



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – July 26, 2019

This Edition:

The Chief's Desk.....Page 2
For Leaders, Decency Is Just as Important as
Intelligence Page 3
Engaged Followership: The Foundation of
Successful LeadersPage 3

Quote of the Week

"You can do what I cannot do. I can do what you cannot do. Together we can do great things."

-Mother Teresa



Courtesy of FOX 10, and
Microsoft Snippet Tool 😊

I like Pralines and Cream ice
cream Chief Abel..... Baskin
Robbins is preferable 👍

The Chief's Desk



Last week Friday Jen and I attended the annual Prescott Valley Chamber Banquet. This year they celebrated their 45th Anniversary. What a fantastic milestone, congratulations Marnie Uhl and staff! CAFMA was recognized as the Chamber's Partner of the Year with a beautiful plaque pictured to the side. I'd like to thank everyone that plays a role each year in organizing CAFMA's participation in Chamber events as well as those that actually come out and participate. I think it is fantastic for our organization to be recognized as an active community partner.

As you may have seen in Patty's email earlier this week, we have made conditional offers of employment to five new firefighters. We did hire two additional Jakes. To that end, we may have to put a moratorium on hiring people with the first name of Jake and/or the last name of Smith. It's hard to keep you all straight 😊 The academy is scheduled to begin September 9th. We plan to hold another Firefighter testing process in January.

On Sunday I received a call from Engineer Mike Kontz that no fire chief wants to receive. He told me that FF Aaron Moore had received burn injuries while rushing to assist another firefighter. Both were going to be flown from the scene to the Maricopa Burn Unit in Phoenix. Because Mike is also the Union VP and was a little busy at the time, I asked if he wanted me to reach out to Scottsdale Chief Tom Shannon to request Member Services.

We all know about the fire family and have witnessed it at its best. When Nathan Rendl was struck by a car, the rapid response and outpouring of support from Phoenix Firefighters, Member Services, as well as our CAFMA family was amazing. It was both impressive and emotionally moving to see everyone and everything working together to provide support. No matter how many times we see or experience our fire family, both internally and externally, it is awe inspiring.

After speaking with Mike on Sunday, I called Tom who was on his way home from Flagstaff. He told me not to worry about anything, that he had us covered. Not only did he call representatives for Member Services, he, or someone with the Union, got in contact with PFFA President Bryan Jeffries. Bryan called me from a conference in Tahoe to ask how the firefighters were doing, what we needed, and to tell me that they had everything handled.

Continued page 4

Upcoming Events:

July 29 – PAL Meeting
July 30 – Try to visit stations
July 31 – Try to visit stations
Aug 1 – Try to visit stations

Board Meeting:

August 26th Chino Valley Town Hall

CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830



For Leaders, Decency Is Just as Important as Intelligence

By: Bill Boulding

**Remember
basic
human
decency?
Good times.**

Business leaders make decisions each day: big and small, positive and negative. All of them affect employees, customers, shareholders, communities, and even society as a whole. To make these decisions in moral and ethical ways, I believe we must adapt the essential qualities of a leader. Successful leaders today and in the decades to come must possess triple-threat leadership capability: IQ+EQ+DQ. In other words, they must possess a combination of two familiar attributes — intellect and emotional intelligence — and one that I believe must be recognized and elevated: decency.

Competency in business is essential, and intellect, which I refer to here as IQ, is probably the trait most commonly associated with successful business leadership. We aren't talking just about an IQ test score, but about the broad idea of business competency and an understanding of what it takes to be successful today.

Most leaders are also familiar with the concept of EQ, which is the self-awareness of emotions, both others' and your own. Possessing high EQ means a manager can understand how someone is feeling and can read a room and act on that information. However, EQ doesn't mean a person's actions take into account what is best for others. Emotional awareness and empathy don't equate to compassion and integrity. People can have EQ yet use it to manipulate people for self-interest. EQ doesn't always mean doing the right thing.

HBR.org

Engaged Followership: The Foundation of Successful Leaders

By: JUNKO SASAKI AND KEN ROYAL



Leadership is a buzzword; countless bestselling books, articles and blogs have been written about leadership. Courses and executive retreats dedicated to leadership training are everywhere. Yet, no one talks about the people these leaders lead. Followership is often overlooked, but it is just as important as leadership. Without engaged followers, leaders cannot be successful.

Great leaders have great followers. To unleash the power of leadership, engaged followership must be built.

Engaged Followership: Whose Responsibility Is It?

How can one build effective followership? Leaders can order followers to "change the culture," "be more engaged" or "follow my vision," but the reality is that followership ultimately depends on individual employees, as we all have free will.

Encouraging employees to own their engagement is critical for changing behaviors and transforming an organization's culture. Employees cannot solely rely on their manager to make them engaged, nor can they singlehandedly blame them for being disengaged. However, the manager is key to creating a foundation for strong followership.

Why would leaders want employees to take responsibility for their engagement? Because an organization that encourages followers to be responsible for their own engagement fosters creativity, innovation, accountability, agility and psychological safety. In fact, according to Gallup research, engaged employees are 10 times more likely than actively disengaged employees to strongly agree that they can take creative risks at work.

[Gallup.com](https://www.gallup.com)

Chief's Desk Continued

What I didn't know at the time was that Tom had not driven home, but instead went straight to Maricopa County Hospital along with Member Services. Together they met the helicopters and helped guide both family and colleagues. It didn't matter that one firefighter was green, Federal Forest, and one was blue, structural, their focus was on injured firefighters.

Tom remained in the ER waiting for Captain Bryan Burch and me to arrive from Prescott. Throughout our drive to Phoenix he was texting status updates e.g. who had arrived, and medical conditions. Fortunately the new staff car reads texts and responds to texts all hands free.

One of our other new Firefighters, Leslie, lives in the area and went to the hospital to see Aaron and support his wife Rachel. Once Bryan and I arrived, Tom provided us updated information and made sure we had access to Aaron before he left. Phoenix Fire Car 959, Captain Johnson, met Aaron and the injured Forest Service Firefighter at the hospital along with Pete and Nacho from member services. Car 959 is their EMS liaison who also serves to move red tape out of the way at hospitals. I cannot tell you how comforting it is to walk into an ER and be met by such an outstanding support group.

Aaron was released from the hospital on Wednesday this week and is now convalescing at home. He is still in a lot of pain, but expected to be back to work in about a month. He and Rachel greatly appreciate the outpouring of support from the CAFMA family! Aaron was concerned about how much ice cream he would have to buy, but since the paper used the picture of him and the owl again, I told him that would be considered double jeopardy. Besides, we should have plenty of ice cream from Chief Abel 😊

Cody, the Forest Service Firefighter, suffered burns from the waist down as well as to his forearms and hands – this information was in the Courier. He has undergone some additional medical procedures and will have a long road to recovery. Pete Gordon, Chief of the Prescott National Forest (PNF), and I are trying to coordinate a day next week that we can visit Cody in the burn unit. I saw him in the ER, and Chief Polacek and I tried to visit him Tuesday when we were down visiting Aaron. Unfortunately, it was not a good time for a visit so we didn't get to see him.

As you can imagine, two firefighters suffering significant injuries will trigger an investigation. To that end, not many details surrounding the event can be released at this time. There will likely be an AAR once the investigation is complete. What is known at this point is that when Cody became trapped, Aaron ran toward him to render aid.

I have reached out to Chief Shannon to offer our gratitude, as well as to Phoenix Chief Kara Kalkbrenner, Assistant Chief Mike Duran III, PFFA President Bryan Jeffries, and Member Services Coordinator Ray Maione. The fire service family in our State is alive and well! Thank you all.....
