



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 18, 2021**

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“The problem with the world is that the intelligent people are full of doubts while the stupid ones are full of confidence.”  
– Unk



**Opinion:** This cartoon represents a lot of what's been happening in our country over the last 18 months at the federal, state, and local level. Just say'n.....

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## The Chief's Desk

“Someone newly promoted to a management position soon learns that managers are frequently more stressed by their multiple subordinates than subordinates are stressed by their single manager. Such experience moderates what might otherwise become romantic but dangerous fantasies about the attractiveness of power, and helps quell the desire for its infinite extension. And, in the real world, those who occupy positions of authority in functional hierarchies are generally struck to the core by the responsibility they bear for the people they supervise, employ, and mentor.”

That is an excerpt from Jordan B. Peterson's new book *Beyond Order: 12 More Rules for Life*. At this point, you're probably wondering where I'm going with this. I would recommend you take a look at how much Chief Feddema and Chief Rose have aged over the last year as new Assistant Chiefs – it's not pretty 😊

Stepping into a supervisory role is not something that should be taken lightly. We all probably know people who promoted to a position of “power” truly as a way to fulfill their thirst for power and authority. Hint, it doesn't go well for the organization or those who are direct reports to the person. As Dr. Peterson indicates in the excerpt I shared above, people who are truly dedicated to the idea of leading others do not thirst for power. Rather, they find value in the opportunity to work with and guide others.

Truly great leaders are those who embrace the responsibility they have for other people, and take great pride in seeing them succeed. There are many great leaders throughout history that embodied the spirit of service above self, e.g. Colonel Joshua Chamberlin (Civil War), President Abraham Lincoln, Southwest Airlines Founder Herb Kelleher, etc. Not an all-inclusive list, but a list that represents people who understood that having a vision does not mean having one that is self-aggrandizing. Rather, they believed to their core that being a leader is about something much greater than one's self.

This is why when someone is seeking to promote we ask them why they want the promotion. That there would be considered a clue for those looking to promote in the future, i.e. know your *why*.

In a leadership role, you will face challenging decisions and times when you must have difficult conversations. We see the memes and hear the funny quips about couples trying to decide where to go for dinner. That is way easier than some of the challenges you will likely encounter.

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### Upcoming Events:

June 21: Visit stations, Meet with Chief Rhoades to review presentation materials  
June 22: Meet with APS, Meeting  
June 23: DHS Article 9 work group  
June 24: Visit stations

### Board Meetings:

June 28 Administration  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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## **Do You Have a Daily Learning Objective?**

**By: Dave Brock**

I was participating in a webcast recently. One of the speakers pose an intriguing and important question, “Do you have a daily learning objective?”

The response from the audience was predictable, a minority of the participants had a formal objective. Some had good intentions, the majority had no formal plan. Later, I started posing the question to others. The responses were similar, but I also heard a lot, “I take the training my company asks me to take....”

By contrast, when we study top performers, each person has a formal objective. Some set aside a period of time to read, to listen to podcasts. Some sign up for online courses, spending some time studying every day. Some are very focused on learning within their profession, for example, reading sales books. Some are very broad in their learning objectives, looking at history, general business, current affairs, biographies, economics, and so forth. Some are leveraging new platforms like Clubhouse.

When I ask top performers why this formal learning is so important, the answers are pretty consistent. All know that continuing to be a top performer requires constant improvement and learning. They say things are changing so quickly, that if they don’t continue to learn and improve, they will fall behind. Very often, when I ask why they are so committed to constant learning, I get this perplexed look/response, “Why wouldn’t I be....” These people are curious and curiosity drives a constant drive to learn.

[business2community.com](http://business2community.com)

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## **Effective Leadership in the Fire Service**

By: Being hired for my first paid firefighter position in 1996 felt like winning the lottery. Not only was I happy for the opportunity to serve the community and to have a job that was filled with excitement, but, more importantly, I was thrilled to experience followership, working for people from whom I could learn true leadership.

Having served in the military, I already had a solid understanding of service. I knew the fire service was built on structure, pride, motivation, ethics and trust, just to name a few important characteristics.

While I was in the military, I learned very strict autocratic leadership. (The military is one of the most structured fields in the world. It must be when you consider that the military is about protection for the entire country as well as for our allies.) Autocratic leadership works well for the military, but I was moving into a career of professional thinking firefighters.

The fire service expects us to be able to not only accept and follow orders but to think for ourselves and be part of a team that’s designed to solve complex problems. Fire department teams are structured to work independently but also to work in multiteam systems. So, when considering ourselves as

multidimensional firefighters, it begs the question: What type of leadership style is most effective in the pursuit of our fire department vision?

[firehouse.com](http://firehouse.com)

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## **Chief's Desk Continued**

The technical side of dealing with an issue is fairly straightforward – I might go so far as to say it's easy. What's challenging is the human factor. We do not get to control the actions of others. We can write policies, we can write SOGs, provide training, and even offer some one-on-one mentoring and coaching. However, the individual ultimately makes the decision. Right, wrong, or indifferent, they decide and then they either reap the benefits or suffer the consequences.

While there are policies and SOGs that need to be followed, we created a third document that helps guide us – *The CAFMA Compass*. Why create yet another document to follow when the rules are clearly articulated? Because not everything is absolute. Our *Compass* is a document that outlines our philosophies as an agency. There will be times that a policy or SOG may run afoul of our core beliefs, and in those instances, we want to empower people to make the *right* decision.

That doesn't mean there won't be questions; instead, it means that we may need to evaluate the policy or SOG and make a change. For example, we found that our tuition reimbursement policy was not only unclear, but was drafted in direct contradiction to the emphasis we place on higher education. So, we wrote an AD, recommended changes to the policy, and took it to the Board for approval. We did the same with our sick leave policy at the outset of COVID, changing the policy from accruing sick time over your first year, to providing the hourly accrual for the first year up front. The way the policy had been written did not fit with our philosophy of providing for our members.

We just completed our Chiefs interviews for new Captains this week. As positions open, some of these candidates will have the opportunity to step into a new leadership role. To those candidates, you are moving into one of the best positions within the Fire Service. It is a tremendous responsibility that must not be taken lightly. You may end up with a fantastic crew that gels immediately and never experiences a personnel or personal issue. Or, and more realistically, you are going to end up with a really good, but imperfect crew. We're human beings and if there is one thing we do well, it's make mistakes.

Mistakes are usually not fatal, unless you fail to learn from them. Unfortunately, no one will ever learn from their mistakes if they are allowed to continue making the same ones over and over again. As a company officer, you are not doing your crew any favors by not holding them accountable when they do something out of line with our policies, SOGs, or our *Compass*.

As a company officer, it is absolutely your responsibility to set the example both on and off-duty. Your crew is watching, other people within the organization are watching, and members of our community

are watching. You need to understand and accept that when you raise your right hand and take your oath.

Yes, you gain some authority, but more than that you have accepted responsibility for the safety and development of other human beings. You are responsible for the safety of your crew at the station, each time you leave the station, anytime you are with them off-duty, and on any emergency to which you respond. You are responsible for coaching and mentoring those with whom you work. Allow me to provide two basic reasons why I believe this responsibility is crucial. First and foremost, people set goals for their lives and their careers. Achieving a goal builds a person's confidence, commitment to their profession, broadens their knowledge base, and strengthens the team. It is your job to help them achieve those goals. Second, you are helping develop the future leaders of this organization. Many good organizations crash and burn as a result of not developing the next generation of leaders. To that end, you need to help set our organization up for future success.

We, the other members of CAFMA, are here to help you succeed in your new roles. Don't just look up for advice, look sideways and backwards. There are times that the newest people have the best ideas – don't disregard them. And, just because someone is not in Operations does not mean they cannot be an ear or offer advice. To the contrary, CAFMA is a system all working together in an effort to achieve organizational success. It's not about title, rank, Operations, or Non-Operations – it's about our people. In that regard, everyone that works at CAFMA is a resource.

As a leader you will find that you truly care for your members. You hurt when they hurt, and you will be angry with them at times just like you are with your kids. Have patience, provide guidance, remain humble, and embrace the responsibility of caring for and developing others.

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