



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 26, 2020**

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"Just because you're unique, doesn't mean you're useful."

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## The Chief's Desk

I started last week by stating “be ever vigilant” and then proceeded to write about an operations centric topic. As this week has progressed, we’ve watched as elected officials, directors and others have tried to find their way through the vile divisiveness that is our country at the moment. From some, we have seen leadership. From others, we’ve watched spastic attempts to string words together into sentences, or simply try to justify their asinine actions. Makes you wonder how people get elected or promoted into positions of leadership. I say positions, because being in a position doesn’t make you a leader. It’s who you are and what you do that makes you a leader in the eyes of others. In my opinion, leadership in these times can be tricky as people do not agree on almost anything. The vitriol with which people are attacking each other is astounding. Funny thing about social media, you can hide in your house and not have to behave like an adult. I’m thinking that the everybody gets a trophy idea has backfired 😊

The week has challenged me to pause and reflect on a number of priorities, processes, and actions that are required to put a person in a position of leadership. Along with my observations, I’ve been reading the book *Fortitude: American Resilience in the Era of Outrage* by Retired Navy Seal/Congressman Dan Crenshaw. And, I’ve listened to the latest Jocko Podcast with Retired Army Major General John Granski. If you’re not on the path and listening to Jocko, well you’re not doing yourself any favors.

Having spent some time reflecting and thinking about how to approach this week, I’ve decided to start with the same statement as last week – Be ever vigilant. However, this week I’m focused more on leadership development as it applies to every person in every division within our organization. Not only does it apply to your position at CAFMA, but I think at least a portion of the ideas contained in this weeks writing will apply to your personal life as well.

There are a couple of questions I’m going to pose and ask that you take time to seriously consider your answers. I’d also recommend having a conversation with your significant other or a confidant about the questions and your thoughts.

1. **What are you proud of?** This is not “I’m proud to work for the Fire Department.” That is a great thing, but truly, what in your life are you proud of?
2. **Who do you want to be?** This is not “what” do you want to be, rather who do you want to be as a person, husband, wife, father, mother, professional, etc. The question who we want be requires a significant amount of introspection.

Honestly, I wish could just insert sections of the book I mentioned in here, but that would be plagiarism which is bad. I’ll try to capture the essence of the message as well as add my own thoughts. You know I have a lot of words I like to use. Continued on Page 4

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### Upcoming Events:

June 29 – Multi Agency Coordination Meeting via Zoom – this should be fun:/  
June 30 – Morning meeting, Try to stay out of trouble  
July 1 – My Mommy’s B-Day, Strategic Planning Meeting  
July 2 – AFDA Meeting via Zoom, Irritate Administration Staff

### Board Meetings:

July 27 Admin  
CAFMA – 1700-1830

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## **Good Leadership Hinges on “Organizational Intelligence”**

By: George Yip and Nelson Phillips

It takes a lot to get to the top of an organization: a high IQ, emotional intelligence, technical competence, and a variety of personal characteristics, such as fortitude and resilience. Even with those qualities, many leaders fail at the top job — often because they don’t know how to get the organization to do what they want.

What they lack — and what successful leaders embody, down to their marrow — is organizational intelligence. OQ, as we’ll call it, consists of five competencies: sending messages that reinforce strategy, fostering an ethos, using “action strategy,” rebelling from the top, and staging moments of theater. Let’s look at each, drawing on examples from our own experience and that of well-known successful leaders.

High-OQ leaders send messages that reinforce the strategy — and minimize other messaging. Strategies are implemented not by CEOs and other top executives but by the many people who choose on a daily basis whether to take actions that support or undermine what top management wants to achieve. One key OQ competency is sending messages that reinforce the strategy. The simpler and clearer, the better; organizational members at all levels suffer from information overload, so leaders need to be selective about what messages to send.

As the dean of Rotterdam School of Management (RSM), one of us, George, set the strategic objective of persuading faculty members to publish in practitioner journals like HBR and MIT Sloan Management Review in addition to academic journals. (Academic publishing, he believed, was a necessary but not a sufficient condition for RSM to be recognized as a top business school.) At the start of his tenure, only 1% of the 300 faculty publications a year were in managerial journals, and those were not the top journals.

[HBR.org](http://HBR.org)

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## **Other Things**

By: Chief Freitag

We are still dealing with COVID as well as watching civil unrest unfold around the country. Enough said on those topics for this week. I may be back next week with something fun☺

Our ceremony scheduled for July 14<sup>th</sup> at Findlay has been pushed back to September 2<sup>nd</sup> as a result of COVID and wildland season. At this point, given the number of people we have been sending off district, it makes more sense to postpone the event.

Chief Feddema and I recently met with Ron Fain to look at property near the water tanks off 89A for a future station. We’re also setting up a meeting with Arizona Eco Development to discuss land within the Jasper development near the tanks and 89A. You may recall that staff of CAFMA and Prescott FD met last year to look at development plans in the area and discuss future station placement that would complement both agencies. We determined the best spot for a station in that area was near the tanks and 89A as Jasper develops, the overpass heading north is constructed, the Great Western is built, and access to 89A in both directions is improved.

Facilities Manager Crossman, Chief Rose, Chief Feddema, and I met today to discuss future station plans in regards to bay and crew space. We do not want to look at our needs five years down the road; rather we want to consider needs 10 and 20 years into the future. It's important we do not cut ourselves short.

Ideally, we'd like to get three acres near the tanks so we could consider building either a maintenance facility, or fleet storage on the property along with the fire station. Having just briefly visited the concept today, putting maintenance in that area would centrally locate them within our boundaries and provide good access to all points.

The AFCA board meeting was held via Zoom on Thursday. Retired Fire Chief Paul Adams recommended that the current terms for our elected officers be extended by one year and that we forget 2020 ever happened. The board voted unanimously to extend the terms, which means I will serve for three years as the President of the AFCA. We may only acknowledge it as 2019 and 2021 since 2020 is dead to us☺

At the June board meeting, the board approved my new three-year contract. This does not mean they can't fire me in the next three years, but it is a nice feel good measure. We did agree to open the contract next year as part of the organizations overall look at the wage and benefit study.

We will be meeting next week Wednesday to review our goals, and set our objectives for next year. Yes, this should have been done by now, but its 2020 and nothing goes right in 2020. We should have everything set to present to the board for July, as well as present a final look at our accomplishments for the end of the current fiscal year.

Prevention took part in training yesterday regarding their new Blue Beam Software. The new program will eventually allow for electronic submittal and review of plans as well as provide an electronic platform in the field. The new system should improve efficiencies and allow for better communication between contractors and our staff. As we move forward, it is likely the program will allow for most of the prevention documents to go paperless.

Most personnel have returned from off-district assignments, but the likely hood of being redeployed in the coming days is very real as AZ continues to experience wild fire activity. It's been a crazy busy season so far.

Engine 58's motor has blown up for the third time. It's at Cummings – again. We will be ordering another UTV after July 1<sup>st</sup>. There is a dialogue about how many we truly need to meet both in district and off-district needs. Kontz and Niemynski said they would prefer all black with an enclosure. Seems odd to me given the heat, but whatever. We are discussing trailers and tow vehicles as well. There are a couple of older trucks in fleet that may work for in district movement of the UTV's.

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## **Chief's Desk Continued**

So, why in this instance do you need to be vigilant? Defining who you want to be does not mean creating something wholly new. When you look at the people both within your sphere as well as outside of it you'll find some who exhibit traits you want to emulate and some you do not. I was asked in an interview to share some of the good things I learned from good leaders as well as some of the bad things I learned from bad leaders. My response was that I could not answer the question as stated. My

reasoning was that I had worked for good leaders who had some traits that I didn't care for, and for some leaders I didn't like who on occasion had traits that I would like to mimic. To that end, I've learned good and bad from both types of leaders. In fact, I try to learn from everyone good, bad, or indifferent no matter their position. I learn cool new things every morning just on my stroll around admin as I interrupt the productivity of every division.....

Ultimately, being vigilant is a matter of watching people in the world and deciding for yourself what you like and don't like. I'm observing people in leadership positions locally, regionally, at the state and federal levels each day. In these unprecedented times, if you're paying attention, you can see some people at their worst and some at their best. That does mean you have to consciously look and listen past the soundbites, zoom out, and view the entire picture. It also means doing your due diligence and educating yourself before you make a decision, or spouting off in an emotional rage.

Part of defining who you want to be is defining your ethos. CAFMA has established our ethos and has been working diligently to incorporate those values and philosophies into our culture. It is vitally important that we are reminded on a daily basis what it means to be a part of our team. If you are here, it is likely that your ethos closely align with those of the organization. In fact, many of you helped develop our ethos which means they should stand as a reflection. This would also mean that since their adoption, we've worked hard to hire people who align with our overarching philosophies.

Why is it important from an organizational standpoint to identify who we are and what we stand for? As Dan Crenshaw outlines from his time as a Seal, without ethos we are nothing more than policy and SOG manuals. We have no ability to think outside the linear thought processes created by policies and SOGs to make the best decisions we can at the time and in the situation we face. It is not possible for us to achieve success if we are solely a rules based organization. As imperfect as we may be as human beings, if you give us the freedom to think creatively inside a framework based on a strong set of ethos, there is very little we cannot accomplish.

The same holds true in your personal life. Who you want to be is based on your values, beliefs, personal mission, your ethical standards, and philosophy about life. I have several people that I have looked up to in my life to include my parents who have helped hone who I am today. I've also borrowed nuggets from an untold number of people I've either come into contact with, read about, watched, or listened to over the years.

I've joked about writing the book *How to Strive for Mediocrity and Achieve it: How to Realize True Success*. It's totally a play on words to get attention, but the reality is that real leaders and heroes are those unsung folks who set the example for so many others day after day. To see them, you have to pay attention to what they do. The single mom or dad who works and yet still finds time to help their children develop into productive and successful members of society. The parents who work hard every day only to rush home at night to get their kids to athletic practice, drama or music lessons. They do without what some may consider the finer things to ensure their kids have opportunities. The men and women who volunteer time outside of work to help kids at schools, in shelters, or at their church. They

are not the folks books are written about, but they are some of the finest people you would ever want to meet. Likely, these individuals can tell you what they are proud of and who they want to be.

We have to define who we want to be so we can establish our standards, set our path, and achieve our goals. Walking through the maze of life with no goals or direction can leave you feeling lost and angry. It seems many folks around us have fallen prey to the victim mentality and have bought into the outrage culture. We are seeing a country that is seemingly losing its way as we forgo personal responsibility and replace it with blame. Those are not the principles on which our nation was founded, nor are they the principles we should espouse.

Who you are has to start with a mindset of accountability. It's good to have vision, but you also have to set yourself up for success – you have to find balance. On the Jocko Podcast General Grinski made the statement that “you cannot establish mandates or laws that you cannot enforce.” Doing so is a losing proposition from the outset both in regards to establishing a standard of accountability, as well as establishing a level of credibility. We are seeing these types of debates all around us today – wow can it be heated.

The same is true with establishing who you want to be. We all have talents that can be honed and developed into something fantastic. It is important that we understand our potential and strive to achieve it without setting ourselves up for utter and catastrophic failure. This is not to say they you don't set stretch goals. To the contrary, if you don't stretch yourself, you'll never realize your potential. It's a matter of being real with ourselves. For instance, it was unlikely I would ever be a basketball star. I'm short, uncoordinated, not fast, and somewhat fragile. So, I became a firefighter/paramedic. From day one I knew that I wanted to develop leadership qualities and skills that would benefit our profession. I hope that one day I will be able to give back to the profession even a fraction of what the fire service has given to me and my family.

Just because our country seems to be coming unhinged around us does not mean we have to succumb to the insanity. As individuals, we have a choice. We can become a “victim” to the rage, divisiveness, and irrationality of things. Or, we can step up, define ourselves and our ethos, take control, and become who we want to be. And then, we may end up with a really good answer for the question – what am I proud of?

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