



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 3, 2022**

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"Never let someone with the significance of a speed bump become a road block in your life."

Unk



The Chief's Desk

What does it mean to you when I say you need to live your core? I'm not talking about core as in abdominal strength, although that is vitally important to your overall health and wellbeing. A weak core can lead to all kinds of issues, especially with your back – which is kind of a problem.

What I'm talking about is your core values. I was recently visiting with some friends about tattoos and during the conversation I mentioned that my Japanese Kanji tattoos represent my core values. These are values so important to me that I went that next step and had them imprinted on my body – that way I can't lose them. Having them inscribed serves as a daily reminder of who I am, how I should strive to act, and what I believe to be my 'true north'. As I age, I'm thinking of tattooing my name on my forearm – you know, just in case 😊

As weird as it may seem, the discussion about tattoos served as a reminder that I need to ask myself daily if what I'm doing lives up to my core values. Living your core is not as natural as one may think. It takes a conscious effort to live up to the standards you set for yourself. I'm by no means perfect, no one is, but that doesn't mean I shouldn't strive to be better with each day and with each interaction.

If you look at the card I send for your birthday, or as the welcome to our family, you'll see my core values printed on the stationary. It makes them easier to read since most of us can't actually read Japanese.

For those not familiar, here's a walk-through of each of my values as they're situated on my back and arms. The first two are on my upper back, a yin and yang symbol, strength and wisdom. Not strength as in physical strength, but strength as in character, ethics, and mindfulness. The other, wisdom, is not about degrees or technical knowledge, but about continuous learning, being a student of life, a student of people, and a student of my profession.

On my inner right arm, I have honor, integrity, and courage. I try to live a life that honors others as well as myself. Honor also means adherence to what is right, or to a conventional standard of conduct (per the *Oxford Dictionary*). I have high expectations for myself as well as others. If something is wrong, and negatively impacting people that I serve, I will work as hard as I can to fix it. Integrity, for me, means practicing high moral standards and doing what's right even if it's the harder thing to do. Courage is standing up for what I believe is right despite what the majority of folks may be doing or thinking. Courage also means pushing myself beyond my limits, being vulnerable and willing to fail. Getting up in front of large groups to present material that I developed not knowing whether I will win the audience over, or fail miserably, is an act of being vulnerable which, in short, takes courage.

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Upcoming Events:

June 6: Meet with Exec Recruiter, Senior Staff, Physical Therapy, shot in my spine
June 7: Labor Management
June 8: FRI Program Planning, Virtual Meeting with CON Consultant
June 9: Physical Therapy, Chief Durre Swearing in

Board Meetings:

June 27: Administration
CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830

Ego Is the Enemy of Good Leadership

By: Rasmus Hougaard and Jacqueline Carter

On his first day as CEO of the Carlsberg Group, a global brewery and beverage company, Cees 't Hart was given a key card by his assistant. The card locked out all the other floors for the elevator so that he could go directly to his corner office on the 20th floor. And with its picture windows, his office offered a stunning view of Copenhagen. These were the perks of his new position, ones that spoke to his power and importance within the company.

Cees spent the next two months acclimating to his new responsibilities. But during those two months, he noticed that he saw very few people throughout the day. Since the elevator didn't stop at other floors and only a select group of executives worked on the 20th floor, he rarely interacted with other Carlsberg employees. Cees decided to switch from his corner office on the 20th floor to an empty desk in an open-floor plan on a lower floor.

When asked about the changes, Cees explained, "If I don't meet people, I won't get to know what they think. And if I don't have a finger on the pulse of the organization, I can't lead effectively."

This story is a good example of how one leader actively worked to avoid the risk of insularity that comes with holding senior positions. And this risk is a real problem for senior leaders. In short, the higher leaders rise in the ranks, the more they are at risk of getting an inflated ego. And the bigger their ego grows, the more they are at risk of ending up in an insulated bubble, losing touch with their colleagues, the culture, and ultimately their clients. Let's analyze this dynamic step by step.

[HBR.org](https://hbr.org)

Firefighter EQ: Can emotional intelligence be taught?

By: Colby Davis

Emotional intelligence. What does it even mean? Does it mean you are sensitive to learning? Does it mean that you're happy about gaining knowledge?

These are some of the questions that were swirling around in my mind after listening to Escambia County (Florida) Battalion Chief Curt Isakson at a recent event. He explained that emotional intelligence is something that he has had to work on in his career, and how understanding emotional intelligence can help you in any situation. I sat there, not knowing what he was even talking about, but totally focused. Even after the conference, I kept thinking about the words emotional intelligence and how Chief Isakson said it changed the way he approached managing and leadership in the fire service.

Fast-forward to several weeks later, I was sitting in my deputy chief of operations' office when he referenced emotional intelligence. There was that term again. I informed him that I had been thinking about this but hadn't gotten far due to other work and life commitments. He then suggested, "Why don't we do some research and see if emotional intelligence is something that can be taught?" Intrigued, I set out to learn more. Here's what I found.

WHAT IS EMOTIONAL INTELLIGENCE?

There are many definitions of emotional intelligence – often called EQ – as well as several models to explain the various components of EQ. Let's start with this definition from Psychology Today: "Emotional intelligence refers to the ability to identify and manage one's own emotions, as well as the emotions of others. Emotional intelligence is generally said to include a few skills: namely emotional awareness, or the ability to identify and name one's own emotions; the ability to harness those emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes both regulating one's own emotions when necessary and helping others to do the same."

There are four emotional intelligence skills that can be used for handling crises: 1. Self-management, 2. Self-awareness, 3. Social awareness and 4. Relationship management. Let's review each and its application to our work.

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Chief's Desk Continued

Do I fall short of my core sometimes? Yes, me doing something stupid and falling short is a daily occurrence. But, do I let it stop me? No. I pick myself up, dust myself off, and move forward. Sometimes, that in and of itself can be hard because that means having to forgive myself for not living up to my own standards. That said, I never have been and never will be perfect. But, I try every day to be a better version of myself which takes constant and conscious thought and effort.

My left arm is actually a tribute to the several years of hell we endured just prior to and after we started CAFMA. The Kanjis on that arm mean perseverance and triumph. I did my best during those years to live my personal core values as well as those of CAFMA. In the end, I felt that it was those two sets of values, innately intertwined, that allowed me to deal with the turmoil and continue to thrive. In the end, I wanted a daily reminder that perseverance and adherence to the core will lead to triumph. It may not always feel like it when we are going through life's many challenges; however, staying true to yourself and those you serve will not only get you through, it'll allow you to realize significant triumphs in your life.

I think the compass on my arm is self-explanatory given the CAFMA Compass, and the compass-themed gifts, etc. Around the compass in Latin it says *Illegitimi Non Carborundum*. Look it up, I think you'll get why it's there 😊 The Jolly Roger smoking a cigar with a fire helmet is for, well, you know 😊 He just looks cool. The telescope next to the compass and overlaying the map is a reminder that success requires vision.

The entire arm is a theme – no matter what, never lose your way, always maintain a vision, and have some fun while you're at it. I do have a firefighter tattoo above the other work described. It's just cool when you run into a band, the Goo Goo Dolls, at a conference and they have their tattoo artist do some work for you and then give you 10th row seats and backstage passes to their concert for the next night. Virginia Beach, Virginia 1999 – the National Information Officer Association conference. You have to love a good conference.

I have a plan for the right arm, if three things happen. First, we need a second ambulance company in our area – although delayed because of the State, check that one off the list. Second, we need regulatory reform related to the CON statute. Nearly complete – check number two. Finally, CAFMA's CON. If we get the CON, the right upper arm gets some cool new ink to commemorate the battles we fought, the commitment and time that it took, and ultimately - triumph.

CAFMA's core, *Professionalism, Respect, Integrity, Dedication, and Excellence* are all part of who I am as well. And, hopefully our core is part of who you are - not just how you act when you are here, but who you are when you clock out. That said, our CAFMA core is not enough. If you haven't already, you should consider establishing your own set of core values, hopefully in line with CAFMA's. Once established, exercise them daily. You don't need to go as far as I have by tattooing them on your body, but write them down and post them somewhere as a constant reminder of who you are and who you strive to be.

You can only live your best life when you've defined what that means for you. If you've not yet done it, start thinking about it today. Don't be afraid to share them and don't be afraid to fall short. Recognize when you could do better, and then do better next time. Remember, we strive for excellence, not perfection.
