



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **September 13, 2019**

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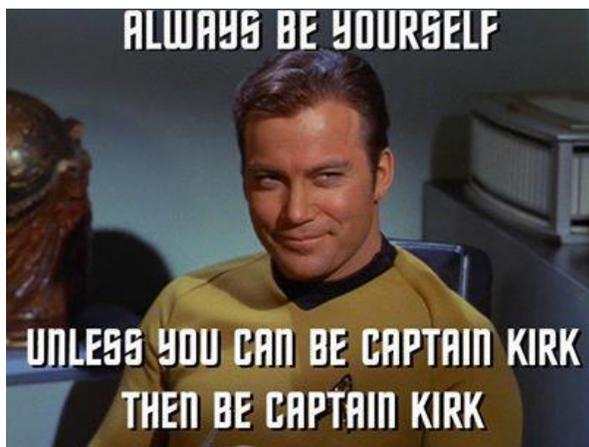
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Quote of the Week

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

-John Quincy Adams

Congratulations Captain Ben Roche on your election to President of Local 3066! We appreciate everything that former President Captain Tom Haney did for the Local and look forward to his continued effort and support as the organization moves forward.



Congratulations Captain Kirk on your election to a trustee position with the union. I may not know exactly what it is, but I know you are part of the E-Board, and you have the coolest name ever! I look forward to working with you.

The Chief's Desk

Good morning from Kansas City, MO! I am in town for a one day seminar entitled *How to Survive the Fire Service*. Some of the leading minds from around the country will be presenting information related to their studies into firefighter cancers, PTSD, sleep deprivation, cardiac issues, etc. The idea is to provide participants with tools they can take back to their agencies in an effort to better protect and provide for all of you.

We're seeing too many firefighters around our state being diagnosed with and battling various forms of cancer. I think we are all aware of the issue of PTSD, but how do we provide the best care and culturally competent counselors who can truly help you? There are several of us from Arizona attending the seminar in hopes of bringing the information back to our organizations as well as to a new collaborative state effort.

Now that you know what I am up to this weekend, let's shift gears and discuss our upcoming promotional opportunities. The Engineer's test has been announced and will be followed by Captain, Battalion Chief, and Assistant Chief testing. Looking ahead, we expect our Battalion Chief core to completely turn over in the next 5-7 years along with multiple company officer and engineer positions. The question for each of you is this – are you ready?

I think it's important for you all to understand the philosophies and expectations that we have for those seeking leadership positions. First and foremost, the engineer's position is a leadership position. Please do not consider the position as someone who just drives the engine i.e. a driver. Real engineers are not drivers, they are professional engineers. These are people who know their apparatus from Q-siren to tail board. They support the company officer, and serve as mentors to the firefighters assigned to their engine. A professional engineer understands that they have a responsibility for the lives of every member on their apparatus, as well as every other driver and passenger on the road. The importance of their role and the weight of their responsibility cannot be overstated.

Now that we have a better understanding of the importance of the engineer's role, let's move to some more generalized questions you should be asking yourself. Why do I want a leadership role within CAFMA? This is an important question for you to answer. If you want the position because you believe the title gives you power, you should not seek promotion. There is a level of authority that comes with a leadership title, but we are not looking for authoritative leaders in our organization. Rather, we are looking for relational leaders. Relational leaders understand that leadership is based on relationships built through care, inspiration, and the ability to hold other people accountable without being an ass about it. Continued page 4

Upcoming Events:

Sept 16 – Kick off Engineer's Academy
Sept 17 – Coffee meeting, PRCC Liaison Meeting, Meeting with Brian Jeffries, PFFA, Phoenix
Sept 18 – Meeting about Pod Casts/YouTube for CAFMA, PVEDF Board Meeting,
Sept 19 – Speak at Timber Mesa 5 year anniversary event
AFCA

Board Meeting:

September 23rd Administration

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



Being Genuine Is The Greatest Career Strategy Of All

By: Bruce Kasanoff

In his now classic 1990 work, *Psychological Conditions of Personal Engagement and Disengagement at Work*, psychologist William Kahn made the case that three psychological conditions—when present—encouraged individuals to fully engage at work.

These psychological conditions were:

Meaningfulness: How meaningful is it for me to bring myself into this performance?

Safety: How safe is it to do so?

Availability: How available am I to do so?

In the ensuing years, psychological safety has come to be applied by many as a corporate culture in which individuals feel comfortable displaying their genuine self at work. This has led me to create a two-part definition of what it means to be a genuine leader:

1. Being true to your own self in how you communicate and act at work.
2. Creating the conditions that not only allow, but also encourage, your employees to do the same.

[Forbes.com](https://www.forbes.com)

What Great Leaders Do to Be Successful

By: Lolly Daskal

What makes a great leader?

What do they do that's different?

What is there about them that allows them to succeed at the highest levels?

While every leader is different, there are specific traits that great leaders tend to share. And they aren't things people have to be lucky enough to be born with, but skills that anyone can learn and develop and implement. Here are some of the most important leadership principles to work on:

Great leaders lead by example. Truly successful leaders understand that those they lead are watching them and often looking to emulate their behavior. What they see is the model they'll follow, so it's important to lead by example. Set the tone for what you want to see in your team and where the organization needs to go.

Great leaders embody self-confidence. When you're comfortable with yourself—and you know whether you are or aren't—you're able to do the things you need to do with confidence and conviction. People work hardest for leaders they respect, and that respect begins with your self-confidence.

Great leaders inspire self-confidence in others. Your confidence as a leader will inspire others to be confident in themselves and in the team.

Great leaders are not self-serving. The best leaders are not focused on what's in it for them; they're all about serving others. They are invested in making the lives of people around them better. The most successful leaders work to serve their people and make their team and their organization more successful.

lallydaskal.com

Chief's Desk Continued

Who have you helped along the way? If you haven't spent time helping someone else achieve in your current role, why would we promote you to a position in which you are responsible to help others achieve? How are you influencing others in the organization? Ask yourself if you are living our culture as we've outlined in *The Compass*, or are you giving it lip service? Your actions and your attitude speak louder than your words. Let me say that again for emphasis – *your actions and your attitude speak louder than your words*. Face it folks, this is the fire department we all know how you normally act.

The culture we strive for in CAFMA is not a poster on the wall; it is not *The Compass* sitting on a shelf. Rather, the culture is how we act, what our attitudes are, and what we say day in and day out. We as a collective said we want *The Compass* to reflect our culture.

When a new recruit comes out of the academy to your station are you reinforcing our philosophies, values, and beliefs? Or, are they walking in your station hearing "that's bull shit, here's how it really is?" If you're someone who says this is bull shit, don't try to promote. Instead, decide if this is the right agency for you.

We do not want to hear you regurgitate what we've written in *The Compass*. Show us through your action, attitude, and words how you live our culture. We're not perfect and we recognize that – no one and nothing is. However, we do strive for excellence in all that we do and that needs to be reinforced at every level throughout the organization.

Why should anyone follow you? You should be able to articulate why others would willingly follow you whether that is on an emergency scene, in the station, or in the office. At the point in your career that you are seeking promotion to any level, you should have established your credibility. Additionally, you should have established your willingness to create a culture of accountability as well as hold people

accountable when necessary. This does not mean yelling the loudest. That is not leadership, and we are not in the Marines.

Do you have the ability to think critically? This means that you are able to understand, ask appropriate questions, and reach the best possible conclusion based on all the information and data you have at the time.

Do you have courage? Not courage to run towards a dangerous situation – that’s expected. Do you have the courage to stand up for your personnel – even if that means standing up to a superior officer in the organization? Do you have the courage to face an angry customer while maintaining your professional composure? Remember, everyone has a phone with video capabilities. How do you want people to look at you when it hits social media, YouTube, or the nightly news? You are always on display to include on someone’s front porch when you think no-one is looking – think Ring Doorbell camera.

Do you exercise self-awareness which is a component of emotional intelligence? Are you aware of your tone, the impact of your words, what message your body language is conveying? What do your actions say about what you believe?

Are you skilled in the art of communication? This is not the ability to run your mouth. The art of communication starts with the concept of actively listening to others. Do you think before you speak? Your words have an impact on others both positive and negative. Don’t forget tone and body language. You can utilize the correct words, but the wrong tone and/or body language will convey your real message.

What was the last class you took and what did you learn from it? How did you use what you learned to benefit someone else in our agency? Going to a class and learning is not an individual sport. You need to bring something back that moves you, someone else with you, and/or the organization forward. Are you thinking and taking classes “globally?” The idea is that you are seeking and participating in training outside of CAFMA and outside of Arizona. As an organization, we cannot survive and thrive if we are not thinking outside of ourselves. Whether you affirm what we are doing, or learn that we need to make a change bring it back and help us move forward.

Here is a tip if you want to promote and work towards being a real leader, one who fits our culture – don’t be an asshole..... Seems simple, but we all fall short sometimes. It’s not that you can’t make a mistake, it’s that asshole cannot be your default. You have to be deliberate in your approach. Your technical skill in your position is not enough; you need to align with what we as CAFMA have said we believe is important. Let’s be honest, I can be an asshole and piss people off, but it’s not my default.

Where are we going, and what are the opportunities and/or challenges that CAFMA will face in the future? Have you thought about it? If not, and you want to lead this organization in the future start thinking about it now. If you want more insight, please feel free to reach out to me or anyone else in senior staff.

What are you doing to improve our community? Without those we serve, we are nothing. To that end, what are you doing to make life and our service better for them? We exist to serve.....

If you want to promote, we want to help you be successful. This means you need to know and understand our expectations. I've spelled most of it out here, although I'm sure others probably have additional thoughts on the subject. Now it's up to you. Just remember title is not power, it's who you are as a person that determines your leadership ability.