



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 28, 2019**

This Edition:

The Chief's Desk.....Page 2
Successful Change Starts at the Top..... Page 3
Crossing that bridge: Leadership requires action
.....Page 3
How To Avoid Leadership Isolation Page 4

Quote of the Week

“A day without laughter is a day wasted.”
-Charlie Chaplin



The Chief's Desk



As many of you know, I like humor. It's a way to calm situations, put a smile on someone's face, and most often just makes me laugh when I need it – don't judge, somebody has to laugh at my jokes. In my opinion, and some studies have shown, humor helps with work life balance, and aids in creating a more enjoyable work environment. That said, we all know, or should know, that a balance does exist so don't get the idea that I'm advocating a free for all of practical jokes. But, in a controlled sense, using humor works. Personally, I normally use jokes to make fun of myself in an effort not to offend someone else – unless your name is Dave Tharp, then its game on 😊

Sometimes it seems as if our society has become a little too offended by, well, everything. I'm not sure where we went off the rails so to speak and became such ninnyes, but we seem to be there (this is my opinion, and does not necessarily reflect the opinion of CAFMA staff or elected officials – For: Attorney Cornelius).

Prior to Police Chief Bryan Jarrell departing for a colder and seemingly crappy climate we had discussed staging a joint fire police photo op at the new Dunkin Donuts otherwise known as the new police substation. If you have not been by the new building, it's an awesome design! It features a glass overhead garage door that turns Dunkin Donuts into an open air donut establishment. It may be a design feature, or it could be a marketing strategy. Think about it - open the wall and allow the fresh donut smell to flow out into the street and down towards PVPD headquarters. I say it's brilliant!! To be fair, Baskin Robbins shares the space and firefighters are somewhat known for their love of ice cream 😊 I believe it may just be the safest building in town.

I digress; our intention was to stage a photo opportunity poking fun at the stereo type of police officers and donuts. We've done things like this before, but usually more spontaneous i.e. PD taking over a fire engine, or the firefighters messing with a police cruiser – all in good fun. Thursday this week was the day to have some fun with donuts 😊 If you check out our friends at Signals AZ sometime today, the video will be posted. I don't want to give away the punch line, but I thought it was funny! Once it's on Signals we will share it to our social media sites for CAFMA, and from there – THE WORLD!

Continued page 4

Upcoming Events:

July 1 – Senior Staff Meeting
July 2 – Labor/Management,
Bday potluck admin
July 3 – Visit stations
July 4 – Office close
Independence Day Holiday

Board Meeting:

July 22nd Administration

CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830



Successful Change Starts at the Top

By: Jim Haudan

I have some insight for you: the purpose of strategic planning is not to make plans. In reality, strategic planning is done to change the way we think and act. If newly formed visions and strategic plans are intended to propel organizations to places they have never been, then they also require individuals to do things they have never done before. The fact is, successful change is all about behavior. The “act” trumps the “think” every time.

Leaders Must Pave the Way

Several years ago, a Fortune 300 company was preparing its strategic plan for launch at a January meeting of their top several hundred leaders. For three days, the leaders discussed the merits of the plan and the critical actions required to get results. The group seemed engaged. Just before the close of the three-day meeting, each person in the audience was given a device to anonymously vote on how confident they felt about the new strategy. The senior team assumed they’d get commitment and widespread support from the top leaders who had participated in the event.

But what flashed on the screen wasn’t what anyone expected...a stunningly low 19 percent vote of confidence by the top leaders of this 53,000-person company.

[business2community](#)

Crossing that bridge: Leadership requires action

Problem-solving is crippled when leaders fail to take bold and decisive action

By: Fire Chief Marc Bashoor

So many decisions seem to be dismissed by “crossing that bridge when we come to it.” I’ve been trying to figure out where “that bridge” is for a long time now. Based on how people talk about “that bridge,” it must be a pretty scary place.

To use another metaphor, many people seem to avoid problem-solving or decision-making challenges by “kicking the can down the road.” Instead of just picking up the can and doing something about it, it seems easier to just keep kicking the can down the road for the next person to handle. But we all know that problems left unattended won’t be solved by kicking the can or crossing the bridge later. It’s time to get proactive and pick up the can and cross that bridge – now!

I challenge leaders everywhere to take bold and decisive action when necessary to handle problems or issues that come up at their departments. Certainly not every problem and/or issue will require bold and decisive action, but action nonetheless. I haven’t seen one problem or issue that solved itself without some positive intervention.

LEADERSHIP STYLES CAN DRIVE ACTION

The real challenge for chiefs is accepting President Harry S. Truman's mantra "the buck stops here," extolled on a desk plate in the White House. Getting to the buck is the trick. How this applies to problem-solving comes back to organizational structure and leadership styles.

FireChief.com

How To Avoid Leadership Isolation

By: Doris Helge

The view from the highest point of a summit on a crystal-clear day is so breath-taking that a foolish leader filled with visions of their own greatness will forget that everything in life is but a moment in time. The very same mountain top can become one of the harshest, loneliest and most miserable places in the world if you're all alone and a series of storms threaten your safety.

Don't set yourself up for a fall if your title or your rise to the top create an illusion that you and you alone can lead your team. Since all leaders can be replaced, you need your team more than they need you. You also need a reliable feedback system so you can avoid a proven leadership trap: leadership isolation.

Why are some leaders often starved for friendships?

Throughout my time as an executive coach, I've found many leaders feel isolated because they're tightly sandwiched between two layers — an upper layer of top management and board directors and a lower layer comprised of direct reports and employees. They often tell me they cannot be totally open or forthcoming with either of these two layers.

Forbes.com

Chief's Desk Continued

The interesting part of this little skit was a couple words of warning I received about someone being offended, or someone in the community using it to further some sort of negative narrative. It's not that the individuals were overly concerned, or didn't think it was a good idea; it was just a word of caution as they were laughing at the concept. What struck me as interesting is the idea that in today's society we may offend someone by police and firefighters poking fun at our own stereo types while at the same time promoting a local business. Honestly, the same thought of caution had crossed my mind, but I

quickly booted it out of the way. What kind of person would not find this funny???? Not someone I want to hang out with.

Obviously Chief Jarrell and I were not in on this alone. Interim Chief James Edelstein was on board as was Sergeant Rob Brown who also happens to be the police union representative. These are great people and our agencies enjoy a fantastic working relationship, as we do with all of our LEO partners. In fact, James proposed the idea that we make a series of short videos. The next one would obviously poking fun at a firefighter stereotype. I'd assume it would include the firefighters maintaining a healthy life style and saving lives, but he may have something else in mind. I'm not disclosing the narrative for security reasons.....



In our opinion, working with Signals AZ to use humor in short videos demonstrates to the community that we have a healthy respect for one another, and that while our jobs are serious, we can still have fun. At the same time, I believe the concept serves to promote our community. Who wouldn't want to move to a place where police and firefighters get along?? It's like the utopian world where dogs and cats live together in harmony.....

It was mentioned that videos like these could go viral. EXCELLENT!! Let the entire world see that you can have fun and not be offended. Let them see that the police officers serving their communities are fun loving professionals, contrary to the narrative some would like to perpetuate. Let's show people that a sense of humor, especially about oneself is not only okay, but is recommended.

Bad stuff happens in our personal lives as well as our professional lives. Humor can help us cope with the stressors, help us maintain a healthy life, and keep us on the right path. There is simply too much negativity in the world today. I personally choose to have fun, usually poking fun at myself, or picking on Cubs fans, but they bring that on themselves by being Cubs fans☺ Even when the Cardinals are losing, I can still poke fun at the Cubs. Is it eleven World Series wins to one?? I can't remember exactly.

My advice, lighten up people! Stop being offended by everything, suck it up buttercup, and have some fun. Put the resting (frowny) face away and smile – life's too short!

So, to anyone offended by the police and fire department having a little fun with each other, I'm sorry you feel that way☹ As for CAFMA and our LEO partners; we are going to use humor to help us cope with the trauma we see day in and day out in our professions.

As a final note for my brothers and sisters in blue, if you haven't thanked a police officer today, you should. I know you already like the firefighters☺

Stuff that's Happening

At the board meetings on Monday, the CVFD and CYFD boards both voted to renew the JPA contract, or IGA. They also approved the fiscal year 19-20 budgets.

New Firefighter testing took place last night. We had 57 applicants test, which is a big improvement over the last few years. Our plan is to complete the process and offer positions in July.

The first round of applicant reviews for the new tech position has been completed. Interviews are scheduled to begin Monday, July 8th.

New Eric has scheduled the installation of our flag pole at the administration building for the first or second week of July. We have a couple other small projects with some pavers to follow the flag pole installation.

The Woodbury Fire is being turned over to a Type 3 IC Team so most, if not all of our folks will be home by Saturday.

Work on the Blue Hills tanks is complete and the system is fully operational!

