



THE REVIEW

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

This Edition:

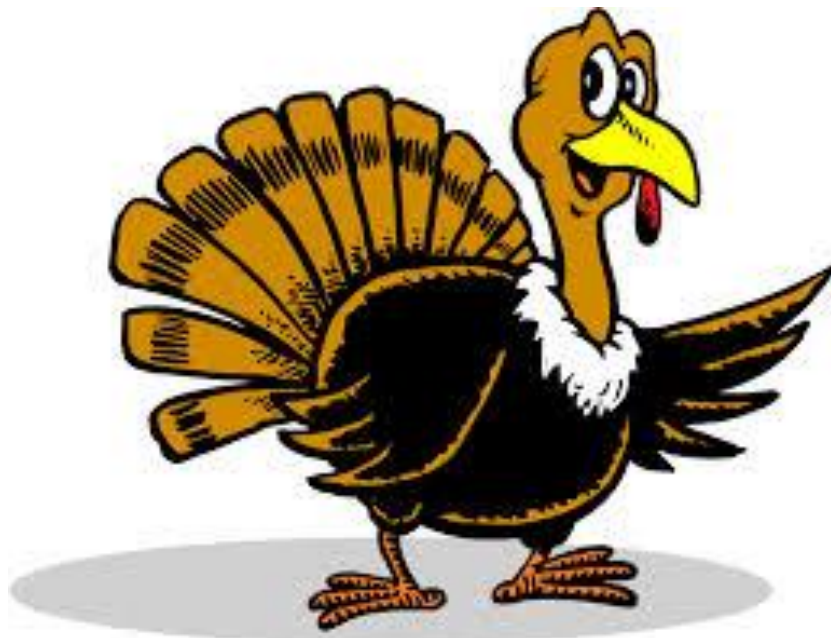
The Chief's Desk Page 2
Disruptive Innovation Needs Disruptive Leadership
.....Page 3
How Can You Be Sure Someone Is Fit to Be a
Leader? It Comes Down to 1 WordPage 3

Quote of the Week

“There are three ways to ultimate success:
The first way is to be kind. The second way
is to be kind. The third way is to be kind.”

-Mr. Rogers

Happy Thanksgiving!!



The Chief's Desk

As I mentioned last week, Phoenix Fire asked if I would serve as the statewide liaison to the International Association of Fire Chiefs (IAFC) for their Fire Rescue International (FRI) committee. I've attended FRI, and have presented at FRI, but have never been on the behind the scenes planning and building of the conference.

The next conference is scheduled for August 2020, in Phoenix. This will be the first time in conference history that it has been held in Arizona, and will be the debut of a new educational format as well as conference layout. The main focus for this site visit is to evaluate hotels, look at the convention center layout, and chose presenters. Establishing the core development programs in a completely new format is both challenging and fun.

My focus is showcasing Phoenix Fire Department as well as the fire service in the State of Arizona. To that end, I've been able to help guide committees to Arizona fire service professionals for additional course content, as well as to state universities for research information and professional development. In my personal, and completely unbiased opinion, we do some amazing things in the Arizona fire service across the state that you just do not see anywhere else.

Standard workshops are still included as part of the curriculum, but there is somewhat of a twist in other areas. The exhibit floor will be divided into hubs that cover specific topics and products that complement one another. Each hub will have an area where we bring in presenters to do 15-30 minute Ted Talk formatted presentations. Additionally, we may show case a vendor product with a presenter, if they complement each other and enhance the topic. For example, if we have someone presenting on incident command, we may pair him or her with a vendor who has developed a product to assist commanders during an incident.

We are also going to incorporate a format called a Hackathon. A Hackathon utilizes a professional facilitator and a presenter who establishes a framework for a topic. Once the topic is established, the attendees become part of the presentation and discuss what has or hasn't worked in other parts of the country. I've reached out to Chief Tom Shannon with Scottsdale FD to do a Hackathon concerning succession planning. Scottsdale will be losing a majority of its workforce over the next 5 years, much of it at the higher ranks. Trying to back fill with such a sudden loss of knowledge and talent is a significant and unique challenge. For the Hackathon, Tom will present the issue and the group will discuss his situation as well as their own background and experience related to the topic.

Continued on Page 4

Upcoming Events:

Nov 25 – Meeting with Senate President Fann, Board Meetings
Nov 26 – Capital Planning Meeting
Nov 27 – Office
Nov 28 – Closed for Thanksgiving

Board Meeting:

November 25th Admin
CAFMA – 1700-1830



Disruptive Innovation Needs Disruptive Leadership

By: Murali Kashaboina

The notions of playing to win and playing not to lose are a world apart. At the face value, there does not seem to be any difference; however, when dissected further, the differences become evident.

The greatest element of winning is strategy. According to A.G. Lafley, author of *Playing to Win: How Strategy Really Works*, strategy is "an integrated set of choices that uniquely positions an organization to create sustainable advantage and superior value relative to the competition." While teams that play to win have a well-defined strategy that they constantly adapt, the teams that play not to lose typically are in a reactive mode trying to optimize what they are already doing in their routine game plan.

Another key difference is in being a leader versus being a follower. There are many organizations that are leaders in their own vertical that always play to win. Apple is a great example. When incumbent companies were busy optimizing their status-quo trying to evolve their product line, Apple took the revolutionary path of innovation by introducing the iPhone as the next-generation smartphone, and the industry is aware of Apple's unprecedented success story.

Yet another key difference is in terms of constant and consistent focus on innovation. Great organizations that play to win have consistently embraced innovation and change as key pillars to their success. Organizations that are busy keeping the lights on either have no appetite for innovation or have developed apathy as they perceive innovation to be overly risky and cost-prohibitive.

So, what is "disruptive innovation"? There are two types of innovations: transitional innovation and transformational innovation. For any business, there is an underlying business case. The business case is a very well-thought-out artifact that business pundits would research and design. What business services to offer, what products to sell, which customers to target, what specific markets to focus on, etc., are the core ingredients of any business case.

Forbes.com

How Can You Be Sure Someone Is Fit to Be a Leader? It Comes Down to 1 Word

By: Marcel Schwantes

Bosses unfit to effectively lead people are everywhere. Chances are, you've probably worked for one in the past. But among those "bad boss" stories, there is bound to be one of a true leader who made a positive and lasting difference in your life.

My example takes me back about fifteen years. I reported to an executive who was the most approachable boss I ever had, despite his positional status. He valued me as a human being, developed my skills, and allowed me the freedom to make important decisions.

In my observation, one powerful and rare leadership trait that he consistently demonstrated made him fit to be a leader: listening.

The importance of listening as a leader.

Before you assume you're fit to lead, you have to ask yourself, Am I a good listener? Because if you're going to lead, you need to be.

Not being a good listener can hurt your leadership in several ways:

- Your employees may be less willing to share information for fear of disapproval.
- Your leadership decisions may be based on assumptions rather than facts.
- Your team members may be disconnected from you.
- Your team members look to you for answers and avoid taking ownership of their work

[Inc.com](https://www.inc.com)

Chief's Desk Continued

The Game Changer is a newer concept that can take on any number of forms to allow for an interactive experience. One of the concepts is to have a specific group of folks who have five minutes each to address a topic. For example, what have you done to build a successful collaborative opportunity for your agency, or tell us your biggest fail and how did you deal with it. Other formats for Game Changer include new and/or innovative things in emergency services. One example is labor/management relations. I recommended Bryan Jeffries as the presenter for the topic. The PFFA's approach to labor relations is more proactive and progressive than many other labor organizations. In fact, not many on the committee have ever heard of a state where Fire Chiefs will contact the state union president to ask advice concerning the best way to address a challenge.

These are just a few of the program format changes that FRI will be debuting in 2020.

The vendor floor will be set up differently as well. Hubs will marry vendors with topics; at least that is the hope. The intent is to make the vendor show more interactive and attractive to attendees as well as to those who do not register, but would like to attend the show. Lots of shiny stuff for firefighters to play with.

FRI is not just for chief officers. They offer a Company Officer Leadership Track that includes three levels. Participants attend COLS I the first year and follow-up the second and third tracks in subsequent years. The IAFC has offered to provide COLS II at the 2021 AFCA Leadership Conference. However, there is a minimum number of people (100) they would need to attend the program and we're not sure we can meet the requirement. We're still trying to work things out.

We encourage you to sign up to attend FRI; I'll let you know when registration opens. Additionally, if you cannot attend the conference, we'd encourage you to visit the vendor show – it's free. Chief Duran with Phoenix FD is working to identify a parking lot outside of downtown where Arizona folks can park and catch a shuttle to the convention center.

It is important that the Arizona fire service turns out for FRI and shows the IAFC that Phoenix is a viable location to hold future conferences. It's always nice to have your city and state on the world stage, and it's important that we make an impact.