



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – February 1, 2019

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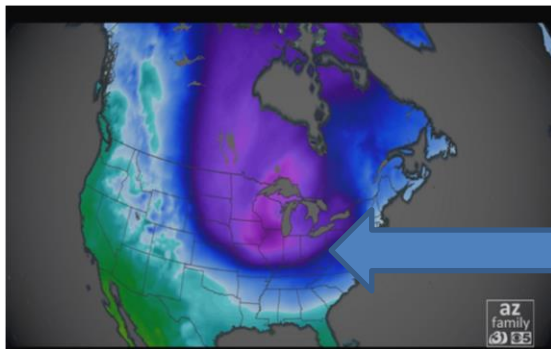
### Quote of the Week

*"Almost everything will work again if you unplug it for a few minutes, including you."*

Anne Lamott

### Interview Question:

So why do you want to leave Missouri and come to Arizona?



Just NO!

I think this is Boston

My answer



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## The Chief's Desk

They say patience is a virtue. Let's explore this for a moment. Patience is a noun and means the ability to wait calmly; the capacity to accept delay without getting angry. Ummmm, I don't think anyone would say that describes me. Nope, I just asked Jen and she laughed/is still laughing. Virtue is a quality or trait that most people consider to be morally good or desirable in a person. So, patience is a quality that others find desirable in a person. I can imagine reminding an irate customer or citizen that patience is a virtue – I'm guessing that would not go over well, but I'd probably say it just to see what would happen.

So what's the point you ask? People in leadership positions are expected to have a level of patience with a balance of impatience. Great leaders in history have been able to balance the need to take action with the patience to wait until the right time to take action. The "right time" will be different to each individual and is unique to each situation.

Abraham Lincoln is one of the best examples of a leader who was adept at balancing patience with impatience. He first proposed the Emancipation Proclamation to his Cabinet months before he actually issued the order. Prior to revealing the document to them, he made it clear that his mind was fixed and that the Proclamation would be issued, but not without input. Given the team he had assembled, the response was mixed. Some were adamant that the document should be issued immediately. Others were adamant that the document should never be issued. Still others urged caution and argued that timing was critical.



Artist rendering of President Lincoln reading a draft of the Emancipation Proclamation to his Cabinet

The Emancipation Proclamation was put aside for months undergoing revision by President Lincoln. He was waiting for a victory on the battlefield that might alter the mood of the country enough for people to accept the idea of emancipation. That victory, while very slim, came at the battle of Antietam – the bloodiest battle ever fought on American soil. In September 1862, the Proclamation was published with a date of January 1, 1863 set for implementation. He suffered through some tough days between publication and New Year's Day 1863, but he never wavered. Continued on page 4

### Upcoming Events:

Feb 4 – Senior Staff Meeting, Meet with Prescott Staff and Officials  
Feb 5 – L/M meeting, coffee with a cop  
Feb 6 – Meet with Cattleman's Corp old 57  
Feb 7 – AFDA meeting Phoenix, Meet with Peoria FD Staff

### Board Meeting:

February 25<sup>th</sup> Chino Valley Town Hall

CVFD – 1600-1630  
CAFMA – 1630 – 1800  
CYFD – March 5<sup>th</sup> Admin – 1600-1800



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## **Tradition or Hazing: Where Do We Draw the Line?**

**By: Sara Jahnke and Terry Von Thaden**

While positive initiation traditions can serve as building blocks to camaraderie, trust and teamwork in the fire service, there have been hazing rituals that have crossed the line and have become humiliating, destructive and serve to target certain individuals. These rituals have become an increasing area of concern in the fire service.

From the time firefighters enter into service, they are trained in the cultural norms of duty, pride, honor and tradition. Duty refers to the expectation to perform work as part of a team, as challenging as it may be. Firefighters are taught the history of the fire service and to have pride in choosing one of the noblest of professions. They are groomed to the long-established beliefs, legends, traditions and customs, many of which come from chivalrous and military environments. Where these ideals represent best practices and serve to instill appreciation, duty/pride/honor/tradition represent the esprit de corps of the fire service. Hazing and assault, however, stand in stark contrast to the fire service core values. When duty/pride/honor/tradition are used as ways to justify hazing protocols, they corrupt the core principles of dignity and respect and serve as a barrier to a culture of safety in the fire service.

[More](#)

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## **Stuff That's Happening**

Our strategic planning review and update kicked off Tuesday with a program led by Retired Tempe Fire Chief Cliff Jones. The next step in the process will be an email to the entire agency asking for input from divisions and crews on our SWOC-T analysis (Strengths, Weaknesses, Opportunities, Challenges and Threats). That email will likely go out later today seeking input no later than mid-February – I'll provide an actual date. Once we receive your feedback, we will have another meeting with the committee to begin compiling the information. This will be a multi-month process.

At the board meeting Monday, the board requested that we begin attaching the Annual Goals and Objectives to the monthly staff report rather than just a bi-annual update. Additionally, the CYFD board gave us direction to post the vacancy for a board seat. As we will not have a quorum in February for CYFD, they opted to reschedule the meeting for March 5th. They will interview potential candidates at that meeting, and make a decision.

I had the opportunity to meet as part of the AFCA Board with the staff of Phoenix Fire, the Metro Chiefs, and representatives of the IAFC to discuss Fire Rescue International (FRI) 2020 which will be held in Phoenix. As registration and attendance covers two fiscal years, we are encouraging agencies to begin planning their attendance within their budgets for the upcoming fiscal year. Registration will open in February 2020, while attendance is in August 2020. I've already spoken with Chief Feddema about planning for our participation in his upcoming training budget. In addition to classes, we will be

encouraging you to attend the expo. Passes to the expo are only \$50 and well worth the price of admission. I believe this will be one of the largest expos of this type ever held in our State. Staff will have a conversation concerning how many people we will be able to support for attendance and/or the expo.

It's important for Arizona to show support and really drive attendance so we can land future opportunities to bring FRI to Phoenix. FRI pulled out of Salt Lake City, UT because they didn't feel they could generate the needed attendance. The financial impact to Phoenix, and our State, is in the multiple millions of dollars with an influx of 10,000 plus people.

We shared with the IAFC representatives how the Arizona Fire Service is a statewide partnership as well as the multiple academies available in the State e.g. BC Academy, Engineer's Academy, Captain's Academy, etc. Additionally, we shared the strong relationship we enjoy between labor and management. The IAFC folks said they had never witnessed this level of cooperation in any other state and wanted to ensure it was highlighted as part of the conference.

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## **Chief's Desk Continued**

Lincoln later stated. "It is my conviction that, had the Proclamation been issued even six months earlier than it was, public sentiment would not have sustained it." It's not that he necessarily wanted to wait, but he knew he had to be patient, if he wanted the concept of emancipation to be accepted. He shared the following antic dote to illustrate the concept of patience:

A man watches his pear-tree day after day, impatient for the ripening of the fruit. Let him attempt to force the process, and he may spoil both fruit and tree. Let him patiently wait, and the ripe pear at length falls into his lap.

Patience, which is a component of timing, is vitally important when trying advance an idea. This doesn't mean that you should necessarily internalize the idea and not say anything until you feel the timing is right. Had Lincoln not briefed his Cabinet and taken input months in advance, as well as continuing to accept input over the intervening months, the Emancipation Proclamation would have been a disaster. I personally find it best run ideas by the team even if ultimately the concept never moves forward – it does make them nervous sometimes 😊 By planting the seed we usually see something grow in some form over time. It may not be in the same form as the initial concept, but is more often than not better than it would have been.

Other times, opportunities present themselves and we have to take advantage of the timing to ensure success. In those instances, one may have to push others who would normally exercise an overabundance of caution. I'm not saying throw caution to the wind, but there are times in a leadership role that you have to recognize and capitalize on opportunities in the moment.

It's kind of like having kids i.e. if we wait for the exact right time, we'll never have them. Sometimes you just have to make a decision and move forward when opportunity presents itself. In those instances, you should have done your homework well enough in advance that most of your ducks are in a row. You will inevitably still have some barrier/s that have to be addressed, usually money or politics, but if you've been preparing you'll have some level of contingency already developed.



There are two types of leadership I just read about in conjunction with the idea of patience. The first is called transactional leadership. This is the most common and includes the concepts of appealing to self-interest, trades, bargains, or rewards to obtain support. The second type is transformational leadership. Transformational focuses more on unity and the concept of believing in something that is bigger than oneself. In this type of leadership, you may make a decision that is not in your best interest, but is in the best interest of the whole. An extreme example is a military member jumping on a grenade to save other members. Obviously, not in that person's best interest, yet in their mind in that moment, it's not about them – selfless act.

The same transformational concept applies in our day to day. As CAFMA, we discuss, negotiate, and make decisions not based on what's good for just one person, but what's best for the entire organization. If you're someone that didn't benefit from a decision, you may not see it that way, but it's what we strive for, and in the long run, it may very well benefit you. In reality, no one is solely transformational, and no one is solely transactional. It's about balance and having the patience to know which to use in any given situation.

If you're impatient and rush a decision, you may use a transactional method for something that really needed a transformational style. In these instances, you have likely undermined whatever it was you were trying to accomplish. Other times, you may want to wait and use the transformational method when in reality a transactional approach is needed. Waiting and striving for unity may have allowed the

window of opportunity to close making it more difficult to achieve what could have been achieved had you seized the moment.

Leadership includes ongoing efforts to master the art of patience. Maybe, patience is an art rather than a virtue? Or, it's both. Truth is you have to know when to exercise patience, and when to seize the opportunity. Unfortunately, there is no instruction manual that tells you when to do what; it's something that is learned through trial and error. The trick is that we have to understand the important role patience plays in success. Maybe one day I'll figure it out, but probably not. That's why I'm surrounded by good people that I get to irritate with my hair brained ideas – sometimes; it's just to see the look on their faces☺ Humor is good medicine.....