FROM SOF TO STATION

What Operator Performance Science May Offer the Fire Service

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TRANSLATION, NOT TRANSFER

What human-performance problem is this practice trying to solve, and what would solving that problem look like here?

1 BEFORE — What are we building before performance is tested?

READINESS

Are the supports people need known, connected, and close to the work?

SELECTION

What does the role actually require here?

Competencies: What does effective performance look like?
Attributes: What characteristics may contribute to that performance?
Which one we are trying to assess?

DEVELOPMENT

Where can feedback, reflection, practice, and another opportunity happen close to the work?

What can we build around predictable role changes before the person has to navigate them?

2 DURING — What has to keep working while the work is happening?

ADAPTABILITY

Can people notice when the plan no longer fits, update, and respond?

TEAM FUNCTIONING

Do we have enough of a shared picture?
Can critical information move?
Is decision authority clear?

CHALLENGE

Can someone say, “The picture is wrong,” and have that information matter?

3 AFTER — What do we learn, restore, and carry forward after the work?

LEARN, RESET, RE-ENGAGE

What needs to be learned?
What capacity can be restored?
What needs follow-up?

TRAJECTORY + CONTEXT

Is recovery occurring over time?
What else is changing around the person?

STRENGTHS

What is this strength helping us do here?
What complementary capacity may need to come alongside it?

These are overlapping lenses. What happens after one period of work often helps shape readiness for the next. The question is not what transfers intact. The question is what principle is worth testing.

LOOK EARLIER. LOOK BROADER.

FROM SOF TO STATION

When something keeps recurring, a role changes, or performance becomes harder, widen the picture before deciding what needs to happen next. These are prompts, not a checklist or diagnostic process.

ARE THE SUPPORTS USABLE IN THE REAL SYSTEM?

KNOWN	Do people know what exists, what it's for, & when to use it?
CONNECTED	Does the system coordinate, or is the person or family navigating handoff alone?
CLOSE	Does the support understand the job, culture, demands, and context well enough to fit?

WHAT HAS TO HOLD UNDER PRESSURE?

PICTURE	What does everyone need to understand well enough to coordinate?
COMMUNICATION	Which information cannot disappear?
AUTHORITY	Who can adjust or act when the normal path fails?
CHALLENGE	Can someone question the picture and does it go somewhere useful?

SEE THE PERSON IN CONTEXT

VISIBLE	The person may be where the problem becomes visible.
CONTEXT	Role • Crew/Team • Leadership • Workload/Recovery • Family/Home • Transition
CAUTION	Sometimes the issue is substantially individual. Widen the lens before deciding.

WHEN THE ROLE CHANGES

IDENTITY	Who am I in this role now?
AUTHORITY	What is mine to decide or own now?
RELATIONSHIPS	What has changed with people who knew me in the prior role?
CONTRIBUTION	What does meaningful contribution look like now?

STRENGTHS LIVE IN CONTEXT

Commitment + Adaptability
Confidence + Humility
Belonging + Willingness to Challenge
Excellence + Recovery / Limits

Ask: What is this strength helping us do here? What can happen when it becomes rigid, over-applied, or the context changes?

WHAT TRANSLATES?

Choose one question or principle to revisit.

CARRY	ADAPT	LEAVE BEHIND
What principle is worth keeping?	What needs to change for this setting?	What depends on the SOF context?

ONE THING I WILL DO EARLIER OR MORE DELIBERATELY

In my role, team, or system: _____

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