

Q&A with Alex Redshaw: Insight into Training the Firefighter

By Alex Redshaw with Jillian Emma Hatcher and Jeremy Carter | <https://doi.org/10.65832/arehjc26>

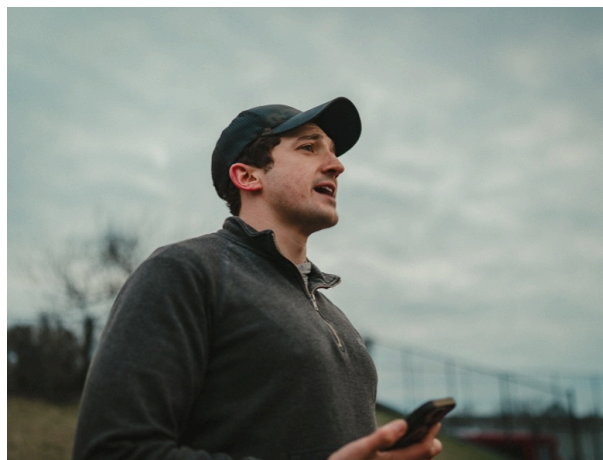
Disclaimer: The views in this article represent Alex Redshaw's perspectives and do not reflect those of O2X Human Performance or the Arlington County Fire Department.

Introduction

Alex Redshaw is an accredited Strength and Conditioning (S&C) Coach with the Australian Strength and Conditioning Association (ASCA) who holds undergraduate and postgraduate qualifications from the University of South Australia, where he completed a Bachelor of Exercise and Sport Science (Advanced Exercise Science) and a Master of Research (Health Sciences). With a decade of experience in the S&C field, working across both athletic and tactical populations, Alex is currently undertaking a PhD with the University of East London under the supervision of Dr. Lee Brown, investigating the health and performance profiles of firefighters from recruitment through to retirement.

With colleague Joel Dustan, he established the first civilian-led human performance program within the South Australian Metropolitan Fire Service in 2020. He relocated to the United States, in 2023, to join O2X Human Performance as program manager for the Arlington County Fire Department in Virginia. His professional focus centers on improving firefighter health, performance, retention, and career longevity while reducing injuries and occupational burnout. His work has included organizational return-on-investment analysis, long-term athlete development models for tactical populations, readiness monitoring, shift work programming, and the application of sport science principles to emergency services. Alex has also contributed to departmental policy development in areas including fatigue management, reproductive health, and return-to-work processes.

In addition to his applied work, Alex contributes regularly to professional education and industry outreach. He has published research in the *Journal of Strength and Conditioning Research* and has appeared on several professional podcasts, including the *Strength Coach Network*, *Samson Strength Coach Collective*, and *Coaches' AAR*. His ongoing work aims to bridge the gap between sport science and tactical performance, translating evidence-based practices into practical strategies for firefighters and other first responder populations.



Shown above is Coach Alex Redshaw training the firefighting population. Image provided by O2X Human Performance.

Many undergraduate and graduate students are interested in working with the tactical population but are not quite sure how to get involved in this group. What advice can you provide for breaking into this niche industry of human performance?

Breaking into the tactical human performance field can be daunting for undergraduate and graduate students alike because there is rarely a single, clearly defined pathway into the profession. However, there are several practical steps that can make entering the field far more achievable.

First, students should pursue formal qualifications relevant to their area of interest. For strength and conditioning (S & C) professionals, certifications such as the National Strength and Conditioning Association (NSCA) Certified Strength and Conditioning Specialist (CSCS) provide foundational knowledge and credibility. Achieving distinguished certifications demonstrates competence and commitment to the profession.

Second, students should prioritize gaining exposure to tactical populations early on and can even do so before obtaining formal certifications. Building cultural competency is critical in tactical settings, and many organizations value prior tactical exposure when hiring.

Opportunities can begin with volunteering through Reserve Officer Training Corps (ROTC) programs, shadowing local firefighters or law enforcement personnel, or simply leveraging personal and professional connections. Something as simple as completing a fire department ride-along, joining physical training sessions, and eventually assisting with programming can provide valuable insight into the demands and culture of the profession.

Third, seek out high-performance environments wherever possible. Many tactical organizations require candidates to have experience in collegiate or high-level sport settings because these environments develop coaching, communication, and organizational skills. During this phase, it is important to pursue meaningful responsibilities rather than passive involvement. Students should actively seek opportunities to coach, program, analyze data, and contribute to operations instead of only assisting with setup tasks.

Students should also diversify their skill sets and gain experience in a niche that sets them apart from the crowd. Tactical coaches are often required to operate beyond the weight room, with responsibilities spanning sport science, program management, policy development, data

analysis, and education. Being adaptable and solution-oriented is highly valuable in tactical settings where you're often the only member formally educated in health, wellness, and safety.

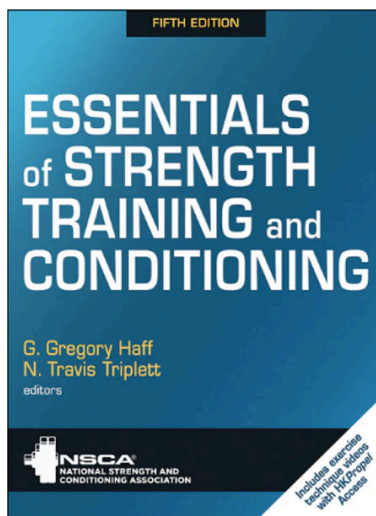
Finally, network like your life depends on it. Human performance is a relationship-driven industry, and many opportunities come through professional connections. Conferences such as the NSCA Tactical Annual Training can create relationships that significantly shape career trajectories. In many cases, careers in the tactical sector are built as much through trust and networking as through technical expertise.

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When people think of the tactical population, they almost exclusively think of the military and law enforcement populations. What insight can you provide for the firefighter population?

Firefighters represent a unique occupational group with distinct cultural, operational, and physiological demands that differ significantly from other tactical professions. One of the defining characteristics of the

fire service is its long-term career structure. Many firefighters enter the profession expecting to serve for twenty-five years or more, which creates a culture where individuals are heavily invested in both the organization and the people around them. Firefighters often sleep, eat, train, and work alongside the same crew of four to sixteen individuals for years at a time. Unlike many law enforcement settings where officers may patrol independently, firefighters operate almost exclusively in team environments. Success and safety depend heavily on trust, communication, and collective performance. The dynamics create strong interpersonal bonds and a team-first mentality that heavily influences training, recovery, and workplace culture to a point that the term *family* is used commonly when referring to this population.



Contrary to popular belief, many firefighters more closely resemble the physical make-up of the general population than that of elite athletes, despite being expected to perform extraordinary occupational tasks. Body composition and cardiovascular fitness metrics are often comparable to community averages, yet these individuals may suddenly be required to carry heavy loads on stairs, work in extreme heat, or handle patients in functionally awkward environments. This paradox between performance requirements and readiness to respond creates an elevated risk for injury and fatigue-related issues. As practitioners, this known gap means that programs must focus on foundational health behaviors just as much as high-performance outcomes. Sometimes the most impactful intervention is not an advanced training program, but an improvement of sleep, hydration, movement quality, or basic aerobic fitness.

Additionally, there is a major disconnect between public perception and the reality of the job itself. Most people associate firefighting primarily with fire suppression, yet approximately ninety percent of calls are emergency medical service (EMS) related. As a result, many occupational injuries do not occur during dramatic fireground operations, but rather during repetitive

patient handling tasks performed in controlled yet unpredictable environments. These demands require firefighters not only to possess strength and fitness but also to understand techniques associated with safe manual handling, movement efficiency, and recovery strategies to sustain performance across an entire career.

What made you interested in working with the firefighter population?

Like many children, I originally dreamed of being involved with elite sport. At first, I wanted to play professionally, but it became clear fairly quickly that I probably did not have the athletic talent for that pathway. What I did know, though, was that I loved the culture of these environments. I was drawn to the camaraderie, shared purpose, and pursuit of excellence that existed within team settings. Growing up in regional South Australia, my only exposure to the fire service came through the local volunteers at the Mylor Country Fire Service. During bushfire seasons, my family would occasionally be required to evacuate our home, and those firefighters were the people protecting our community. At the time, however, I never really considered firefighting to be a professional pathway or an area where someone could work in human performance.

My entry into the tactical field happened somewhat unexpectedly during my final semester of university. A professor asked what my plans were after graduation and offered to supervise me in a master of research program focused on athlete performance at the South Australian Sports Institute. That opportunity aligned perfectly with my interests at the time, as I had always envisioned working with athletes rather than in clinical or general population settings. A few weeks into planning the project, my supervisor mentioned there was a research scholarship with the South Australian Metropolitan Fire Service about to open. He explained that it would involve pivoting from sport into the tactical space and was an incredibly unique opportunity, because there were very few civilian human performance roles within Australian first-responder agencies at the time.

I was fortunate enough to receive the scholarship and spent the following eighteen months investigating the health and performance profiles of professional firefighters. What began as an unexpected opportunity quickly became a passion. I realized that the fire service had many of the same qualities that I loved about elite sport: teamwork, accountability, resilience, and culture, but with the added purpose of directly serving the community. That experience ultimately led to a full-time role establishing the department's first functional



Shown above is Alex Redshaw conducting weekly reactive strength index testing on an Arlington County Fire Department recruit. Image provided by O2X Human Performance.

fitness program and shaped the direction of my career moving forward.

What are the challenges of working with the firefighter population and how can you offset these challenges?

One of the biggest challenges of working with the firefighter population is the scale and structure of the workforce itself. In many departments, practitioners are responsible for supporting personnel spread across enormous geographic regions. In South Australia, for example, there were only two of us managing health and performance initiatives for more than 1,200 firefighters across roughly 400,000 square miles. Such ratios make consistency, relationship building, and direct oversight

difficult. To offset this imbalance, programs have to prioritize scalability and simplicity. Building strong internal champions within stations and creating resources that firefighters can implement independently becomes critical for long-term success.

Shift work and fatigue also significantly affect program engagement. Firefighters may arrive at training sessions after poor sleep, overnight calls, or extended operational periods, making buy-in for structured physical training difficult. I have often found success using lower-threat interventions such as twenty-minute mobility sessions, recovery work, or health education discussions that integrate into the daily routine without creating additional burden. A forty-five-minute workout may sound

manageable on paper, but if it also requires changing clothes, showering, and extending the workday, compliance drops quickly.

Finally, the fire service can sometimes be resistant to change due to its deeply ingrained traditions and culture. There is a common saying within the profession: “Firefighters hate the way things are, but they hate change more.” Successfully implementing change requires patience, relationship building, and demonstrating value incrementally rather than attempting a sweeping reform too quickly.

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What insight can you provide to a strength and conditioning professional who is new to working with firefighters?

One of the most important pieces of advice that I would give to a strength and conditioning professional entering the fire service is to spend less time waiting for firefighters to come to you and more time meeting them where they are. Relationship-building is critical in this environment. When I first started with the Arlington County Fire

Department, I made it a priority during my first year to visit every station and every shift rotation roughly once every six to eight weeks. Those visits were rarely centered around formal training sessions. Often, they were simply opportunities to introduce myself, ask questions, break down barriers, identify common pain points such as sleep, soreness, nutrition, or fatigue, and provide low-threat educational support that addressed those concerns. If practitioners remain confined to headquarters or the training academy, it becomes very difficult to build the trust and buy-in needed for meaningful program adoption.

Another important lesson is to say yes to opportunities that help integrate you into the culture. Join crews for lunch or dinner, attend retirement events, participate in functions, and show up to social gatherings when appropriate. In the fire service, relationships matter enormously. There is a common saying that people in this field do not care how much you know until they know how much you care. Demonstrating genuine investment in the people and culture goes much further than technical expertise alone. In saying that, being curious about the job itself is also important. It's been my experience that crews are more than happy for you to join on ride-alongs and training events, as it shows that you're invested

in learning the demands and nature of what they are proud to do.

It is also important to recognize that not every firefighter is motivated by the same goals. While occupational performance and injury prevention are important, they are often not the primary reason that someone engages with a health and performance program. Some firefighters simply want to reduce pain so that they can comfortably reach retirement and spend time with their grandchildren. Others may be training for endurance events outside of work. Understanding each individual's “why” allows practitioners to better tailor communication, programming, and support strategies. The more personal and relevant the approach feels, the more successful long-term engagement tends to be.

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How do you apply data to sustain your human performance program?

Data plays a critical role in sustaining and justifying a

human performance program, particularly within a setting like the fire service, where resources, staffing, and organizational buy-in are often closely scrutinized. For me, the key is ensuring that the data collected is both actionable for practitioners and meaningful for leadership.

Within the academy setting, we focus heavily on impact metrics that demonstrate how the program is influencing recruit health, readiness, and operational performance. This includes tracking improvements in strength, aerobic fitness, muscular endurance, and body composition throughout the academy. We also monitor injury trends and compare rates before and after the implementation of structured human performance initiatives (i.e., pre-post O2X intervention). These outcomes

help demonstrate the practical value of integrating health and performance professionals into the firefighter recruit training process.

Beyond performance testing, we also use both objective and subjective readiness monitoring strategies throughout the academy. Recruits complete daily wellness questionnaires that assess sleep quality, stress, soreness, and rate of perceived exertion, while weekly force plate jump assessments provide insight into neuromuscular readiness and fatigue. The goal is not simply to collect data for the sake of it, but rather to use it to guide decision-making. If we identify trends in fatigue or recovery issues, we can modify physical training loads or even adjust operational training demands to better support performance and reduce injury risk.

In the field environment, data collection looks slightly different. Much of the focus shifts toward outreach and engagement metrics that demonstrate program utilization and organizational reach. This aspect includes tracking station visits, health and wellness consultations, readiness assessments, health education sessions, and return-to-work clients managed throughout the year. These metrics help identify where support is being utilized, where gaps may exist, and how resources can be allocated more effectively.

Ultimately, data allows a human performance program to move beyond anecdotal success stories and to demonstrate measurable organizational impact. When collected and communicated effectively, it becomes a powerful tool for sustaining long-term support from both firefighters and their leadership.



Shown above is Alex Redshaw providing an overview of the final physical performance evaluation to Arlington County Fire Department's recruits. Image provided by O2X Human Performance.

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What are your recommendations for the long-term development of the firefighter?



Shown above is Alex Redshaw leading a dynamic warm-up with Arlington County Fire Department recruits. Image provided by O2X Human Performance.

My recommendations for the long-term development of firefighters begin with prioritizing sleep and fatigue management. Within our recruit academy, I deliver a comprehensive health education curriculum centered around this concept, because sleep disruption is one of the earliest and most significant occupational stressors that firefighters encounter. It only takes a few years of chronic shift work disruption for issues such as sleep apnea, restless leg syndrome, nocturia, shift-work disorder, elevated cortisol levels, and circadian rhythm misalignment to begin emerging. These challenges can compound over an entire career if not addressed early.

Sleep is foundational because it influences nearly every aspect of firefighter health and performance. Adequate sleep supports

cognitive function, decision-making, reaction time, physiological repair of muscles and tissues, hormonal regulation, and emotional resilience. It also plays a significant role in reducing risk for musculoskeletal injuries, cardiovascular disease, heat illness, and even certain cancers that have been associated with firefighting. In many ways, sleep becomes the foundation upon which every other health behavior is built.

I often explain to recruits that health behaviors tend to stack together. If you are sleeping well, you are generally more likely to eat well, manage stress better, and feel energized enough to exercise consistently. Conversely, when sleep deteriorates, nutrition, recovery, motivation, and physical performance often decline alongside it. Because of this, consistency becomes far more

important than perfection. Sustainable habits practiced over years and decades will always outperform short bursts of extreme motivation.

I also encourage firefighters to recognize that it is okay to prioritize themselves. This profession is built around serving others, often at the expense of personal health and recovery. Over time, that mindset can create burnout and neglect of long-term well-being. Taking care of one's own physical and mental health should not be viewed as selfish, but rather as essential to sustaining a long, healthy, and effective career in the fire service.

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How do you manage/balance shift work programming for the firefighter?

When programming for firefighters, I generally use two different approaches depending on the individual's schedule, goals, and operational demands. The biggest consideration is always balancing performance development with recovery and

readiness. Unlike athletes who typically know when competition is occurring, firefighters can be called upon to perform at a high level at any moment, even in the middle of a training session.

The first approach is built directly around the shift schedule itself and is usually more performance-focused. At the Arlington County Fire Department, firefighters work a 24-on (Day 1), 24-off (Day 2), 24-on (Day 3), 24-off (Day 4), 24-on (Day 5), 96-off (Days 6–9) rotation from 6 a.m. to 6 a.m. On shift days (Days 1, 3, and 5), I typically recommend lower-volume maintenance lifts with moderate intensity and limited high-repetition work. The goal is to maintain strength and movement quality without creating excessive fatigue or soreness, especially considering a crew could be dispatched to a structure fire forty-four-minutes into a forty-five-minute workout. Operational readiness always takes priority over training stimulus.

On the “middle” off days between shifts (Days 2 and 4), I generally emphasize recovery. This may include sleeping in, taking a morning nap if needed, and performing lower-intensity outdoor activities that encourage movement without excessive physiological stress. Activities such as easy runs, circuits, or aerobic conditioning at a moderate rate of perceived exertion help support recovery while also promoting sunlight

exposure, vitamin D production, and improved circadian rhythm regulation.

The 96-hour off period (Days 6–9) is where more traditional strength and conditioning work can occur. During this block, firefighters often have the physical and mental bandwidth to complete more structured push-pull-legs or upper-lower split programs, depending on personal preference and goals.

The second approach is a more traditional seven-day framework, which tends to be more health-focused and flexible. This method usually includes three to four days of resistance training combined with one to two days of mixed-method conditioning such as running, rucking, or cycling. Ultimately, the best program is one that fits the realities of the firefighter's schedule while remaining sustainable long term.

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What can we learn from sports when it comes to improving performance and reducing injuries in the firefighter population?

There is a tremendous amount that the fire service can learn from the sporting world when it comes to improving

performance, reducing injuries, and sustaining long-term occupational readiness. Many of the challenges faced by firefighters, such as fatigue, workload management, recovery, and return-to-duty decision making, are already areas where elite sport has developed sophisticated systems and best practices.

One of the most valuable concepts is readiness monitoring. In the academy environment, readiness tracking is relatively straightforward, because attendance and compliance can be controlled. However, the greatest opportunity likely exists within the field environment, where participation cannot be mandated as easily. Tools such as fatigue questionnaires, wearable technology, sleep tracking, and subjective wellness assessments can provide meaningful insight into how firefighters are tolerating operational stress. In a profession where fatigue can affect not only the individual but also the safety of the crew and the public, these systems can help identify elevated injury or performance risk before a major incident occurs.

Another important lesson from sport is the value of periodized training. Historically, some tactical environments have relied on the mindset that every session should push individuals to exhaustion to build toughness or resilience. Elite sport has shown that performance is optimized not through

constant maximal effort, but rather through structured training that strategically balances stress and recovery. Firefighters need to arrive operationally ready, not simply fatigued from training. Thoughtful programming that accounts for sleep disruption, call volume*, and operational workload can improve both performance and long-term health outcomes.

Finally, the fire service can learn a great deal from sport-based return-to-play models. Return-to-work practices within first responder populations are often fragmented, with injured personnel receiving care externally from providers who may have a limited understanding of occupational demands. Sport has demonstrated the value of structured rehabilitation progressions, objective testing, and work-hardening protocols that create accountability and measurable milestones before returning individuals to full duty. Applying these principles to the fire service can improve clinical outcomes, shorten recovery timelines, and ensure firefighters return to work physically prepared for the demands of the profession rather than simply cleared to participate.

*"Operational readiness
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**In the fire service, call volume is often used as a measure of operational demand and workload.*

A station with a high call volume may respond to dozens of incidents during a twenty-four-hour shift, while a low call volume station may only respond to a handful of calls. Call volume can vary significantly based on factors such as population density, station location, staffing models, seasonal trends, and special events. Therefore, call volume is one of the most significant operational factors influencing firefighter health, safety, and performance. As call volume increases, opportunities for recovery decrease, creating cumulative physical and mental stress that can affect firefighters both on and off duty.

What are the common movement problems in the firefighting population? Why are these movement problems occurring?

The most common movement-related issues in the firefighting population are consistently present in the same three areas: the back, knees, and shoulders. These account for the majority of musculoskeletal injuries across departments and are largely driven by the interaction between occupational demands, equipment constraints, and movement environments rather than isolated fitness deficits.

A key contributing factor is the impact of personal protective equipment on fundamental movement quality. In particular, biomechanically restrictive firefighting boots significantly limit ankle dorsiflexion. This restriction alters normal movement mechanics and forces

compensatory strategies further up the kinetic chain. When ankle mobility is limited, firefighters often shift load and movement demands to the knees, hips, and lower back. Over time, this "transfer effect" can increase stress on these regions, particularly during repetitive or high-load tasks.

Most injuries do not occur during extreme fireground scenarios, but rather during more routine manual handling tasks. These include lifting and moving heavy equipment, dragging hoses, or assisting and transferring patients in EMS settings. These environments are often unstable, time-sensitive, and unpredictable, which further increases the likelihood of poor positioning or suboptimal movement strategies under fatigue.

Shoulder injuries are also common due to repetitive overhead work, load carriage, and the need to manipulate equipment in awkward environments. Combined with trunk and lower limb compensations, this creates a system where inefficiencies at the ankle can cascade upward, increasing overall injury risk.

Ultimately, these movement problems are not the result of a lack of effort or resilience, but rather a combination of equipment limitations, environmental constraints, and repeated exposure to physically demanding tasks. Addressing them requires not only strength and conditioning interventions but also an understanding of how gear, task demands, and movement mechanics interact in real-world operational settings.

What are some simple corrective exercises that firefighters can do to minimize these movement deficiencies?

A practical way to address movement deficiencies in firefighters is to focus on simple, repeatable interventions that improve mobility, control, and load tolerance without adding unnecessary complexity or fatigue. The goal is to make movement preparation part of their daily routine, just like checking the rig.

Given that limited ankle dorsiflexion is a common upstream driver of knee, hip, and back issues, ankle mobility should be a primary focus, so these structures are not additionally stressed during non-operational movements (i.e., gym, leisure sport, running). Simple interventions such as half-kneeling dorsiflexion stretch, knee-to-wall ankle mobilization, and eccentric calf raises through full range can help restore and/or maintain usable ankle motion.

For the knees and hips, integrating controlled single-leg strength and stability work is key. Unilateral exercises such as split squats, step-ups, and single-leg Romanian deadlifts help reinforce alignment under load and improve the body's ability to manage asymmetrical positions common in patient



Images 1 and 2: Depiction of half-kneeling dorsiflexion stretch and depiction of knee-to-wall ankle mobilization, respectively.



Images 3 and 4: Depiction of eccentric calf lowering.

handling, disembarking the rig, and working in other uneven environments. The emphasis should be on slow, controlled movement rather than high volume or maximal loading.

For the back and shoulders, the focus should be on trunk stiffness, scapular control, and pulling strength. Simple but effective options include dead bugs, side planks, and Pallof presses. These help build resilience against the rotational and compressive forces firefighters experience when lifting, dragging, or carrying awkward loads. For the

shoulders specifically, banded external rotations, kettlebell bottom-up presses, hand plank shoulder taps, and controlled rows can help reinforce better positioning and reduce strain during overhead or extended carrying tasks.

Importantly, these exercises are most effective when integrated into warm-ups, shift-based maintenance sessions, or short recovery blocks rather than treated as separate, time-intensive programs. Consistency, not complexity, is what drives meaningful change in this population.



Images 5 and 6: Depiction of dead bugs. Images provided by O2X Human Performance.



Images 7 and 8: Depiction of Pallof presses. Images provided by O2X Human Performance.



Images 9 and 10: Depiction of banded external rotations. Images provided by O2X Human Performance.

Any insights you would share with your younger self about training the firefighter population?

If I could offer advice to my younger self about training the firefighter population, it would start with simplifying everything. Early on, it is easy to become overly focused on programming complexity, advanced training methods, or trying to apply the latest ideas from sport. In reality, the most effective approach in the fire service is to design group programming around the lowest common denominator, then build progressions for those who can tolerate more. The priority should always be creating short, sharp, and engaging sessions that every firefighter can complete successfully and leave feeling better than when they started. The goal is not to impress with complexity, but rather to drive consistent participation and small, sustainable improvements over time.

I would also emphasize the importance of relationship-building above almost everything else. In this environment, credibility is not earned through programming alone. It is also earned through trust, presence, and consistency. Continuing to put yourself out there, show up at stations, ask questions, and learn directly from firefighters and operational leaders is essential. The best practitioners are

those who remain curious and willing to be taught by the very population they are trying to support.

Finally, I would remind myself that I do not have all the answers, and that it is not a weakness—it is an advantage when working in a complex, high-risk environment like the fire service. Being willing to lean on colleagues, share ideas, and seek input from experienced professionals leads to better decision-making and stronger programs. The most effective outcomes come from collaboration, not isolation.

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Any final thoughts tactical human performance?

Working in tactical human performance is one of the most rewarding professional experiences available, particularly when viewed through the lens of impact and service. There is something uniquely fulfilling about supporting the individuals who, in turn, protect and serve our communities every day. Firefighters and other tactical professionals operate in environments where their

health, safety, and performance directly influence not only their own outcomes but also the wellbeing of the public they serve.

By contributing to their health, wellness, and safety through structured human performance support, the effect extends well beyond the individual. Improvements in fitness, recovery, injury prevention, and readiness ripple across crews, stations, and ultimately the broader department. In many cases, these improvements also translate into better service delivery and safer outcomes for the communities that they protect. That sense of downstream impact is one of the most meaningful aspects of this work.

Unlike elite sport environments, where high-performance support is often expected as standard and heavily resourced, tactical environments are very different. In the fire service, presence and expertise are valued deeply because they are not always guaranteed or consistently embedded. As a result, when practitioners do show up, engage authentically, and provide meaningful support, it is often highly appreciated and never taken for granted. This reality leads to a level of professional fulfillment that is difficult to replicate elsewhere.

For anyone working in sport who feels that they may be seeking a different sense of

purpose or impact, tactical human performance is worth serious consideration. There is a unique blend of challenge, autonomy, and service in this space that is difficult to find in other performance environments. If you are driven by helping others and want your work to have a tangible, real-world impact, there is truly nothing quite like it.

Pictured in article is *Essentials of Strength Training and Conditioning*, a guide from the National Strength and Conditioning Association (NSCA), available through Human Kinetics. It is the premier way to prepare for the NSCA's CSCS.

To hear Coach Alex Redshaw speak on "Scalable Readiness Monitoring in Tactical Populations: From Elite Sport to the Fireground," you can attend the National Strength and Conditioning Association's 2026 Tactical Annual Training in Orlando, Florida. This event can be attended in person in August or streamed via the NSCA.



O2X Human Performance provides comprehensive, science-backed programs to hundreds of public safety departments, federal agencies, and the military. O2X works with clients to elevate culture, improve mental and physical wellbeing, support healthy lifestyles, and reduce healthcare costs associated with injuries and illnesses. Driven by results and cutting-edge research, O2X programs are designed and delivered by a team of Special Operations veterans, high level athletes, and hundreds of leading experts in their respective fields of human performance.

