



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **March 22, 2019**

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Quote of the Week

“To build a strong team, you must see someone else’s strength as a complement to your weakness, not a threat to your position or authority.” – FB Meme



Recruit Class Attending 130/190 at AWIMA – They represented us well!

Left to Right: JT, Leo, Lucas, Aaron, Leslie and Tony

The Chief's Desk

I recently received the latest edition of the *Harvard Business Review*. I haven't been as dutiful about reading them as I should be, but the cover of this one really caught my eye. In big letters next to a punching bag was an article entitled *Why Feedback Fails: Criticizing people doesn't help them excel*. My initial response was no \$#!&, we know this, but I was intrigued nonetheless. It's in HBR so there had to be more depth to the article than the title indicated. The other article from HBR I'll touch on this week is *The Future of Leadership Development*.

Let's start with the obvious, degrading another person whether publicly or privately is not feedback, is not leadership, and does not serve to motivate a person to improve in any way. Bully tactics are simply unacceptable. In the author's research, they came to the conclusion that annual evaluations are not overly effective. As objective as we try to make them, they are in reality subjective. Our personal views drive the evaluation, not necessarily the individual's actual performance. After all, we are judging their performance based on our own personal biases.

This is not an absolute because there are processes evaluated for which specific measurements are spelled out, but in general terms evaluations have more to do with subjectivity than they do objectivity. Many fortune 500 companies, according to a different HBR article from a year or two ago, have done away with evaluations. I personally didn't feel as if the new approach would really accomplish the goal of providing for the employee, and documenting for the organization.

We recently ran into an issue with an evaluation for a person in which the evaluator gave an open and honest rating, but that created other issues that the supervisor had not anticipated. The supervisor's response really shed some light on where we are with our evaluations. Ultimately, we are still not using our evaluations as they are designed. Not a blanket statement, but I look at a lot of the evaluations that come through and there is absolutely no substance to them at all – anywhere.

So, how should we be evaluating people? We should be evaluating and providing feedback daily. An evaluation should never be a surprise – we've said it before. If an employee is struggling, we should be documenting the issues. Having something in writing clarifies expectations for all involved and sets the person up for success or failure – their choice. It's not discipline; it's just a matter of documenting the process. At evaluation time, if the person has not followed clearly explained guidelines and expectations, then their evaluation should reflect the problems as well as provide the supporting documentation. We can make additional plans from there as to how we can best assist the employee.

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Upcoming Events:

March 25 –
Labor/Management, Board Meetings
March 26 – Fire Service Mutual Aid Meeting, Payson Town Hall Meeting, Chino Valley Town Council
March 27 – Strategic Planning, Elks Lodge Donation
March 28 – Meeting in Phoenix, PV Town Council Meeting

Board Meeting:

March 25 Admin

CVFD – 1600-1630

CYFD – 1630-1700

CAFMA – 1700-1830

Arizona Wildfire and Incident Management Academy

By: Battalion Chief/Wildland Coordinator Tobb Abel



The 17th annual Arizona Wildfire & Incident Management Academy (AWIMA) had another successful year. More than 800 students attended for the week. While most of the students came from the western United States, we did have students from Minnesota, New Hampshire, North Carolina, and Florida. The academy offered all levels of classes to include classes from entry level to 400, and the leadership series of classes. The academy had 110 instructors who passed on their experience to the students. The AWIMA staff is very dedicated in finding the best

instructors from across the nation to share their knowledge. As many of you know, it takes a lot of dedication and work to run the academy. This year the 59 member Incident Management Team did a great job. CAFMA provided several team members to make that happen, which included; Charlie Reyes (DIVS), Chief Carothers (SOFR), Dean Steward (OPS), Brian Cole (DIVS) and Chief Abel (OPS).

CAFMA sent 10 employees from of all ranks. Classes taken ranged from Portable Pumps (S-211) to Division Supervisor (S-339). The CAFMA employees fulfilled succession plans and continued to increase their wildland qualifications.

The Tribute Night was a great experience again this year. The evening started with "Always Remember" a tribute to the fire fighters killed in action the year before. CAFMA's Honor Guard and Pipes & Drums were a big part of that. Once again they did an outstanding job! The money generated from the raffle and auctions go towards scholarships for the next year's academy. This year we raised \$20,000. Our own Patty Brookins' hose flag went for \$900. Dean Steward's custom leather fire bucket went for \$500 and his Southern Talent went for \$6200.

Five Ways Great Leaders Inspire Their Team To Do The Impossible

By: Renita Kalhorn



One Sunday morning in 1956, Mitch Silverstein of Specialloy called Hank Rowan at Inductotherm. He was desperate. A fire had destroyed the control panel on his furnace system and Silverstein had heard it could take six weeks to get a new panel from Ajax Electrothermic, the original supplier. Without it, Specialloy would go out of business.

After a brief hesitation, Rowan told Silverstein: "Plan to melt again on Friday."

Only after he had hung up the phone did he question what he had said: How was he going to convince his team that they could build a 175-kilowatt control cubicle in less than a quarter of the time it typically took?

This is the moment — when the pressure is on — that highlights the difference between great and mediocre leaders.

Mediocre leaders feel the pressure and focus inward, on the voice of their own ego and fears of failure. In their insecurity, they take a forceful approach, trying to intimidate and convince people into motivation.

Great leaders feel the pressure too, but they're able to check their own ego and fears — they know it's not about them.

Forbes.com

New Recruit Bios: Week One

Leslie Harper:

Hi! My name is Leslie Harper. I was born in Kingston, New York. I quickly moved to Arizona and grew up in the beautiful red rocks of Sedona. I graduated high school in 2005 and then moved to the valley to attend college. I attended Mesa Community College and obtained my associates degree in Interior Design while working a full-time job. Shortly after I attended Northern Arizona University and completed my bachelors degree in Business Administration in 2014.

I was initially looking into joining the military until I was introduced to the fire service by a friend. I was attracted to the fire service because I really enjoyed the family atmosphere and team dynamics needed to obtain a common goal. I consider myself a life-long learner and enjoy the variety between medical calls and the fire service and the need to always be fluid and open to learning new things.

Before obtaining an offer from CAFMA for Firefighter Recruit, I worked as a full-time paramedic for Buckeye Valley Fire District and was a reserve firefighter for Pine/Strawberry Fire District.

I currently live in Tempe, Arizona with my partner of 5 years and our 1 year old boston terrier. I enjoy traveling, kayaking, mountain biking, and hiking during my time off and I am always up to try something new and adventurous!

I am very excited about this opportunity with CAFMA and I look forward to the experiences and learning still to come!

JT Gray:

I have lived in Yavapai County for 22 years (my whole life), currently residing in Chino Valley. My hobbies include hunting, fishing, spending time outdoors, sports, working out, reading, and most importantly spending time with my family. I have a very large family. We regularly organize gatherings or hunting/fishing trips so that keeps me pretty busy. I have family that currently work for public safety agencies, or have worked in public safety who introduced me to emergency services. Those influences along with my desire to help others while working as part of a team led me to a career as a firefighter. I worked for 2 Years detailing cars at a car dealership, and 2 years as a Firefighter/EMT at Puerco Valley Fire/EMS before being hired at CAFMA. CAFMA has always been the agency in which I wanted to spend my fire service career. I've always wanted to serve the community where I grew up and that I love.

Chief's Desk Continued

Regarding positive feedback, slapping someone on the back and saying "good job," is not feedback. Rather, positive feedback is timely and specific, no different than negative feedback. For example, hey "person" nice work on your approach to a very difficult topic. I really appreciate the way you didn't react to the initial language in the conversation, and were able to steer the meeting to a positive outcome. Positive reinforcement, not always focusing on the negative, goes much further than constant negative reinforcement. When you reinforce the positive, according to smart people studies, negative behavior in other areas decreases.

What does all this mean for us? Our evaluation system will remain, however we definitely need to provide additional training regarding positive and negative feedback, documentation, and the overall evaluation process. Additionally, we need to strengthen the feedback loop between supervisors when personnel float from station to station, or division to division. Fortunately, we have a Captain's meeting in the next few weeks where we hope to address some of these items.

The article on executive leadership development was very interesting. What the authors have found through their research is that traditional leadership programs are falling short. It's not that attendees do not graduate understanding how to plan strategically, or understand business modeling. However, what research is indicating is that they cannot communicate. If you can't communicate, you cannot effectively lead.

We can look at this in a multitude of ways. First, the way in which we communicate has changed. Texts, emails, and even social media have replaced real conversations. Second, especially in global companies, but even in our agency, satellite locations are so spread out that there is no longer a good way for in person communications to take place on a regular basis. The world has changed and is moving at a rapid pace and we all have a hard time keeping up.

While we may not fall victim to some of the same problems as corporate America, the reality is that we need to focus more on our ability to communicate. Our leadership training programs need to spend time

on both written and verbal skills, not just strategy and tactics. Yes, I know we cannot talk a fire out – I get that. However, as you move up in the organization, your ability to communicate becomes more and more important. If you're a supervisor that needs to provide feedback to an employee, you need to understand how and what to communicate, as well as how to document.

No news flashes this week, but some interesting insight from researchers concerning areas that not only impact the private sector, but impact us as an organization every day. It's not new information, but it does reinforce subjects we've discussed previously.
