



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **August 2, 2019**

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Quote of the Week

“Life moves pretty fast. If you don't stop and
look around once in a while, you could miss
it.”

-Ferris Bueller



Firefighter Angel and Engine 58
helping out at the Humboldt
School District

The Chief's Desk

Last week I included an article in The Review that discussed the idea that a Decency Quotient exists which serves as the third leg of a three legged stool for leadership, for the lack of a better analogy. We know about the IQ, or intelligence leg which is vitally important in leadership roles. In more recent years there has been a lot of discussion about the second leg, or Emotional Intelligence.

I am not a fan of the three legged stool analogy because we may be able to pull any one of the above legs away from someone in a leadership role and still find a successful person. Additionally, and as you will see below, I think there are a lot more legs than three.

I'll give you two examples of why I don't think three legs works. The first is Jack Welch. I know we read a lot of leadership books about how great he was, but when a person really breaks it down he sounds like a possible ass. To that end, the Decency Quotient may not have been high on his priority list yet GE was successful under his watch, and he does have a following. However, look at what happened to GE since he left and that's with his famed leadership development programs. Second, look at me. I'm not very bright, so you can pull the intelligence leg of the stool. Jen says I'm an ass, so seems you can pull the decency leg. Then there is the Emotional Intelligence piece – let's not even go there. Better yet, refer to example one and ignore example two..... You get the point.

Seems pretty easy to figure out what someone needs to be decent in a leadership role. Step one, try not to be a #%\$&. Show that you care for people, try to inspire them, and be sincere. Humility and humbleness go a long way. Step two, have some level of intelligence and training which means education and certs. We've all known or worked with an educated idiot. Higher education is important, but it's the name on the bottom of the diploma not the diploma itself that is important. A college degree provides useful tools for your tool box, but does not constitute the entirety of your tool collection. Finally, be able to control your emotions. Escape to the balcony, get a complete picture, and reengage. Recognize your emotional limits, and take a break when you need it rather than losing control of your emotions. Do not under any circumstances be arrogant. Confidence and arrogance are two completely different things. You will never be able to control your emotions 100% of the time, but your default should not be to lose your cool.

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Upcoming Events:

Aug 5 – Senior Staff Meeting,
Legislative Meeting
Aug 6 – Labor Management
Aug 8 – PV Council Meeting
Aug 6 – 10 Chief attending and
speaking at Fire Rescue
International (FRI) in Atlanta

Board Meeting:

August 26th Chino Valley Town
Hall

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



This personality trait could be holding you back from success

By: TOMAS CHAMORRO-PREMUZIC

Although humility is a universal virtue, it's also quite rare. How many times a day do you meet people who seem remarkably humble? How often do you tell your work colleagues—or boss—that they should think more highly of themselves? And when was the last time you saw a famous businessperson or politician display genuine signs of modesty, self-criticism, or self-doubt?

Recent scientific research suggests that there's a clear business case for humility. When we appoint humble people to leadership roles, they are less likely to damage their teams and organizations. Companies suffer more from hiring toxic individuals than they benefit from hiring superstars. In fact, even narcissistic leaders will be able to exert a positive influence on their teams and organizations when they have some humility (yes, it is possible to be both narcissistic and humble at the same time).

We would probably not value humility as much if we had it in abundance. Or perhaps the bigger issue is that while we do like and value humility, we are actually more seduced by charisma, confidence, and arrogance. Alarmingly, recent research suggests that we are so captivated by arrogance, that we are happy to reward it even when we know its coupled with incompetence. That is, even when we know that people are not as good as they think, we are seduced by their hubris and prefer them to people who are self-aware, let alone modest. This is why we often end up selecting incompetent men over competent women for leadership roles.

Fastcompany.com

The 5 Marks of Authentic Leadership

By: MICHAEL HYATT

Countless people have written on what it means to be a leader. And almost everyone identifies influence as the primary characteristic.

By definition, this means that leadership and position are two different things. Holding a title and a high rung on the company org chart doesn't mean you're a leader. Even people without these things can exert influence and thus leadership.

But leadership is more than influence.

It certainly includes influence, but that's only part of the package. I believe leadership includes at least five characteristics. I call these the five marks of authentic leadership.

1. Authentic Leaders Have Insight

Sometimes we refer to this as vision, but that usually has exclusive reference to the future. While leaders must have vision, they need more.

MichaelHyatt.com

How to deliver strong initial on-scene size-up reports

By: Keith Padget

Many National Institute for Occupational Safety and Health (NIOSH) Firefighter Fatality reports list the following recommendation as a critical factor that can influence line-of-duty deaths (LODDs) on the fireground and many other emergency events: “Ensure that an initial size-up of the incident scene is conducted before beginning interior firefighting operations.”

Conducting that initial scene size-up and establishing an effective incident command structure early in the event not only helps the incident run smoothly, but can also save firefighter lives. And with that comes training to ensure this practice is conducted repeatedly at every event to which we respond.

ESTABLISHING COMMAND – AND A PLAN OF ACTION

Firefighters and company officers too often gravitate to operating at the task level – that operational level that includes operating a nozzle on a hoseline, laddering a building on a structure fire, operating an extrication tool at a motor vehicle crash, and related duties.

FireRescue1.com

Chief’s Desk Continued

Now I will start adding legs to our stool. Let’s start with an ethical component. Ethics, as we’ve discussed, are not easily defined. Yes, there are a multitude of philosophies, but when we consider the daily practical application of ethics they are individual. This is why I strongly encouraged the students in my class at NAU to define their ethical line which is set by their personal morals and values. Significant ethical issues in companies or organizations are not generally the result of any one incident. Rather, they are the result of not holding someone accountable for the one incident thereby creating an environment where deviance becomes the norm e.g. Wells Fargo. When you have not established a strong personal and organizational set of values it’s easy to move the ethical line.

A sense of humor is something I believe is vitally important. Now, you can't pick on people incessantly – not even Cubs fans, but you can certainly poke fun at yourself; others only if you have identified clear boundaries.

As we say in our Compass, make a decision. Decisiveness is a factor of training, ethics, intellect, etc. Bottom line, if you are in a leadership role you better be able to make a decision and own the results.

The importance of courage cannot be understated. It takes courage to do what is right, say what is right, make a decision, stand up for your people, your organization, and yourself. Without courage you'll simply drift whichever way the wind blows leaving your organization without any clear direction. Weakness and avoidance are not good traits.

I think we all understand the importance of having and setting a vision in a leadership role. Vision includes knowing where we are going and how we get there supported by a sound plan that includes contingencies for the inevitable road blocks that will be encountered. You can't plan for every possible scenario, but having a plan allows you to deal with even the unexpected things more efficiently.

At this point, I think the three legged stool has been replaced by a number of supportive ideologies or concepts that someone in a leadership role should possess and/or understand. This is just what I've come up with as I sit and write the Chief's Desk. In reality, I'm sure many of you can add a number of other traits that are important.

So, how do people in leadership roles lose their positions? Let's start with the easiest one first – total incompetence. The old saying that some people get promoted to their highest level of incompetence is alive and well in all kinds of managerial/leadership positions. What throws me off is that some of these people continue to obtain the same position in different organizations. So much for reference checks.

Politics is a fun one and not just for the governmental sector. There are a lot of inner office and company politics in the private world that cost even good people their jobs. In the public arena, politics is one of the key reasons someone in a leadership role loses their position. It could be because you said the wrong thing to the wrong person – even if what you said was the right thing to say. Confusing I know, but that's how politics goes. It could be because you took a stand. If you've drawn your ethical line and refuse to cross it, you are likely going to run into a situation in which the line in the sand is also the end of the line. I could go on about politics, but you've seen it, lived it, and watched the cookie crumble.

Ethical dilemmas are another key reason people lose their leadership positions. Inner office affairs, theft, deception, fraud, lying, etc. are all ethical issues that have led to the fall of high profile people as well as companies. We've seen at least three, and probably more, fire chiefs from small agencies within our state that have been indicted and fired for embezzlement and fraud. Their actions make us all look bad, even though there is no correlation between them and organizations like CAFMA.

Sometimes seemingly good leaders are fired because of the actions of their subordinates. Your decisions and your actions have a direct impact on people in positions like mine. There have been heads of

companies, fire departments, police departments, cities, and towns that have lost their jobs not because of anything they did, but because of the asinine antics of others. Ultimately, whether you like it or not when you get into a higher level position it's not so much that you are in charge as it is that you are simply responsible – for everything.

I'm guessing at this point I've talked you all into testing for promotion 😊 Not my intent. My intent in writing this is to make you think. First, do I have what it takes to be in a leadership role i.e. can I actually lead and be effective? Not all those in leadership roles are leaders. Second, how high up do I want to go? I'm often asked how long I plan to stay. My answer is typically "until I get fired." Then we all laugh. Truth is, in a position like mine you just never know. In my mind, the key is to evaluate your effectiveness on a regular basis. You cannot be retired on active duty. If you're not going to learn through your last day and think you can coast, then coast out the door before you hurt those around you and the organization. How high you want to go is a factor of how much security you need, and how much responsibility you want.

Now, go study and get ready for the upcoming promotional exams. Lots of happy happy fun time's ahead 😊 *Use your one match and light the world on fire. When it goes out, get to work.* (Chase Sargeant)
