



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 4, 2021**

This Edition:

The Chief's DeskPage 2
Want to Drastically Improve Your Thinking? A
Navy SEAL Officer Says Try These 5 Ideas ... Page 3
Becoming Aware of Your BlindspotsPage 3
May Call StatisticsPage 6

"If you don't give anything, don't expect anything. Success is not coming to you, you must come to it."
– Marva Collins



SEEKING HELP IS NOT MEANNESS. YOUR LIFE MATTERS.

The Chief's Desk

I'm just going to throw this out there – this last week and a half has been crap. I know many of you are thinking it, I'm just putting it in writing. We have suffered two family tragedies, and another incident within CAFMA in a very short period of time. While many are aware, out of respect for all those involved, I will not go into any details.

When we take a step back and assess our current emotional status, we have to ask ourselves if we are okay. Are our friends and colleagues okay right now? The families involved have support surrounding them, do you? In the last couple of months, we have experienced three tragic fire family deaths, people taken from this earth way too soon for those left behind. While you may not be directly impacted, the fact of the matter is that the totality of the experiences, or even just one, can serve as a trigger.

To the families of those who were lost, please know that you are in my thoughts and prayers. You have my number and can call anytime you need. For everyone else, if you are struggling, please do not hide it. We have avenues to get you the assistance you need. Additionally, you all have, or have access to, my work cell – use it and I'll answer. Don't suffer in silence, please seek help from someone.

Our next Labor/Management meeting will be focused on how we can work together to provide needed services for all of you, e.g. documents that outline your wishes, wills/estate planning, access to behavioral health resources, etc. This is an all-hands-on-deck group effort, and we need your significant others involved. HR just sent out information about the upcoming Partners Academy scheduled for June 19. If your significant other has not attended in the past, please encourage them to set time aside to attend.

For the remainder of this edition, I want to revisit the topic of mindset. As I prepare for upcoming presentations at both the AFCA Conference and Fire Rescue International in North Carolina, I cannot help but believe mindset is a vital part of the conversation. For AFCA, Chief Rhoades and I will be presenting on the topic of striving for organizational excellence. The bottom line is that without a growth mindset, sustainable organizational excellence will never be achieved. At FRI, I will be presenting on the topic of strategic communications. Again, you cannot successfully approach a difficult conversation without a growth mindset. If you do not have a growth mindset going into the conversation, it means you are not ready to frame the conversation in a way that will lead to a change in behavior. In fact, you could make the situation significantly worse.

Cont. Page 4

Upcoming Events:

June 7: ELP Program Zoom, Senior Staff, Goals and Objectives review
June 8: ELP Program Zoom
June 9: ELP Program Zoom
June 10: ELP Program Zoom, PV Council

Board Meetings:

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

Want to Drastically Improve Your Thinking? A Navy SEAL Officer Says Try These 5 Ideas

By: Marcel Schwantes

Almost all of us are faced with high-stakes decisions nearly every day, no matter our industry or role. Often, we try to create rules to govern future behavior and take the uncertainty out of the decision-making process, but it's clear to anyone who faces tough decisions on a regular basis that the circumstances and details are different nearly every time, and black-and-white rules rarely lead to optimal choices.

The answer, according to Mike Hayes, former commanding officer of Navy SEAL Team Two and author of *Never Enough: A Navy Seal Commander on Living a Life of Excellence, Agility, and Meaning*, is to focus on what he calls "how to think," not "what to think."

By focusing on the process by which we make decisions, instead of trying to predict the details of any particular high-stakes choice, we can articulate principles that lead to good answers no matter what question we face, and set up our organizations to thrive even through the toughest crises.

According to Mike Hayes, these five ideas can improve our thinking in almost any scenario:

1. All high-stakes decisions are fundamentally the same.

Hayes, who served as director of defense policy and strategy at the National Security Council under Presidents George W. Bush and Barack Obama, has people ask him all the time how he managed to move from the military to government to finance, and now to technology, where he currently serves as chief digital transformation officer at VMware. His answer? The playing field doesn't matter; good thinking is good thinking. "Someone with great intrinsic skills can be put in charge of anything and they will figure it out," he shares.

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Becoming Aware of Your Blindspots

By: Kevin Eikenberry

One of the things you learn in drivers training is about the existence of blindspots, and why becoming aware of your blindspots is critical to your safety. But we have blindspots outside of our car as well. While not being aware of them might not be fatal, they can have a huge impact on our success, satisfaction, and happiness. When you can become aware of your blindspots as a leader, you can address them and become more successful and effective. Here is how you can do that.

Why Awareness Matters

If I don't know about the blindspot as I drive, and change lanes blissfully unaware of the danger, an accident (or worse) could occur. Here is the point: If I don't know the blindspot is there, I can't do anything to overcome, or avoid the potential crash.

Outside of our car, our personal blindspots could be strengths or weaknesses, but we typically think about them in connection to weaknesses or shortcomings. Just like while driving, if we don't know they exist, how can we learn from them to grow and improve?

In short, becoming aware of, and understanding our blindspots could be one of the most important steps in your personal and professional development. In your leadership role, since people might not share your shortcoming with you, being aware of your blindspots could be the most important next step in your development.

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Chief's Desk Continued

I've been in that place before myself. What did I do? Well, in a couple of instances it took me at least six weeks to be in a place where I could have a productive conversation. Please do not misunderstand, there was a structure in place to deal with the issues at hand within other levels of the organization. It's just that my direct involvement came later, at a time when I could be reasonable, express my disappointment, and then express my support. It was not my intent to move the person/s from a place of "I failed, or made a mistake" to a place of "I am a failure." You can see the difference.

Let's consider some differences between growth and fixed mindsets, as established by Dr. Dweck. Regarding success, Dr. Dweck found that those with a growth mindset felt they were successful when they had done their best, learned, and improved. In contrast, success for someone with a fixed mindset is about establishing superiority. For them, having to put forth effort rather than relying on pure talent is something that casts doubt on their ability. That type of pressure is too much for them to take.

She also found that those with the growth mindset see failure as a simple setback that serves as a learning experience, which then motivates them to work harder. There are two star athletes who followed similar paths in two different athletic disciplines, Michael Jordan and Mark Buerhle. Michael Jordan was cut from his high school basketball team. Did that stop him? We all know that it didn't. He went on to be one of the top pro basketball players in history. Why, because he saw that initial setback as just that – a setback. He redoubled his efforts and maintained that same work ethic throughout the entirety of his career. He embraced mistakes and used them as motivators to push himself beyond his natural talent.

One of the best left-handed pitchers in recent history is Mark Buerhle, formerly of the Chicago White Sox. Mark was cut from the high school baseball team. Did he stop playing baseball? Nope, he buckled down, played club ball, and practiced day and night. When he made it to the major leagues he served as the heart and soul of the locker room. In the end, he pitched two perfect games, led his team to a World Series win, was the starting pitcher for the American League All Star Team in 2005, and has now been

nominated for the Baseball Hall of Fame. Failure did not stop Mark from achieving. He knew he had it in him and he pressed on, eventually completing a storied career.

Fixed mindset folks tend to see failure as an assault on them and their ability. According to Dr. Dweck, they deflect, place blame, and throw temper tantrums rather than take it as an opportunity for growth. Former tennis “great” John McEnroe, famous for his rants and violent outbursts, speaks openly about his fixed mindset. Golfer Sergio Garcia, unable to see the flaws in his own game, fired caddie after caddie, blaming them for his failures. He even blamed his shoe once and threw it, nearly hitting an official. Not a good way to earn praise and respect.

These examples do not reflect how all persons with a fixed or growth mindset react or respond to situations. And, truth be told, we all have some of each in us. That said, we will never achieve true and lasting excellence if we are afraid to make -and learn from - a mistake.

Similarly, we have to be careful not to approach a crucial conversation with a fixed mindset. Candid is only one part of the equation. You have to ask yourself, why did this person do what they did or say what they said? What could have been going through their mind to make them think that was okay? How do I approach them in a way that will help them see where they erred, as well as a better path forward? Our job in these conversations is not to make someone feel as if they are a failure. Rather, we need to relay our disappointment in their action or inaction, and help them understand that they are capable of better. We have to hold people accountable, but there is an effective way to handle these situations, and an ineffective way to handle them.

According to Dr. Dweck, a growth mindset embraces the concepts of self-development, self-motivation, and responsibility. As the quote at the beginning of *The Review* this week articulates, success does not come to you, you have to go to it. You are not owed success because you exist, you realize success as a by-product of your effort. Allow me to clarify, you can put a lot of effort into your education but lack the ability or awareness to apply the concepts. Life isn't a book, and people are not puppets to be manipulated. There are a lot of educated idiots out there. A combination of life experience, application of concepts, education, constant growth/learning, humility, and an ability to truly care for others is what sets people apart.

You have to start by believing in your ability. Get over the idea that you cannot ask a question because it may make you look less intelligent. Intelligent people ask questions. How did others gain the information you seek – they asked questions. Don't mire yourself in self-doubt, don't blame others for your shortcomings, and do not feel that where you are at this point in your life is a life sentence. If you feel you are in a good place, great! It takes effort to stay there. If you feel you're not in a good place, seek help from family, friends, peers, or practitioners. People can and do change when they recognize and admit to themselves that they are not where they could be. It's not like someone has branded the scarlet letter on your chest. You change by always striving to be a little bit better 'you' with each passing day. It's not a light switch, it takes time and significant effort.



May Response Report - 2021

Land Area: 369 sq. miles Population: ≈100,000 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	30
STRUCTURE FIRE	0
STRUCTURE FIRE; CONFINED	2
MOBILE HOME/PORTABLE BLDG	2
VEHICLE FIRE	6
BRUSH/GRASS/WILDLAND FIRE	15
TRASH FIRE/OTHER	5

Fire is 2.39% of call volume

TOTAL RESCUE & EMS	785
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EMS is 62.65% of call volume

OVERPRESSURE / OVERHEAT	1
HAZARDOUS CONDITION	14
SERVICE CALL	271
GOOD INTENT	112
FALSE ALARM/OTHER	40

Other is 34.96% of call volume

TOTAL INCIDENTS IN DISTRICT	1,253
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INCIDENT RESPONSES BY CAFMA	1,369
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Residential Fire Loss	\$371,823
Commercial Fire Loss	\$100,000
Vehicle Fire Loss	\$19,400

Calls in Town of Chino Valley	192
Calls in Town of Prescott Valley	633
Calls in Town of Dewey-Humboldt	59
Calls in District, Unincorporated Areas	369
Calls Out of District	12

Average total # of calls per day	40.42
Average fire calls per day	0.97
Average EMS calls per day	25.32
Average all other calls per day	14.13

Aid Given to Prescott	136
Aid Received from Prescott	81
Mutual Aid Given	0
Mutual Aid Received	0

Unit Responses

	In District	Total
E50	171	182
E51	43	182
E53	208	212
E540	36	36
E54	159	161
E57	57	60
E58	174	181
E59	155	166
E61	109	114
E62	143	149
E63	59	60
T50	3	4
B3	73	84
B6	33	35

Call Volume at PRCC

	MONTH	YTD
PFD	841	3,818
CAFMA	1,253	6,326
GCFD	8	41
OD	12	39
WKFD	5	15

Top 5 Call Types

710	EMS
158	Assist Invalid
71	Cancelled en Route
45	Public Service
25	Assist Gov't Agency

Move Ups

E50: 19	E57: 3
E51: 60	E61: 10
E53: 11	E62: 10
E54: 0	E63: 22
E58: 0	E540: 11
E59: 2	TOTAL: 148