

Curriculum Vitae

Dr. Richard B. Gasaway
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EXPERIENCE

President , Gasaway Consulting Group, LLC St. Paul, Minnesota	1992-present
Principle Consultant , Gasaway Safety Solutions St. Paul, Minnesota	2009-present
Webmaster , Situational Awareness matters!	2014-present
Resident Instructor , Executive Fire Officer Program, National Fire Academy Emmitsburg, Maryland	2009-present
Adjunct 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. 2004-2008
Dissertation topic: *Emergency Scene Decision Making: Understanding the Barriers Challenging Situational Awareness*. A cognitive neuroscience assessment of human factors that impact first responder decision making.
- 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)

- How smart workers use situational awareness to improve safety.
- 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. 2008-2016.
- **Chancellor, Instructor Credentialing Program.** International Society of Fire Service Instructors, 2010-2015

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-present.
3,500+ students and graduates.
- **Situational Awareness Matters Podcast Radio and YouTube Show:** 2014-present.
Over 1 million views/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

- **ExxonMobil.** Situational awareness consulting (2019)
- **Amgen Corporation.** Situational awareness consulting (2019-2020)
- **Winona Fire Department.** Leadership Consulting (2019)
- **Louisiana Pacific Corporation.** Tomahawk, Wisconsin (2019)
- **Pearl Harbor Naval Shipyard.** Oahu, Hawaii: Situational Awareness consulting and training. (2018-2019)
- **Georgia Pacific Corporation. Madison, GA.** Situational Awareness Consulting. (2018)
- **Temperature Specialists, Inc. St. Francis, MN.** Leadership Development Consulting (2018)
- **Portsmouth Naval Shipyard, Kittery, ME:** Situational Awareness Consulting (2017-2018).
- **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:** Situational awareness consulting (2014). 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.** Situational awareness consulting (2013-2015).
- **Nuclear Fuel Services: Erwin, TN.** Situational awareness consulting (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

2020

Situational Awareness Industrial Workers: Oswego, NY. Novelis Corporation Management Team. January 2020.

Flawed Situational Awareness: Denver, NC. Lincoln County Firefighters Association Training Symposium. January 2020.

Leader's Toolbox: Virginia, MN. Pike-Sandy-Brit Fire Department Officer Development Program. January 2020.

Firefighter safety: Mistakes & best practices: International Falls, MN. International Falls Fire Department Safety Seminar. January 2020.

Leader's Toolbox: Waconia, MN. Waconia Fire Department Officer Development Program. February 2020.

Flawed Situational Awareness: Columbia, SC. South Carolina Fire Chiefs Association Health & Safety Conference. February 2020.

Situational Awareness for Emergency Response Teams: Houston, TX. Exxon Mobil Global Response Management Team. February 2020.

Situational Awareness for Biotechnology Workers: Providence, RI. Amgen Corporation. February 2020.

Flawed Situational Awareness: Atascocita, TX. Atascocita Fire Department Safety Seminar. February 2020.

Leader's Toolbox: Atascocita, TX. Atascocita Fire Department Officer Development Program. February 2020.

On the Blink of an Eye: How Quickly a Firefighter can Die: Atascocita, TX. Atascocita Fire Department Safety Seminar. February 2020.

Firefighter Safety: Mistakes & best practices: Houston, TX. Champions Emergency Services District Safety Seminar. February 2020.

Situational Awareness Industrial Workers: Delaware City, DE. Delaware City Refining Company Management Team Meeting. February 2020.

Flawed Situational Awareness: Las Vegas, NV. Firehouse World Expo. February 2020.

Situational Awareness for Administrative Leaders: Orlando, FL. Center for Public Safety Excellence Conference. February 2020.

Flawed Situational Awareness: Annapolis, MD. Maryland Fire & Rescue Institute's National Fire Service Staff & Command Program. March 2020.

Firefighter Safety: Mistakes & best practices: Bloomfield, NJ. Bloomfield Fire Department Virtual Training Seminars. March-April 2020.

Situational Awareness 101: Saint Paul, MN. Gasaway Safety Solutions Virtual Summit. March 2020.

2019

Situational Awareness for Emergency Response Teams: Galveston, TX. ExxonMobil North American Operations Emergency Response Manager's Meeting. December 2019.

Flawed Situational Awareness: Lake Buena Vista, FL. Florida Fire Chiefs Association Safety Symposium. December 2019.

Flawed Situational Awareness: Grand Prairie, AB. County of Grand Prairie Fire & Rescue Services Safety Symposium. November 2019.

Situational Awareness for Biotechnology Workers: Providence, RI. Amgen Corporation. November 2019.

Deadly Situational Awareness Mistakes: Clearwater Beach, FL. International Association of Fire Chiefs Symposium. November 2019.

Situational Awareness for Highway Workers: Loveland, CO. Colorado Department of Transportation Traffic Incident Management Conference. October 2019.

Situational Awareness for Electrical Line Workers: Kansas City, MO. National Electric Linemen's Rodeo & Safety Conference. October 2019.

Flawed Situational Awareness: Peoria, IL. Illinois Fire Chiefs Association Annual Conference. October 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: Pipestem, 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 Winter 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. Mistakes & 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 Symposium. 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 Britain 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
- Gasaway, R.B. (2017) Deadly Dozen: Twelve barriers that flaw situational awareness, Part 2. *International Firefighter*. May, 2017
- Gasaway, R.B. (2017) Deadly Dozen: Twelve barriers that flaw situational awareness, Part 1. *International Firefighter*. April, 2017
- Gasaway, R.B. (2016). Climbing down the ladder of success. *Firehouse.com*.
- 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. & Kline, R. C. (2013). Understanding the ICMA's 20 Tough Questions Part 18. *Firehouse Magazine*, September.
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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. G. (2013). *Situational Awareness Matters*, Volume 2. Gasaway Consulting Group, LLC.
- 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. (2007). Making intuitive decisions under stress. Understanding fireground incident command decision-making. *International Fire Service Journal of Leadership & Management*, 1(1), 8-18.
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- Gasaway, R. B (2006). The leader-follower relationship. *Fire Engineering*. 159(7), 10-14.
- Gasaway, R. B. (2006). Are we having fun yet? *Fire Engineering*, 159(3), 18-20.
- Gasaway, R. B. (2006). FIREINadVICE on Financially Frustrated. *Minnesota Fire Chief*, 42(4), 51-52.

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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. (2005). And the survey says (Part 2). *Minnesota Fire Chief*, 41(4), 20-21.
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MEMBERSHIPS & AFFILIATIONS

(listed alphabetically)

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–2016-2018

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