



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – July 22, 2022

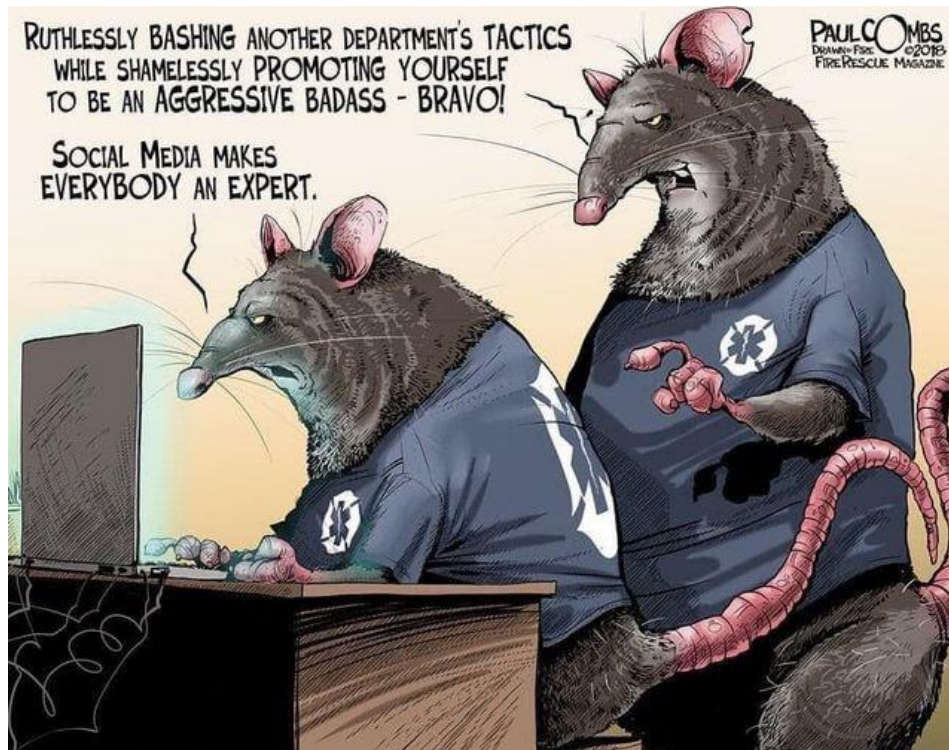
This Edition:

The Chief's DeskPage 2
How The Best Leaders Overcome Their Own
Defense MechanismsPage 3
Five Ways To Increase Your Leadership Capacity
.....Page 3

“Live as if you were to die tomorrow. Learn as if you were to live forever.”

— Mahatma Gandhi

[The CAFMA Connect YouTube Channel](#) – Like, Subscribe, Watch, and Learn



The Chief's Desk

This week, we dispel a rumor. Normally, I wouldn't engage, however, according to some of our union officials, they're hearing a lot of this on the floor, and apparently, it's the talk of many in the Tucson area.

Rumor: Chief Freitag is leaving CAFMA to take the Golder Ranch job when his friend Randy retires next spring – or Chief Freitag is leaving to take the Tucson Fire Chief's job.

Fact 1: I have not and will not be applying for the opening in Golder Ranch.

Fact 2: The Fire Chief of Tucson FD is a good friend and still has a long career ahead of him. Besides, Tucson politics and my beliefs do not exactly align – just say'n 😊

My plan is to retire from CAFMA on Sept 3, 2030 as long as I don't get fired first. The other caveat is that I must maintain my relevance to this organization, i.e. I do not want to become a roadblock to CAFMA's continued success. That said, as long as I am relevant and not fired, I plan to be here for another eight years.

Some union representatives out of the greater Tucson area, namely Golder Ranch and Northwest, have talked to me about applying for the Golder spot over the last few years. I will tell you what I told them: Golder Ranch is an excellent organization doing really good things in a wonderful area. CAFMA is also an excellent organization doing really good things in a great area. To that end, unless the politics went sideways within CAFMA, I would have no reason to look for another position.

When I left the City of St. Charles Fire Department, I knew that my career aspirations would most likely not be met in the department. To this day, I still think fondly of the St. Charles Fire Department, but leaving was the right decision for me. I thought I would spend the remainder of my career with my last agency, the Cottleville Fire District. However, I became disenchanted with the direction the agency was headed and felt it was best if I found somewhere to work that better aligned with my values.

Now, I am with CAFMA. Things are headed in a good direction, as a collective we continue to be progressive, and there is a real sense of community. Have I considered leaving? Only when we went through the years of political hell. At the time, I was trying to decide how much more I could take, or what would happen if the board went south. Ultimately, we worked through everything and made great strides despite the outside negative noise.

It is interesting that I have heard people outside, and just a couple inside say that "I" have built an empire or kingdom. Below is the definition of the word empire – substitute the word kingdom if using in a negative context:

Cont. Page 4

Upcoming Events:

July 25: Chief on Vacation except during the board meetings

July 26: WFCA Presidents Forum Pre-meeting, PT, Birthday Pot Luck, Recruitment Strategies Meeting, Business Development Committee Review - AFCA

July 27: Meet with Bureau of EMS Chief, MRI, Work on FRI Presentation, Record Podcast

July 28: PT, Work on FRI Presentation, PV Council Meeting

Board Meeting:

July 25: Administration
CAFMA – 1700-1830

How The Best Leaders Overcome Their Own Defense Mechanisms

By: Lolly Daskal

Defense mechanisms—the unconscious reactions that protect us from anxiety and internal conflict—are a part of being human. We all have them. And while they frequently do harm, in some situations they can actually be useful. What matters, in life and in leadership, is what we do about them.

Failing to understand and deal with your defense mechanisms is especially harmful in leadership work, where relationships with others are critically important and you're setting the standard for the workplace culture of your entire team.

Defense mechanisms work differently for everybody. But whatever form they take, it's possible to master defensive responses and damaging habits—to harness them in a way that helps you rather than holding you back.

Here are the top ideas I share with my executive leadership coaching clients for overcoming their own defense mechanisms:

Cultivate self-awareness. The necessary first step is to understand how you use defense mechanisms when you're feeling vulnerable. Think about what situations tend to trigger defense responses and how you typically respond. Consider the ways that your behavior may be harming you and those around you, and imagine other ways to respond to situations that seem threatening.

lollydaskal.com

Five Ways To Increase Your Leadership Capacity

By: Saba Hasanie

We live in a world that values skill acquisition. Skills are like the best currency in the world; the more you have, the more protected you are for long-term success. Yet the world seems to be disrupting this age-old truth.

Global events over the past several years have propelled the concept of "It's not what you know..." What is less defined is the second part of that statement. Some have postulated it's not what you know, but who you know. Others have said it's what you can prove, while others say it's what you do with it. There's also a saying that "It is better to know nothing than to know what ain't so." What does this mean in the modern world of leadership?

As an executive coach and practitioner-scholar, I have spent the whole of my career trying to understand what makes great leaders great. What I have observed in both my work with clients and in academia is that what sets excellent leaders apart from others is the way they embrace and work with complexity. Borrowing from the field of constructivist-developmental psychology, it is not what you know but how you think.

So where does a leader turn to continue their growth journey? First, it is rarely found in a classroom. But equally important, it is also rarely found in those who have been there and done that consistently for 40-plus years. Those leaders who demonstrate the ability to sit with, embrace and engage complexity are the ones who share these five common strategies:

- Lean into tension versus trying to fix it away.
- Seek to understand before you speak.
- Accept multiple truths versus singular answers.
- Surround yourself with people unlike yourself.
- Engage deeply in your own inner dialogue.

[Forbes.com](https://www.forbes.com)

Chief's Desk Continued

em·pire·build·ing

noun

1. the practice of obtaining more power, responsibility, or staff within an organization for the purposes of self-aggrandizement.

We have built CAFMA through collaborative efforts both internally and externally. The goal when we created CAFMA was to develop a more stable future for everyone employed within our agencies, create additional opportunities for our folks, and create a more sustainable/efficient operation for our tax payers. I think those that were here from the beginning can attest that we are in a better place today than we were in 2013.

When I think of empire-building, images of the Death Star from Star Wars pop in my head. I don't believe anyone internally or externally believes we have built some sort of evil death star, hell bent on taking over the world. As an example, CAFMA remains an organization that consists of the two original agencies that created it.

We have no desire to take on any additional agencies unless one approaches us, and the partnership makes sense. We do, however, work to fill gaps in the system, which includes emergency transport.

One person does not constitute CAFMA. Rather CAFMA exists because of the collective – all of us. Our goal always has been, and continues to be, to develop the next generation of fire service leaders, be an innovative organization, and protect as well as promote our interests in the state. Better to be proactive rather than reactive. Prop 117 certainly caught us off guard years ago – we will not let that happen again.

Our involvement throughout the state as participants with the Arizona Training Committee, the RAC Committee, Arizona Fire Districts Association, Arizona Fire Chiefs Association, Arizona Fire Service Institute, Arizona Ambulance Association, Arizona Fire Marshals Association, Arizona L.A.S.T Team, the SECURIS Board, the Kairos Board, Prescott Valley Economic Development Foundation Board, Chamber groups, etc. are all in an effort to engage CAFMA as a partner. These groups, opportunities, and the work that goes along with being involved have had a significant impact on and for our organization.

What we have done as CAFMA is stay true to the vision we developed when we created the organization: *“To be a progressive fire service leader in Arizona through leadership, cooperation, and innovation.”*

Given all we have accomplished over the years, and all the opportunities that lie ahead for our us, I have zero desire to leave. So, to reiterate, I am not leaving for Golder Ranch or any other fire chiefs’ position, we are not building a kingdom or an empire, and we are not about any one person. However, we are doing our very best as a group to create an organization that is consistently striving to create opportunity, ensure organizational longevity, and always working to honor our vision. Who wouldn’t want to be part of that???
