: **Vancouver, BC, Canada.** FireWise Consulting Officer Development Seminar. October, 2010.

Company Officer Development Institute:: **Fishers, IN.** Indiana Department of Homeland Security. Fishers Fire Department. September, 2010.

Emergency scene decision making and situational awareness: **Savannah, GA.** Southside Fire Department Officer Development Program. September, 2010.

Emergency scene decision making and situational awareness: **Pacific, MO.** Tri-County Training Consortium Officer Development Program. September, 2010.

Beyond Helmets & Hoses Leadership Program: **Dowagiac, MI.** A program offered by the International Association of Fire Chiefs. September, 2010

Emergency scene decision making and situational awareness: **Chicago, IL.** Keynote for the Company Officer Leadership Symposium. Fire-Rescue International. August, 2010.

Fire service lessons learned from aviation: **Chicago, IL.** Fire-Rescue International, August 2010.

Emergency scene decision making and situational awareness: **Chicago, IL.** Keynote for the United States Department of Defense joint Navy and Marine Corps program presentation. August 2010.

Emergency scene decision making and situational awareness: **Air Force Academy, CO.** Office Development Program. United States Air Force Academy Fire & Emergency Services Department. August, 2010.

Emergency scene decision making and situational awareness: **Denver, CO.** FireNuggets Professional Development Series. August 2010.

Company Officer Development Institute:: **Fort Wayne, IN.** Indiana Department of Homeland Security. Fort Wayne Fire Department. June, 2010.

Emergency Scene mistakes and best practices: **New Brighton, MN.** New Brighton Department of Public Safety, Officer Development Program. June 2010.

Emergency scene decision making and situational awareness: **Baltimore, MD.** Firehouse Expo. July, 2010.

Company Officer Development Institute: **Evansville, IN**. Indiana Department of Homeland Security. Evansville Fire Department. June, 2010.

The mental management of emergencies: **Evansville, IN**. German Township Fire Department Officer Development Program. June 2010.

Emergency scene decision making and situational awareness: **Louisville, KY**. Southeast Association of Fire Chiefs Annual Conference. June, 2010.

Emergency scene decision making and situational awareness: **Rifle, CO**. Colorado Fire Chiefs Association Leadership Seminar. June, 2010

Emergency scene decision making and situational awareness: **Sarnia, Ontario**. Sarnia Fire Department Officer Development Seminar. June, 2010

Emergency scene decision making and situational awareness: **Richmond, VA**. Virginia Fire Officer's Academy. University of Richmond, June, 2010.

Emergency scene decision making and situational awareness: **Salisbury, NC**. Salisbury Fire Department Officer Development Symposium. June, 2010.

The Leader's Toolbox: **Fort McCoy, WI**. Fort McCoy, U.S. Army Installation Fire & Emergency Services Department, May 2010.

Emergency scene decision making and situational awareness: **Richmond, VA**. Hannover County Fire & EMS Officer Development Program. June, 2010

Emergency scene decision making and situational awareness: **Fort McCoy, WI**. Fort McCoy, U.S. Army Installation Fire & Emergency Services Department, May 2010.

Tactical Decision Making Research Project: **Volk Air National Guard Base, WI**. Midwest Tactical Officer's Association Conference, May, 2010.

Emergency scene decision making and situational awareness: **Glenville, WV**. Gilmer County Fire Department Officer Development Program. May, 2010.

Executive Leadership: **Emmitsburg, MD**. National Fire Academy Executive Fire Officer Program. May, 2010

Emergency scene decision making and situational awareness: **Indianapolis, IN**. Fire Department Instructor's Conference. April, 2010.

The Leader's Toolbox: **Rice Lake, WI**. Wisconsin Indianhead Community College Officer Development Program. April, 2010.

Emergency scene decision making and situational awareness: **Bend, OR**. Oregon Fire Chiefs Association Conference. April, 2010.

Emergency scene decision making and situational awareness: **Ponderosa, TX**. Ponderosa Fire Department Officer Development Program. April, 2010.

Emergency scene decision making: **St. Paul, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **St. Cloud, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **Willmar, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **Springfield, MN**. Officer Development Program. April, 2010

Emergency scene decision making: **Eden Prairie, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **Mahnomen, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **Alexandria, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **Willmar, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **St. Cloud, MN**. Officer Development Program. April, 2010.

Emergency scene decision making: **St. Paul, MN**. Officer Development Program. April, 2010.

Emergency scene decision making and situational awareness: **Tampa, FL**. National Fire Service Staff and Command School. March, 2010.

Understanding motivation: **Saint Paul, MN**. Hamline University Graduate Certificate in Public Safety Leadership. March, 2010.

Emergency scene decision making and situational awareness: **New Richmond, WI**. Wisconsin Indianhead Community College Officer Development Program. March, 2010.

Emergency scene decision making and situational awareness: **Casper, WY**. Wyoming Fire Chiefs Association Spring Symposium. March, 2010.

Emergency Services Leadership: **Wellsburg, WV**. Upper Ohio Valley Fire & Rescue School. March, 2010.

Emergency scene decision making and situational awareness: **Wellsburg, WV**: Upper Ohio Valley Fire & Rescue School. March, 2010

Emergency scene decision making and situational awareness: **Brodhead, WI**: Brodhead Fire Department Officer Development Program. March, 2010

Becoming fully involved (keynote address): **Cable, WI**. Wisconsin Indianhead Community College Winter Conference. March, 2010.

Emergency scene decision making and situational awareness: **Cable, WI**: Wisconsin Indianhead Community College Winter Conference. March, 2010

Emergency scene decision making and situational awareness: **Orlando, FL**: Commission on Public Safety Excellence Conference. March, 2010

Emergency scene decision making and situational awareness: **San Diego, CA**: Firehouse World Conference and Expo. March, 2010.

Understanding motivation: **San Diego, CA**: Firehouse World Conference & Expo. March, 2010.

Emergency scene decision making and situational awareness: **Pittsburgh, PA**: South Hills Area Council of Governments Leadership Symposium. February 2010.

Emergency scene decision making and situational awareness. **Charleston, WV**: Emergency Services Conference at Pipestem. February, 2010.

Emergency services leadership: **Charleston, WV:** Emergency Services Conference at Pipestem. February 2010.

Emergency scene decision making and situational awareness: **Baton Rouge, LA:** Industrial Fire World Conference & Exposition. February 2010.

Emergency scene decision making and situational awareness: **Wenatchee, WA:** Washington State Fire Training Officer's Association Conference, February, 2010.

Fireground decision making: **Saint Paul, MN.** Hamline University Graduate Certificate in Public Safety Leadership. February, 2010

Fire officer 1: **Shoreview, MN.** Lake Johanna Fire Department. Program delivered under contract with Hennepin Technical College. January, 2010.

The mental management of command. **Inver Grove Heights, MN.** *Officer development program*, January, 2010.

Conducting realistic incident simulations: **Milwaukee, WI:** Wisconsin EMS Expo, January 2010.

Conducting post incident evaluations: **Milwaukee, WI:** Wisconsin EMS Expo, January 2010.

Does someone have to die before things change: Lessons from aviation for the fire service. **Milwaukee, WI:** Wisconsin EMS Expo, January 2010.

Emergency scene decision making and situational awareness: **Milwaukee, WI:** Wisconsin EMS Expo, January 2010.

2009

The Mental Management of Command. Western Reserve Fire Protection District. **Poland, OH.** *Officer development symposium*, December 2009.

Emergency scene decision making and situational awareness: **Gravenhurst, ON:** Ontario Fire Academy Executive Leadership Program. December, 2009.

Emergency scene decision making and situational awareness: **Worthington, KY:** Worthington Fire Department Officer Development Program, December 2009.

Decision Making and Situational awareness: **Spokane, WA:** Spokane Fire Department Officer Development Symposium. November 2009.

Decision Making and Situational awareness: **Fresno, CA:** California Fire Chiefs Association Training Officer's Association Annual Conference. November 2009.

Emergency scene decision making and situational awareness: **Reno, NV:** Sierra Fire Protection District Officer Development Program. November 2009.

Public Safety Leadership: **St. Paul, MN:** Hamline University Advanced Public Safety Certificate Program. November 2009.

Decision making under stress: **Marshall, MN:** Minnesota State Fire Chiefs Association Annual Safety Symposium. November 2009.

Emergency scene decision making and situational awareness: **Wilmar, MN:** Ridgewater Community College Officer Symposium. November 2009.

Emergency scene decision making and situational awareness: **Clearwater Beach, FL:** International Association of Fire Chiefs Symposium. November 2009.

Understanding Motivation: **Canaan Valley, WV:** West Virginia Instructor Development Conference. October 2009.

Sailing Four Ships to Success – Keynote Address: **Canaan Valley, WV:** West Virginia Instructor Development Conference. October 2009.

Emergency scene decision making and situational awareness: **Houston, TX:** Ponderosa Fire Department Officer Development Symposium. October 2009.

Dealing with a disaster... during a disaster: **St. Paul, MN:** Minnesota Multi-Housing Association Annual Conference. October 2009.

Emergency scene decision making and situational awareness: **College Park, MD:** University of Maryland Fire & Rescue Institute Executive Development Series. October 2009.

Dealing with difficult people & Understanding motivation: **Landover Hills, MD:** Maryland Institute of Emergency Medical Services System. October 2009.

Emergency scene decision making and situational awareness: **Redmond, WA:** Pacific Northwest Incident Management Symposium. October 2009.

Emergency scene decision making and situational awareness: **Hagerstown, MD:** Washington County Volunteer Firefighter's Association Officer Development. October 2009.

Emergency scene decision making and situational awareness: **Gravenhurst, ON:** Ontario Fire Academy Executive Leadership Program. September, 2009.

Emergency scene decision making. **Woodbury, MN:** *Woodbury Department of Public Safety Officer Development Program*, September 2009.

Emergency scene decision making and situational awareness: **Pataskala, OH:** West Licking Joint Fire Protection District Officer Development Symposium. September, 2009.

Emergency Services Leadership: **Salisbury, NC:** Salisbury Fire Department Officer Development Symposium. September 2009.

Emergency scene decision making and situational awareness: **Dallas, TX:** Fire-Rescue International. August 2009.

Sailing Four Ships to Success: **Vienna, WV:** Keynote address at the West Virginia State Firemen's Association Convention. Seminar. August 2009.

Real world incident management for departments with limited staffing: **Carrollton, OH:** Carroll County Fire Chiefs Association. August 2009

Emergency scene decision making and situational awareness: **Wheeling, WV:** RESA VI Leadership Development Seminar. August 2009.

Emergency scene decision making and situational awareness: **Harwick, PA:** Springdale Township Fire Department Command Symposium. August 2009.

Emergency scene decision making and situational awareness: **New Orleans, LA:** Louisiana Firefighter's Association Annual Conference. August 2009.

Understanding motivation: **Baltimore, MD:** Firehouse Expo. July 2009.

Does someone have to die? Lessons from aviation for the fire service: **Baltimore, MD:** Firehouse Expo.

Emergency scene decision making and situational awareness: **Stillwater, OK:** International Fire Service Journal on Leadership & Management Research Symposium. July 2009.

Emergency scene decision making and situational awareness: **Chicago, IL:** National Fire Protection Association World Safety Conference. June 2009.

Emergency scene decision making and situational awareness: **Durango, CO:** Upper Pine Fire Protection District Officer Development Program. May 2009.

Emergency scene decision making and situational awareness: **Charleston, WV:** West Virginia Public Safety Expo. May 2009.

Emergency scene decision making and situational awareness: **Windsor Locks, CT:** Connecticut Fire Academy Officer's Development Series. May 2009.

Emergency scene decision making and situational awareness: **Indianapolis, IN:** Fire Department Instructor's Conference. April 2009.

Emergency scene decision making and situational awareness: **Ocean City, MD:** University of Maryland Fire & Rescue Institute's National Fire Service Staff & Command Program. March 2009.

Emergency scene decision making and situational awareness: **Wellsburg, WV:** Upper Ohio Valley Fire & Rescue School. March 2009.

Emergency scene decision making and situational awareness: **St. Simon's Island, GA:** Georgia Fire Chiefs Association Winter Conference. March 2009.

Emergency scene decision making and situational awareness: **Faribault, MN:** Faribault Fire Department Officer Development Program. February 2009.

Incident Command for Smaller Departments: **Lino Lakes, MN:** Centennial Fire Department Officer Development Program. February 2009

Emergency scene decision making and situational awareness: **Kent, WA:** Kent Fire Department Officer Development Program. January 2009.

Emergency scene decision making and situational awareness: **Blaine, MN:** Gasaway Consulting Group Presentations. January 2009.

2008

Emergency scene decision making and situational awareness: **Mandan, ND:** Mandan Fire Department Leadership Symposium, December, 2008.

Emergency scene decision making and situational awareness: **Orlando, FL:** Symposium in the Sun, November, 2008.

Emergency scene decision making and situational awareness: **London, UK:** Fire College of Great Brittan Research Symposium 2008. November, 2008.

Emergency Services Leadership: **Medina, OH:** 2008 Medina Fire Officer's Seminar. October, 2008.

Emergency Scene decision and situational awareness: **Pittsburgh, PA:** National Occupational Injury Research Symposium, hosted by the National Institute of Occupational Safety and Health (NIOSH). October, 2008.

Emergency services leadership: **Las Vegas, NV:** Firehouse Central. October, 2008.

Emergency services leadership: **Juneau, AK:** Alaska Fire Chiefs Association Annual Conference. September, 2008.

Understanding employee motivation: **Juneau, AK:** Alaska Fire Chiefs Association Annual Conference. September, 2008.

Leadership for volunteer and combination fire departments. **Glassport, PA:** September, 2008.

Recruitment and retention of volunteers: attracting and keeping the best!: **Glassport, PA:** September, 2008.

Emergency scene decision making and situational awareness: **Glassport, PA:** September, 2008.

Customer service beyond customer expectations: Make the customer say wow!: **Glassport, PA:** September, 2008.

Emergency scene decision making and situational awareness: **Denver, CO:** Fire-Rescue International, Health & Safety Pre-Conference. August, 2008.

Emergency scene decision making and situational awareness: **Baltimore, MD:** Firehouse Expo. July, 2008.

Leadership. **Prior Lake, MN,** a leadership program presented for the International Association of Fire Chiefs. July, 2008.

Emergency scene decision making and situational awareness: **Peoria, IL:** Illinois Fire Chiefs Association Symposium. May, 2008.

Understanding Motivation: **Peoria, IL:** Illinois Fire Chiefs Association Symposium, May, 2008.

Emergency scene decision making and situational awareness: **Indianapolis, IN:** Fire Department Instructor's Conference. April, 2008.

Emergency scene decision making and situational awareness: **Louisville, KY:** Maryland Fire-Rescue Institute National Fire Service Staff & Command Program. March, 2008.

Leadership for volunteer and combination fire departments. **Wellsburg, WV:** Upper Ohio Valley Fire & Rescue School. March, 2008.

Recruitment and retention of volunteers: attracting and keeping the best!: **Wellsburg, WV:** Upper Ohio Valley Fire & Rescue School. March, 2008.

Emergency scene decision making under stress: **Wellsburg, WV:** Upper Ohio Valley Fire & Rescue School. March, 2008.

Customer service beyond customer expectations: Make the customer say wow!: **Wellsburg, WV:** Upper Ohio Valley Fire & Rescue School. March, 2008.

Leadership. **White Bear Lake, MN,** a leadership program presented for the International Association of Fire Chiefs, February, 2008.

Customer service. **Plymouth, MN:** Plymouth Police Department Supervisor's Seminar, February, 2008.

2007

Fire service leadership. **Maple Grove, MN:** Chief Officer Training Curriculum, National Fire Academy, December, 2007.

Human resource management. **Maple Grove, MN:** Chief Officer Training Curriculum, National Fire Academy, November, 2007.

Emergency scene decision making. **Ontario Fire College, Gravenhurst, Ontario, CA:** Ontario Fire Instructor's Association. September 2007.

Decision-making under stress. **Indianapolis, IN:** Fire Department Instructor's Conference, April, 2007.

Understanding organizational culture. **Ocean City, MD:** Maryland Fire-Rescue Institute National Fire Service Staff & Command Program, March, 2007.

Leadership. **Akron, OH,** a leadership program presented for the International Association of Fire Chiefs, March, 2007.

Fire officer I. **Wellsburg, WV:** National Fire Academy Direct Delivery, Upper Ohio Valley Fire School, March, 2007.

Leadership. **Appleton, WI,** a leadership program presented for the International Association of Fire Chiefs, March, 2007.

Leadership. **Denver, CO,** a leadership program presented for the International Association of Fire Chiefs, February, 2007.

Leadership. **Pittsburgh, PA,** a leadership program presented for the International Association of Fire Chiefs, February, 2007.

Leadership. **Nashville, TN,** a leadership program presented for the International Association of Fire Chiefs, January, 2007.

2006

Safety leadership (keynote address). **Salt Fork State Resort, OH**. Safety Managers Retreat, Wheeling-Pittsburgh Steel Corporation, October, 2006.

The leader's toolbox, **Duluth, MN**: Minnesota State Fire Chief's Association Annual Conference, October, 2006.

Sailing the ships of success. **Dallas, TX**: Fire-Rescue International, September, 2006.

Volunteer leadership. **Dallas, TX**: Fire-Rescue International, September, 2006.

Leadership. **Dennis, MA**: Officer Development Program, May, 2006.

Emergency services leadership. **Boston, MA**: Senior Officer Development Program, Massachusetts Fire Academy, May, 2006.

Decision making. **Indianapolis, IN**: Fire Department Instructors' Conference, April, 2006.

Dealing with difficult people. **Louisville, KY**: Maryland Fire-Rescue Institute National Fire Service Staff & Command Program, March, 2006.

Building organizational pride. **Plymouth, MN**: Plymouth Fire Department Officer Development Program, March, 2006.

Organizational behavior. **Blaine, MN**: SBM Leadership Development Program, March, 2006.

Fire officer I. **Wellsburg, WV**: National Fire Academy Direct Delivery, Upper Ohio Valley Fire School, March, 2006.

2005

10 steps to becoming a successful volunteer. **Maple Plain, MN**: Maple Plain Fire Department 75th Anniversary Celebration, October, 2005.

Customer service. **Plymouth, MN**: Plymouth Police Department Supervisor's Seminar, October, 2005.

Understanding motivation. **Brainerd, MN**: Wenck Engineering Consultants Fall Leadership Retreat, October, 2005.

Understanding motivation. **College Park, MD**: Executive Development Series, Maryland Fire-Rescue institute, September, 2005.

Teambuilding. **College Park, MD**: Executive Development Series, Maryland Fire-Rescue Institute, September, 2005.

Expectations of a new fire chief. **Denver, CO**: Fire-Rescue International, August, 2005.

Hiring your first full-time employee. **Denver, CO**: Fire-Rescue International, August, 2005.

Command operations. **St. Cloud, MN**: Chief Officer Training Curriculum, National Fire Academy, June, 2005.

Understanding motivation. **Cable, WI:** Wisconsin Emergency Services Conference, March, 2005.

Recruitment and retention. **Cable, WI:** Wisconsin Emergency Services Conference, March, 2005.

Leadership. **Cable, WI:** Wisconsin Emergency Services Conference, March, 2005.

Community risk reduction. **St. Cloud, MN:** Chief Officer Training Curriculum, National Fire Academy, March, 2005.

Charting a course to leadership (keynote address). **Cable, WI:** Wisconsin Emergency Services Conference, March, 2005.

Ethical leadership. **Branson, MO:** Missouri Fire Chief's Association Winter Conference, February, 2005.

Leadership. **Branson, MO:** Missouri Fire Chief's Association Winter Conference, February, 2005.

21st century leadership. **Kalamazoo, MI:** International Association of Fire Chiefs, February, 2005.

Dealing with difficult people. **Blaine, MN:** SBM Leadership Development Program, February, 2005.

Ethical leadership. **Blaine, MN:** SBM Leadership Development Program, January, 2005.

Fire service leadership. **St. Cloud, MN:** Chief Officer Training Curriculum, National Fire Academy, January, 2005.

Human resource management. **St. Cloud, MN:** Chief Officer Training Curriculum, National Fire Academy, January, 2005.

2004

Developing employee newsletters. **Rochester, MN:** Minnesota State Fire Chief's Conference, October, 2004.

Fire service leadership 303. **Marshall, MN:** Online course presentation. Southwest State University, Fall Quarter, 2004.

Ethical leadership. **New Orleans, LA:** Fire-Rescue International Conference, August, 2004.

Policy implementation. **New Orleans, LA:** Fire-Rescue International Conference, August, 2004.

Leadership. **Harrisburg, PA:** International Association of Fire Chiefs, May, 2004.

Leadership. **Pittsburgh, PA:** International Association of Fire Chiefs, March, 2004.

Leading volunteer emergency services. **Wellsburg, WV:** Upper Ohio Valley Regional Fire School, March, 2004.

Dealing with difficult people. **Charleston, WV:** Emergency Services Conference, February, 2004.

Leadership case studies. **Charleston, WV:** Emergency Services Conference, February, 2004.
Ethical leadership. **Charleston, WV:** Emergency Services Conference, February, 2004.
Recruitment and retention. **Charleston, WV:** Emergency Services Conference, February, 2004.

2003

Ethical Leadership. **Canaan Valley, WV:** State Instructor's Conference, December, 2003.
Understanding motivation. **Canaan Valley, WV:** State Instructor's Conference, December, 2003.
Leadership. **La Grande, OR:** International Association of Fire Chiefs, September, 2003.
Leadership. **Gig Harbor, WA:** International Association of Fire Chiefs, September, 2003.
Leadership. **Springfield, MA:** New England Fire Chiefs' Association Annual Conference, June, 2003.
Ethical leadership. **Ocean City, MD:** University of Maryland Fire-Rescue Institute, National Fire Service Staff & Command Program, March, 2003.
Leadership. **Chesterton, IN:** International Association of Fire Chiefs, March, 2003.
Emergency services leadership. **Wellsburg, WV:** Upper Ohio Valley Fire School, March, 2003.
Keynote address: Compassion and generosity. **Charleston, WV:** West Virginia Emergency Services Conference, February, 2003.
Leadership. **Charleston, WV:** West Virginia Emergency Services Conference, Charleston, WV, February, 2003.
Understanding motivation. **Charleston, WV:** West Virginia Emergency Services Conference, February, 2003.
Teambuilding and problem solving. **Charleston, WV:** West Virginia Emergency Services Conference, February, 2003.

2002

Leadership. **Orlando, FL:** Volunteer and Combination Officer's Symposium in the Sun, November, 2002.
Leadership: **Nashville, TN:** International Association of Fire Chiefs, October, 2002.
Current issues in the volunteer fire service. **Rochester, MN:** League of Minnesota Cities Annual Conference, October, 2002.
Recruitment and retention. **Kansas City, MO:** Fire-Rescue International Conference, August, 2002.

Ethical leadership. **Dallas, TX:** University of Maryland Fire-Rescue Institute National Fire Service Staff & Command Program, May, 2002.

Incident command. **Wellsburg, WV:** Upper Ohio Valley Fire School, March, 2002.

Leadership. **Chesterton, IN:** International Association of Fire Chiefs at the Duneland School of Emergency Response, March, 2002.

Volunteer leadership. **Charleston, WV:** State Emergency Services Conference, February, 2002.

Recruitment and retention. **Charleston, WV:** State Emergency Services Conference, February, 2002.

Dealing with difficult people. **Charleston, WV:** State Emergency Services Conference, Charleston, WV, February, 2002.

Leadership. **Winsor, Ontario:** International Association of Fire Chiefs, February, 2002.

2001

Leadership. **Canaan Valley, WV:** State Instructor's Conference, December, 2001.

Leadership. **Reynoldsburg, OH:** International Association of Fire Chief, October, 2001.

Incident command. **Wellsburg, WV:** Upper Ohio Valley Fire School, March, 2001.

Teambuilding. **Charleston, WV:** State Emergency Services Conference, February, 2001.

Problem solving. **Charleston, WV:** State Emergency Services Conference, February, 2001.

Dealing with difficult people. **Charleston, WV:** State Emergency Services Conference, February, 2001.

21st century leadership. **Greentown, IN:** International Association of Fire Chiefs, February, 2001.

Managing fire department personnel. **Minneapolis, MN:** Online course presentation. Hennepin Technical College, Winter, 2001.

2000

21st century leadership. **Windsor Locks, CT:** International Association of Fire Chiefs, November, 2000.

Incident management. **Wellsburg, WV:** Upper Ohio Valley Fire School, March, 2000.

1999

Leadership. **Canaan Valley, WV**: State Instructor's Conference, December, 1999.

Incident management. **Wellsburg, WV**: Upper Ohio Valley Fire School, March, 1999.

Marketing. **Columbus, OH**: Ohio Township Association Annual Conference, February, 1999.

PUBLICATIONS

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Gasaway, R.B. (2017) Deadly Dozen: Twelve barriers that flaw situational awareness, Part 3. *International Firefighter*. June, 2017

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Gasaway, R. B. (2015) *Situational Awareness Matters, Volume 3*. Gasaway Consulting Group, LLC.

Gasaway, R.B. (2014). Flawed Situational Awareness: The Stealth Killer of First Responders. Part 2. *International Firefighter*, 44. December.

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- Gasaway, R.B. (2013) Situational Awareness: Capturing cues and clues to enhance fireground safety. *Firefighting in Canada*, 57(3), 10-18.
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- Gasaway, R. B. & Kline, R. C. (2013). Understanding the ICMA's 20 Tough Questions Part 10. *Firehouse Magazine*, January.
- Gasaway, R. B. (2012). *Situational Awareness Matters*, Volume 1. Gasaway Consulting Group, LLC.
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- Gasaway, R. B. (2006). It all happens by magic. *Fire Engineering*, 159(2), 12-13.
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- Gasaway, R. B. (2005). The influence of paradigms. *Minnesota Fire Chief*, 41(5), 48.
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- Gasaway, R. B. & Wincik, V. A. (1992). On the job: Ohio. Fire destroys rubber processing warehouse. *Firehouse*, 17 (3), 26-27+.

MEMBERSHIPS & AFFILIATIONS

(listed alphabetically)

National Speakers Association – Minnesota Chapter

- Board Member, 2016 - 2018

Capitol City (MN) Regional Mutual Aid Association

- Member, 1999–2009

Center for Public Safety Excellence - Commission on Chief Fire Officer Designation

- Peer assessor, 2001–present

International Association of Fire Chiefs

- Active Member, 1990–2009. Life member 2009-present.
- Volunteer & Combination Chief Officer Section, 1999–present
- VCOS Leadership Development Program presenter, 2000–present
- Fire-Rescue International Program Planning Committee, 2004–2010

International Society of Fire Service Instructors

- Member, 1981–1999, 2004–present
- Chancellor, Instructor Credentialing Program: 2010-present

Minnesota State Fire Chiefs Association

- Member, 1999–present
- Education Committee, 2001–2016.

National Fire Academy Alumni Association

- Member, 1998–present

National Society of Executive Fire Officers

- Member, 2000–present

National Speakers Association – Minnesota Chapter

- Member 2014–present
- Board Member–2016-present

North Suburban (MN) Regional Mutual Aid Association

- Member, 2000–2009
- Mutual Aid Committee, 2001–2004

Ohio Fire Chiefs' Association

- Member, 1990–1999
- Education and Promotions Committee, 1993–1999

Ramsey County (Minnesota) Fire Chiefs Association

- Member, 1999–2009.
- County-wide Mutual Aid Committee (Chairman) 2000–2002

Summit County (Ohio) Fire Chiefs' Association

- Member, 1990–1999
- Board of Directors, 1993–1998
- Secretary, 1993–1996
- Labor-Management Committee, 1991–1999
- Summit County Children Services, Child Mortality Review Board, 1991–1997