



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **April 28, 2023**

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**"For every minute you are angry, you lose
sixty seconds of happiness."**

Ralph Waldo Emerson

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Congratulations on your retirement

Battalion Chief Mayhall!!

The Chief's Desk

I'd like to congratulate our newly promoted engineers, FF/Paramedic Leslie Harper and FF/EMT Kyle Lund! Both were outstanding throughout the testing process and I've no doubt that both will be successful in their new positions. If I have the correct information, their first day in their new positions will be May 7. Engineer Harper will be assigned to C-Shift Station 59 and Engineer Lund will be assigned to C-Shift Station 54. Based on the interviews, Chief Feddema and I saw no reason to change the order of the people on the engineers list, so the ranking remains the same.

Next up is Company Officer testing in May. I know that Chief Parra and Captain Merrill have a great panel of folks from around the state coming in to assist with the testing process. Good luck to everyone testing!

We'll be testing for Battalion Chief (BC) in August. The timeframe for testing was adjusted as a result of Battalion Chief Mayhall's early retirement. For now, BC Carothers and BC Mayhall have developed a plan to rotate A-Shift Acting BCs through the vacant BC spot until the testing process is complete and the position is filled.

A candidate in the engineer process asked the panel for advice regarding promotions and how to remain motivated throughout a career. It took me a minute to really process the question. Thinking back on my time in emergency services, what's kept me motivated and able to maintain both a commitment to the profession and a positive attitude can really be answered in one word - choice. I've consciously made the choice to remain positive and committed to ongoing personal and professional development no matter the challenges I have faced along the way. While choice is an accurate answer, I don't think it goes far enough in explaining my commitment.

There are a couple of reasons why I've been able to choose what I feel is the right path and attitude for me. First, always being mindful of the passion I've had for this profession since the beginning. Yes, there are ups and downs, but overall, I've always felt a connection to serving my community. When I found this career, I truly found my calling in life and I've never looked back other than to reflect on the wonderful time and opportunities I've been granted.

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Upcoming Events:

May 1 – Senior Staff Meeting, Attainable Housing Property Discussion

May 2 – L/M Canceled, Record Podcast, Physical Therapy

May 3 – FRI Program Planning, Karen Viscardi's Retirement Lunch, County Fuels Mitigation Meeting

May 4 – Town of PV Fire Hydrant Maintenance meeting, AFDA Board Meeting, J Club Grand Opening

Board Meeting:

Board Meeting: May 26

CVFD – 1600-1630

CYFD – 1630-1700

CAFMA – 1700-1830

How to Communicate a Tough Decision to Your Team

By: Joseph Grenny

I was once hired by a large telecom company to teach an eight-hour seminar for a group of 300 senior managers. Minutes before I was to start, the executive in charge put his hand on my shoulder and whispered, "I've got an important announcement to make before you begin. It shouldn't take long." I thought little of it and continued my preparation. As the time came to start, he said: "Folks, there's no easy way to say this, we're cancelling two major projects which means 20% of you will be let go. More details to come. Let's do our best to focus on Mr. Grenny's session today." And with that, he beat a hasty retreat out the door.

While this was not that leader's finest moment, most of us can sympathize with the temptation he succumbed to. It's natural to want to dodge the tough work of sharing bad news — and dealing with the consequences. When it's your turn to step up to a difficult announcement, you may notice a temptation toward one of the following:

Procrastination

By putting off the painful experience, we put our own needs ahead of the team's. In doing so, we rob them of precious time to process the news and explore how they can and want to respond.

Blame

When we share the news in a way that puts the blame entirely on others — claiming disagreement with those who made the decision and loyalty to those negatively affected — we are shirking our leadership responsibility to balance the needs of the organization and our people.

Detachment

Like the telecom executive, we might want to abbreviate our exposure to those whose lives will be affected by the decision. We unsympathetically announce the facts and steel ourselves against the pain they bring up.

hbr.org

The 5 Keys To Authentic Leadership

By: Naira Velumyan

Over the past decades, there has been extensive research on effective leadership, aimed at creating a template for those who want to improve their own leadership skills. One popular strategy in building such a template is to explore the life and experience of very successful leaders and outline the qualities (behavioral, cognitive, motivational, etc.) that helped them stand out. These qualities include the ability to influence others, transparency, risk-taking, innovation, integrity, accountability, resilience and decisiveness.

However, the above qualities are not universal and should be considered recommended rather than obligatory. Many studies of successful leaders are examples of "survivorship bias," focusing on a visible subgroup of successful leaders while skipping those who did not "survive." This results in a misleading picture, which means that those who strive to shape their leadership skills based on these studies may get disappointing results.

Attempts to become someone else rather than carving out one's own personality may distance individuals from their own values, eventually causing them to lose their uniqueness. Achieving recognition and status that is incompatible with one's true personality may lead to emotional burnout, depression and loss of the sense of meaning. An alternative to copycatting the ideal portrait of a selected leader is authentic leadership, the term proposed by Harvard professor and former CEO of Medtronic Bill George.

What is authenticity?

The word "authenticity" comes from the Greek "authentikós" (original, primary, at first hand) and the Late Latin "authenticus" (coming from the author, genuine). This word is widely used in humanistic psychology. It refers to the quality of compliance with one's own values, talents, strengths and spirit, despite the pressure of external circumstances that attempt to force one to act contrary to oneself. Authenticity is multidimensional and incorporates individuality, congruence, self-awareness, freedom, self-actualization, self-worth and sincerity.

forbes.com

The Chief's Desk Cont.

Second, always being mindful that I'm here to serve the community. I'm not saying that it's not frustrating to respond at 0200 in the morning to someone with the sniffles who is surrounded by ten capable adults with five cars in the driveway. Abuse of the 911 system is something that we'll never control; however, even in those instances I've remained professional and provided the best care I could. For whatever reason, I was able to laugh more about those instances than complain about them.

I remember a call one late afternoon to a local nursing home in the City of St. Charles. My partner and I were assigned to the ambulance that day at Station 5 with Engine 9450. We arrived on scene to find an elderly female with an advanced directive who was sitting in a wheelchair. I put her on the monitor which showed a non-sustainable heart rhythm. Because of her advanced directive, there was no care that I could provide. Knowing she was alone and without family around, I asked her what I could do to make her more comfortable. She asked me to hold her hand so she wouldn't be alone. In her final moments, surrounded by our firefighters and paramedics, she held my hand until she passed.

That folks, is part of the magic of our profession – and being a paramedic. It's not always about fighting fires, cutting people out of cars, or getting the cardiac save. Sometimes it's about providing comfort in a

person's time of need. Every time I think about that call and my interaction with the patient, it makes me smile.

I've had more good days than bad in my 30 years working in emergency services, 28 in the Fire Service. I've made good friends, had amazing experiences, and have been afforded tremendous opportunities. Even though I'm no longer in the field, I still have a sense of pride that I get to put on my uniform and have the privilege of representing each of you, as well as the members of our community.

Sitting in CPR class this week brought back more memories of my time as a firefighter/paramedic. Most of those memories made me laugh, some made me shake my head, and others were kind of sad. Ultimately, it was a nice walk down memory lane, reminding me how blessed I've been to work in this field. Quite honestly, I miss having my paramedic license.

For those of you out there on the fence about putting in for paramedic training, I highly recommend leaning toward obtaining your license. I was told this week that we're having good response to our call for medic students this year. That's great news and thank you for stepping up! For those that are on the waiting list, we'll get you in a program asap.

One last note on paramedics and EMS equipment, if you could all try to hold on to your equipment and not lose it, that'd be much appreciated. I'm not sure if you're aware, but this stuff is not cheap and much of it can be hard to get because of supply chain issues. Thank you in advance for your assistance.

Chief Feddema and I will reflect more on the topic of maintaining a positive attitude and a commitment to the Fire/EMS services on next week's CAFMA Connect. Tune in!
