



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **October 13, 2023**

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*“Success is not a matter of mastering subtle,
sophisticated theory but rather of
embracing common sense with uncommon
levels of discipline and persistence.”*

—Patrick Lencioni

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The Chief's Desk

Chiefs Feddema, Rose, and Parra completed the Chief Executive Officer Program (CEOP) through the Arizona Fire Chiefs Association (AFCA) this week. This is a nine-month program that includes one week in February, one week in October, a group book assignment in between, and required attendance at the AFCA Leadership Conference in July for a 90-minute facilitated seminar.

We'll be opening registration for next year's cohort in November. This year's session filled up within two weeks of opening registration and we had a waiting list. You must be a battalion chief or equivalent to register.

Congratulations to all those who were promoted this week! We made the promotions and shifted positions quickly once the chief's interviews were completed. Quite honestly, other than the positions that need to go through a bid process, there wasn't a reason to wait.

Chief Parra has been moved out of Training to focus full-time on accreditation and other duties as assigned. While his focus is accreditation, Chief Parra will be assisting Chief Feddema as needed, given we've added another division when he's already exceeded an acceptable span of control.

HR and Prevention are completing interviews this week for a position in Prevention; chief's interviews will be held Monday. The application period for our Administrative and HR Specialist positions open until October 18. If you know anyone interested, please direct them to our website so they can apply: <https://www.cazfire.gov/join-us/>

We have the final plan for putting the new engines in service, including our push-in and water transfer ceremony. The ceremony for Engine 51 will be held on October 18 at 1000, Engine 54's ceremony will be held on November 1 at 1000, and Engine 62's ceremony will be held on November 15 at 1000.

Our CON hearing is scheduled to start November 27th. Between now and then we'll be spending a lot of time with our legal team preparing. We have a lot of details and data for the team to review.

Next Wednesday, October 18 at 1800 we'll hold our semi-annual promotional, retirement, and swearing in ceremony at CARTA. We hope to see you and your family out there for a very special evening!

We worked with Prescott FD and the Prescott Parks Department to secure Goldwater Lake for Saturday, May 4, 2024. Our intent is to have a joint CAFMA/Prescott family day at the park. We'll supply the burgers, hotdogs, and water – senior officers from both agencies will handle the grilling.

Our next Board meeting is Monday evening at Administration.

Upcoming Events:

Oct 16: Fire Prevention Chiefs Interviews, Meeting
Oct 17: Statewide Mutual Aid Training
Oct 18: Breakfast Meeting, Coyote Crisis Collaborative, Conference call with DHS, AAR Presidents Forum, Semi Annual Retirement, Promotional, Swearing in Ceremony
Oct 19: AFSI Meeting, Present at BC Academy

Board Meeting:

Board Meeting: Oct 23
CAFMA – 1700-1830

Fire service bullying: Are we only addressing half the problem?

By: Curt Varone

I recently attended a continuing legal education program on workplace bullying that had an underlying theme: Bullying results from bad people (stereotyped to be alpha males) causing harm to innocent victims by engaging in juvenile behavior. The obvious solution to the alpha male toxicity problem is to have strict rules prohibiting such behavior and train supervisors to address juvenile behavior as it arises.

The instructor went on to suggest that workplace shootings could only be prevented by effective antibullying policies that stopped the bully before he resorted to that level of violence. I left the seminar concerned about the naïveté of the instructor believing difficult challenges like bullying and workplace violence had such a simple solution premised upon a schoolyard mentality dividing the world into “good kids” and “bullies.”

UNDERSTANDING THE WHOLE PROBLEM

The reality is we live in a complex social environment, but one where most folks have reasonably good interpersonal skills. They have the flexibility and adaptability to navigate around the inevitable bumps in life. They also have insight into how their behavior impacts others and the ability to self-regulate; when they make a mistake, they can learn from it.

However, some folks are burdened with psychological disorders that impact flexibility, adaptability, productive self-awareness and self-regulatory capacity. Some of these psychological conditions, particularly certain personality disorders, may pre-dispose people to act as bullies. Like most with personality disorders, they are oblivious to the inappropriateness of their behavior and would bristle at the suggestion they are bullying anyone.

But that is only half of the problem.

There is another group of people with a different type of personality disorder that causes them to view themselves as the victims of other people’s bullying, when the objective reality is otherwise. These self-perceived victims may be prone to righteously strike back at those who they believe to be the “real” bullies. Perhaps you recognize the fact pattern I am talking about: These are folks who have trouble getting along with others, a problem that preceded them becoming firefighters; their colleagues find their day-to-day behavior troubling, if not annoying; these folks never do anything wrong, everything that happens is someone else’s fault; and people don’t treat them fairly because (fill in the blank).

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How to Create an Executive Presence That Actually Persuades and Inspires Others

By: David Roberts

Throughout my career, when I'm mentoring, coaching or providing career development feedback to business leaders, the one leadership skillset that most frequently comes up as a growth opportunity is developing 'executive presence.' While honing your executive presence can be a key factor in your career growth and the competency many leaders frequently need to refine, what exactly does executive presence require? How do you define it, how do you know when you have it, and what can you do to improve it?

The problem with executive presence is that it's like the old definition of art — you know it when you see it — but you can't necessarily articulate just what "it" is. It's difficult, if not impossible, to improve upon it if you don't have a clear definition, so here's how I see this.

For me, executive presence is the total combined manner by which an executive "shows up" for the job of leadership. It's that unique combination of skills, style, actions and reactions in service to the goal of leading your employees forward and driving organizational results. As John Quincy Adams put it, "if your actions inspire others to dream more, learn more, do more and become more, you are a leader."

The reason executive presence can feel so elusive is because it's not a singular concept of presence. Instead, it's how you show meaning and authenticity. It's not just what you wear or how you communicate — it's the combination of everything that determines how people view you as a leader and why they look to you for direction.

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