



THE REVIEW

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

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Quote of the Week

"Diplomacy is the art of telling someone to go to hell in such a way that they ask for directions."

-Attributed in the meme world to Winston Churchill, but probably not



Commitment to a cause greater than oneself.
Congratulations Nationals!!

The Chief's Desk

As part of the Executive Fire Officer Program (EFO) program we spent an eight-hour day touring the Gettysburg Battlefield. We often hear about the importance of having the "high ground," but when you walk the field you really get a sense of what that means.

When you stand on Little Round Top and look down the hill through the trees you begin to think "why the hell would you run up this thing?" The Union soldiers were dug in, had cover, and easily had the advantage. Yet, wave after wave of Confederate soldiers charged up the hill. They had an impact, and the Union Soldiers ran out of ammo, but the Confederates still lost. Ultimately, the Union commander, Colonel Chamberlin, ordered fixed bayonets and the Union soldiers charged the weary Confederate soldiers who surrendered. Chamberlin and his men never lost the high ground.

We walked the last charge of the Confederates uphill towards a fortified union line. As we walked all I could think was, why? Again, wave after wave charged the hill to their deaths. Granted, this was another time and well before modern battle tactics and advanced weaponry. That said, it's still hard to grasp the commitment to a cause so great, that you would run uphill without cover towards certain death.

Hundreds of years before Gettysburg, and over a hundred years later having the high ground in battle has remained a key to success. If you listen to Jocko Podcast 115, you'll hear the story of Sergeant Dakota Meyer, the youngest living Medal of Honor recipient. He was awarded the Medal of Honor for his heroism during the battle of Ganjgal fought on September 8, 2009. During the Podcast he describes in detail how the terrorist forces had fortified the high ground leading to a disastrous battle for combined United States and Iraqi forces. Our military forces have the best training, equipment, and fire power in the world yet they attacked a fortified position on the high ground without air cover and without the aid of their advanced weaponry.

Let's shift gears now and talk about the "high road" and its relationship to the high ground. The high road, as it relates to professionalism, is an ability to maintain composure even in the face of personal and professional attacks. Generally, you maintain calm while some of those engaged with you lose their composure. Or, in the case of social media warriors, they attack and you let them hang there without a response. In the end, they look like idiots and the world moves on.

As CAFMA, our values state that we will be professional, that we will be respectful, we will operate with the utmost integrity, that we are dedicated, and that we will strive for excellence. They clearly articulate that we will stay above the fray and not lower ourselves to a level that would undermine our core i.e. we will maintain the high road so to speak.

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Upcoming Events:

Nov 4 – Senior staff meeting,
Speak at recruit academy
Nov 5 – Labor Management
Meeting
Oct 6 – Conference call with Dr.
Jahnke about possible AFG for
behavioral health stuff
Nov 7 – Baggers Group
Glendale
Nov 8 – Baggers Group
Glendale

Board Meeting:

November 25th Admin
CAFMA – 1700-1830



Command Post: The Vanishing Art of Compromise

By: Dr. Harry Carter

Is it just me, or do I see many things in our world that seem to be on the verge of coming apart? In the long-ago childhood of my Eisenhower-years upbringing, several important concepts were installed into my psyche. Maybe these things were done by my parents. Maybe it was my grandmother. Or perhaps it was an influence whose origins have escaped me over the decades of my life.

Let me now suggest that they may have come from the time I spent learning about the Lord at St. Peter's Episcopal Church in Freehold, NJ. Possibly they came from my time at the West Freehold School or Boy Scout Troop 155. Who can say? Perhaps all these different influences played a part. But installed they were, nonetheless. Much like Popeye the Sailor, "I am what I am."

My growth and maturation experiences have taught me that people were supposed to be civil with one another. Polite boys and girls always said "please" and "thank you." Ideas were made for sharing. You could not always get what you wanted. Not everyone was picked for the ball team. Sometimes you won and sometimes you lost.

Do unto others...

Firehouse.com

HOW TO AVOID A LEADERSHIP VACUUM

By: Dr. Ed Brenegar

When Aristotle said, "Nature abhors a vacuum" (Physics IV:6-9), he was referring to flow.

In the photograph below, look at the two channels in the stream. One is meandering, and the other is more direct. The meandering channel established a path that is different from the wider streambed. This even occurs when streambeds are dredged of silt to create a long, straight channel. Within a few months, the meandering curves return. Inevitably, flow finds its own path of least resistance.

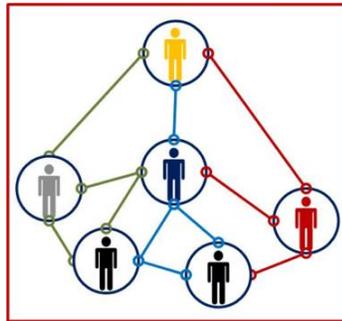


In Design in Nature, Professor Adrian Bejan writes:

“Everything that moves, whether animate or inanimate is a flow system. All flow systems generate shape and structure in time in order to facilitate this movement across a landscape filled with resistance...”

This applies to the function of leadership in a surprising way.

The conventional view of leadership is that it is a role within an organizational structure. The people within that structure are divided between leaders and followers, like this:



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Chief's Desk Continued

This is not to say that we will not defend our position when necessary. The high ground is not weakness, it is a position of strength, courage, and will. Quite honestly, in most situations we don't have to say anything the other person is doing the work to discredit themselves without us hurling a cross word. It is, in a word, priceless. Please do not misunderstand, I'm not talking about outside forces trying to discredit us as an organization. My purpose in writing this concerns our day to day interactions with each other, the public, our families, or those who troll social media looking to engage in battle. The high road in this case is about maintaining professional decorum and solving problems without defaulting to sudden emotional outbursts.

There are almost always multiple options for dealing with any given situation, or challenge. Some of those options are positive, and some are not. To make the right choice, it is imperative that you maintain a high level of self-awareness as well as know and understand emotional intelligence. When you default to something akin to a sudden emotional outburst you have in effect launched a missile and there is no getting it back. Even in the moment your brain is generally telling you to stop, but your emotions have hijacked your mouth and you are off to the races. The end result is usually not good, and apologies are only so effective. No one is perfect meaning we will all engage the launch code sequence and hit the button at some point – it happens. But, it cannot and should not be your default.

We have to remain cognizant of our surroundings, our mood, and our triggers at all times. It's good to surround ourselves with people that can sense the direction we're heading and gently help redirect – or in some cases, abruptly stop us before we say or do something stupid. It's kind of like having a service dog, but not as cute.

The other part of this is understanding that being direct and transparent has limits. It's not necessarily that being direct is bad, it's being direct without employing a tactful approach is not desirable. It is possible to get a point across without being condescending or brash. There are times when a firm tone, or a little more volume in your voice is appropriate for a given situation. However, if being direct without tact is just the way you operate then there is a problem. In short, you become ineffective.

In the world of social media many have lost the concept of the high road, or even common decency. Each and everyday people make themselves look like asses to the world. They say things they would never have the courage to say in person and throw it out there for the entire world to see. The display of ignorance is absolutely amazing. Is it new, or did all of these people exist before just without a convenient way to display their lack of intellect? Probably a combination. Anyway, people throw things out there as bait to see who they can entice into a public battle from which no one emerges unscathed. When no one responds, they look like the idiots they are. If you respond, no matter how eloquent it may seem, you just lost. You have given up the high ground and descended into their madness.

Ultimately, taking the high road is a choice. It is tactically advantageous and, as described earlier, aligns with our stated values. It is also very difficult and requires you to press pause, escape to the balcony, make a choice, and then re-engage. The balcony may not be within reach in the moment which is when you may have to call for a time out. As I said in an earlier writing, these situations are generally not an immediate danger to life and health which means in most cases you have time to take time. You have time to employ a situational size up, determine the outcome you want, and work backwards for an appropriate response.

As an organization, we all accepted and said we are committed to our values. Take some time to revisit The Compass and the philosophies we've spelled out for ourselves. It's good to reinforce and remind ourselves of what we stand for and what we expect from one another. We're not looking for perfection, but we are striving for excellence. So, maintain your tactical advantage in your dealings within our agency, with those outside our agency, and in your own personal life. Stake the high ground and don't give it up, it's generally not worth it.