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**Building Company
Vision & Values
with DEM Fire**



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CHAPTER 01

Introducing DEM Fire

DEM Fire is a model for Australian independent businesses, leading the pack in delivering award-winning fire safety and essential services for over 20 years.

Owned and operated by the Marshall brothers since its inception, the business has grown organically to support some of Australia's biggest names across a variety of sectors including Goodman International, Colliers, Stocklands, Sydney's University of Technology, Sydney Olympic Park Authority and Opera Australia.

Tom and Gary Marshall have created and built up a trusted and reliable organisation. Established on their superior expertise, dedicated workers, and exceptional client support.



The Situation

“We were in the right place at the right time with the expertise to fill the fire safety niche. That is how DEM Fire was born.” Tom Marshall

DEM Fire grew quickly and growth came with a new set of challenges. Faced with having to lead a large workforce, Tom and Gary’s ‘hands-on’ approach was no longer viable.

DEM Fire Snapshot

- Operating for over 20 years
- One of Australia’s leading independent fire safety and essential services providers
- Provide fire protection services to organisations across all Australian industries
- Award-winning industry leader

Family Business Australia Hall of Fame

Inductee 2020

Fire Protection Association Australia

Project of the Year 2018 (under \$1 Million)



“

Gary and I knew we needed to capture and share what was important to us as a business.

We understood that an aspirational vision and set of values was needed for our people to evoke the same passion we have for what we do. Our first couple of attempts to get the support we needed failed to have an impact.

We continued looking for the support we needed to get the message we wanted into the business.”

Tom Marshall, Managing Director, DEM Fire

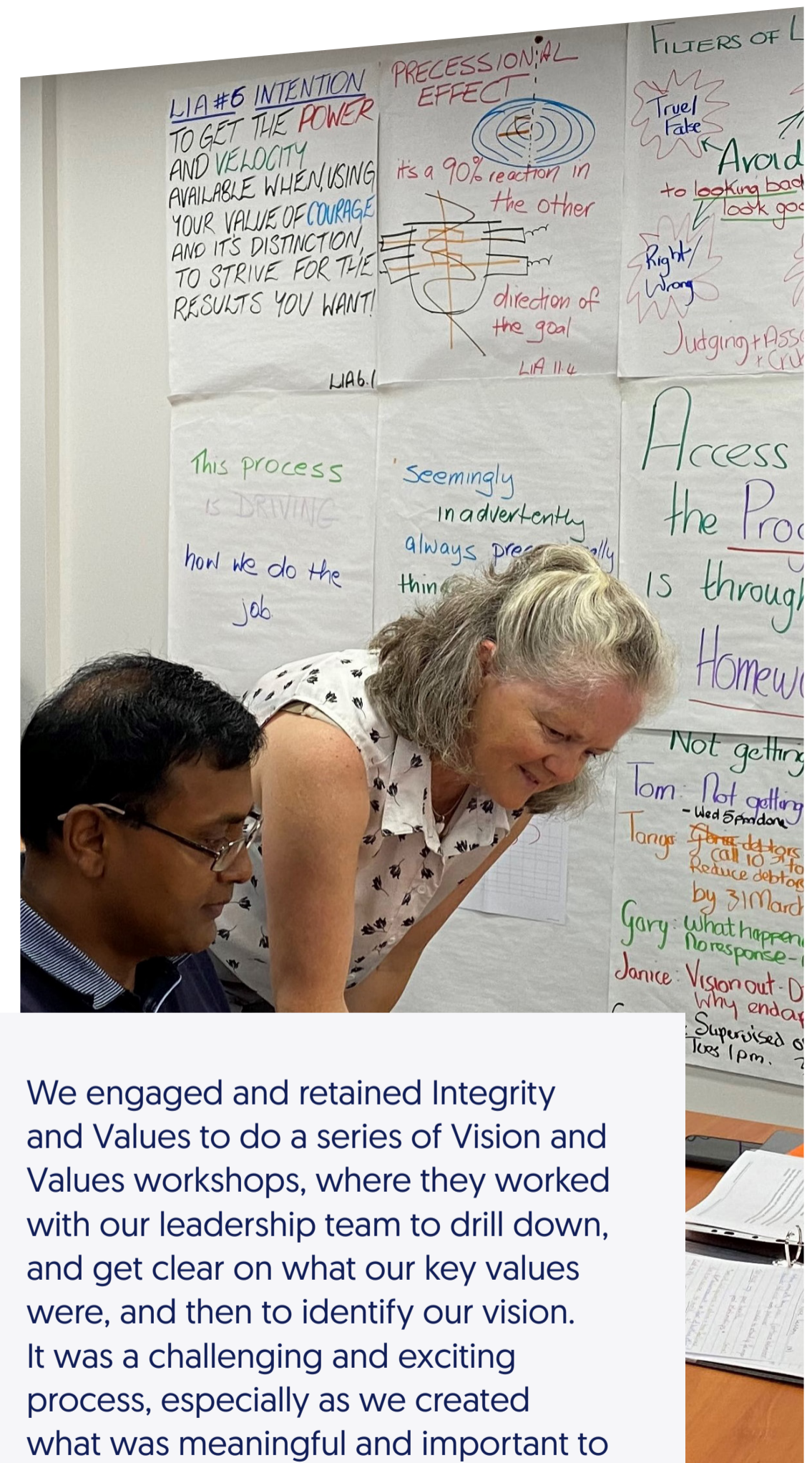
Enter Integrity and Values

“At a Family Business Australia National Conference in 2018, I heard Integrity and Values, CEO and Founder, Jennifer Elliott, speak on Vision and Values. I was impressed as Jennifer’s take on this topic was different to the usual ‘marketing spin’. She took the vision and values ‘off the wall’ and demonstrated how you could use your vision and values as a powerful tool in the business.

She gave actual examples of accountability conversations that their clients were having with their vision and values.

This resonated with me, and I wanted some of that. Our vision and values could be alive in the business and utilised on a daily basis.”

Tom Marshall, Managing Director, DEM Fire



“ We engaged and retained Integrity and Values to do a series of Vision and Values workshops, where they worked with our leadership team to drill down, and get clear on what our key values were, and then to identify our vision. It was a challenging and exciting process, especially as we created what was meaningful and important to us.

Tom Marshall, Managing Director, DEM Fire

Integrity and Values

- Australian family business
- Founded in 1991
- Leader in:
 - Cultural change
 - Leadership profiling
 - Executive coaching
 - Leadership Development
- **17,000+** Leadership profiles conducted
- **6,300+** Profile Feedback Sessions completed
- **21,000+ Hours** Leadership Coaching and Workshops



The Result for DEM Fire

Vision

Uncompromising in our commitment to fire safety.

Values

COURAGE – Set our own direction

COLLABORATION – Strengthens us

PASSION – Enthusiasm for the journey

Keeping it Alive

Keeping the Vision and Values alive so that it does not become wallpaper takes intentional practice on the part of the executive team. Make no mistake, if the executives are not the example, the people lose heart and the vision and values become an invisible piece of wallpaper.

Structures and practices are required in daily conversation. A practice that we give our clients is to choose a value that they will bring each day to their conversations and to share which value it is with another member of their team.

“ Our Vision and Values work with Integrity and Values has provided us with check points for the business to measure our decision-making against. I have learnt to ask myself these questions whenever I have a conversation or decision to make, ‘Does this decision align with our values?’, ‘How does this behaviour support our vision and values?’

For me, this is the most powerful tool from the work we did.

Gary Marshall, Director, DEM Fire



“ We were making history, I was excited and wanted everyone to be part of the creation and reap the rewards of the structure that a clear vision and values would give us. At the time some people didn’t want to be part of it, I felt pretty terrible about that, however, on reflection it was the best thing for the business.

The vision and values created a structure for us to have the hard conversations and keep us aligned in our decision-making in the business – giving us freedom.

The Vision and Values have become our barometer, and we are relying on them heavily during this pandemic. I recall a conversation with a member of our team who had not completed a job to DEM Fire’s standard. I used our vision to hold him to account – all I had to say was “How is that Uncompromising in Fire Safety?” for him to get it. That’s the power this work has given us!”

Tom Marshall, Managing Director, DEM Fire



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