



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Nov 19, 2021

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“Victory is always possible for the person who refuses to stop fighting.”

- Unk



Recruit Class Graduation  
November 18, 2021.  
Welcome to the family!!



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## The Chief's Desk

What is your definition of success? How about this, what is your definition of happiness? You guessed it, I'm going all philosophical on you this week. I'll go after ambulance and COVID stuff again after Thanksgiving 😊

According to Oxford Languages, success is the accomplishment of an aim or purpose. Another definition is that success is the status of having achieved and accomplished an aim or objective. Yet another definition speaks to the attainment of wealth, prosperity, and/or fame.

Happiness is defined as an emotional state characterized by feelings of joy, satisfaction, contentment, and fulfillment. Happiness is a positive emotion that has a positive impact on our overall health and wellbeing.

Are success and happiness interdependent? I think it depends on your definition of success. Financial wealth seems like a pretty cool thing, yet many wealthy people are not happy. Did they not achieve success? Technically they did; most of us would look at a wealthy person and think – that person is successful. However, behind the persona could be someone who is hurting or lost. There are a lot of people that build their houses of cards and hope for the best.

Yes, success means you have achieved a goal, but was it the right goal? Think about it for a moment. A successful businessperson running a company that has grown exponentially over the years did not experience success overnight. In fact, it took lots of nights, weekends, holidays, weekdays, birthdays, etc. to make it a success. Yes, they achieved, but when they look around what do they see? Is their family still intact, or did they misplace them somewhere along the way? They have friends, but how many are true friends – you know, the ones that will be there even if the company crumbles and the money dries up? What will happen if things begin to fall apart? Is their self-worth tied to the money, or something more?

I'm not saying don't strive for more in your life – that would be totally hypocritical on my part, and contrary to my pushing each of you to set stretch goals. However, is the thing for which you are striving what you and your family need? Is your family part of the effort, or an afterthought? What is your 'why'? Why this goal as opposed to that goal? You will never really achieve unless you understand your why. It's not that you have to have complete clarity, but you have to have at least a basic understanding of why you want to achieve X.

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### Upcoming Events:

Nov 22: Record Thanksgiving Podcast  
Nov 23: Prepare of Thanksgiving/holiday season  
Nov 24: Chief on vacation  
Nov 25: Office closed Thanksgiving

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### Board Meetings:

December 27: Administration  
CAFMA – 1700-1830

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## **Why Saying 'I Don't Know' Makes You a Great Leader**

By: Mike Winters

There are three words that can separate a strong leader from an insecure one, and they are as follows: "I don't know." It may feel counterintuitive that the person who should have all the answers, often doesn't—but many books on leadership and management suggest that a good leader should be adept at knowing what they don't know, rather than blustering their way through a problem. By admitting that more information is needed, a leader's decision-making process will seem more credible and transparent to their subordinates.

### **Good leadership is informed decision-making**

A Forbes column on this topic quotes Shakespeare: "The fool doth think he is wise, but the wise man knows himself to be a fool." In this sense, a person who says "I don't know" has the ability to step back and observe themselves objectively, and that includes knowing the motivations, moods, and values that might be influencing their decision-making. This is why self-awareness is considered to be an important leadership skill in project management, as it gives leaders the advantage of thinking before they speak or act, and ensures their decisions are not overly influenced by impulses and moods.

Plus, studies have shown that intellectual humility correlates with actual ability. In one study, participants were asked to predict their ability on a test, and those that were lowest in intellectual humility (which the study authors refer to as "know-it-alls") were more likely to overestimate how well they did on the test.

[lifehacker.com](http://lifehacker.com)

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## **Effective Leadership: How to Be a Better Leader**

By: Gallup

### **01 Introduction**

There may not be an "I" in team, but there is an "I" in disengaged.

What does this have to do with leadership? Well, regardless of what, why and where you lead, you -- as the leader -- are directly responsible for the engagement of those who follow you.

Whether you're leading a family, a class or a corporation, leadership means inspiring others to achieve certain outcomes. And it's up to you to decide whether you are leading positively or negatively -- and whether you choose to focus on engagement or merely output.

Leadership can often be equal parts high confidence and self-esteem and worrying if you're doing it right while continually searching for answers. Whether you're a leader in an organizational setting or

have high influence in some other capacity, improving your leadership begins with a focus on improving what you're already good at.

We would call that leading with your strengths: the things that come naturally to you and that help you succeed daily. When you intentionally apply your strengths as a leader, that's when your life and the lives of those you lead begin to change.

This page will provide you with new ways to think about your role or position as a leader. Legitimate improvement begins with a refusal to ascribe to one-size-fits-all solutions. Stay with us, discover why your strengths matter and then learn to use yours to become a transformational leader.

[gallup.com](http://gallup.com)

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## **Chief's Desk Continued**

I've had some time lately to contemplate some of the things I've accomplished in my life, and to really consider why those particular achievements were/are important to me. As you all know, I started as an Emergency Medical Dispatcher, worked my way through EMT and Paramedic school, and eventually landed a Firefighter/Paramedic job. At the time, I figured I had arrived and achieved everything there was for me to achieve in my life. Give me a break, I was young and had little-to-no real vision.

What I learned through the trials and tribulations of earning my Paramedic certification and Firefighter position was that I enjoy learning. Trust me, if you knew me in high school you would know just how odd the idea of me enjoying the learning process or actually having the capacity to learn really is – my parents are still in a state of shock.

While I may have lacked vision, I understood that I was only one slip, trip, or fall from not being able to perform the job of a firefighter/paramedic, which would have meant I would not be able to provide for my family. My motivation for starting my higher-level education journey was to ensure I could care for my family even if I was no longer able to be a Firefighter/Medic.

As I said earlier, your 'why' may not be completely clear when you start your journey, but it will become clearer or expand in time. My reason for seeking higher education started off fairly narrow, but certainly widened as I continued my journey. As a newer firefighter, I spent time observing people in different leadership positions ahead of me. Some in those positions were outstanding; they were people I wanted to emulate. Others, either already in leadership roles or some who aspired to leadership roles, were people I not only didn't want to emulate, but I didn't want to work with, let alone report to.

Ultimately, it became clear to me that if I wanted better organizational leadership, I had to put myself in a position to take on the challenge. The best way for me to get where I felt I could offer something more to my agency and those I worked with was to obtain a higher-level of education, along with a higher level of technical education. It wasn't that I wanted to be a captain because it was a position of power and authority; rather, I wanted to be an officer because I thought I could help guide my agency and mentor others.

Honestly, company officer is a vital position, but it comes with more paperwork than it does power. None of the positions I've sought in my career were because I wanted more authority. Rather, I sought each position because I felt I had more to offer. FYI, each position came with more paperwork, and more headaches. That said, I have enjoyed more good times than headaches – I think... Maybe it's just that I choose to remember the good stuff and push the PITA stuff off to the side once it's been addressed.

Ultimately, when I look at my degrees or certificates I think – that was a pretty cool achievement. Because my goal was to learn something that would benefit my agency and those I served, I made sure that I never just checked a box for a program or class. I wanted to be able to take what I learned and apply it to something that would improve the organization or work environment.

Do I feel I've achieved a level of success? I'd be lying if I said anything else. Am I done setting goals and trying to achieve more? Absolutely not. Why? Because if I stop now, what good am I to you or anyone else for that matter. I owe it to each of you, the people I serve, to continue my educational journey whether through seminars, higher educational opportunities, and/or teaching.

Serving others gives me a feeling of satisfaction, and provides a level of happiness that I would not otherwise achieve. That is my why.

I have known people that have achieved their goal of promoting to officer or manager and are some of the unhappiest people with whom you would never want to work. Why did they seek a promotion if they didn't want the responsibility that comes with the job? Seems those folks achieved the wrong goal. Yes, they were successful in attaining the position, but no, they were not successful in the position.

I think it's important in life to focus on the right goals, for the right reasons. Financial success is fantastic, but does being financially successful mean rich, or does it mean security? I have seen people who live in smaller homes, drive older cars, and coach their kid's little league team who are financially secure and very happy with their level of success in life. I've also met people who live in gated communities, drive exotic cars, and drop their kids at expensive boarding schools who are extremely unhappy.

As I said earlier, you can look at someone with money, clothes, cars, a thriving business and think, wow, I want to achieve that. The question is, are they really successful, or have they built themselves a house of cards. Look closely before deciding their life is the life you want for you. It's kind of a false idol type of thing.

If you want to achieve a level of success in your life, along with happiness, figure out your 'why'. Once you figure that out, the road will become clearer. Not easy, I did not say easy, but at least you will know and understand the path. You can work through a lot of adversity if you understand your why. As Captain Dennis Brown said on last week's podcast, he could have been technically successful as a company officer the first time he tested, but he would not be the officer or the man he is today without having worked through the adversity. He found his why for both him and his family, and with that came success and a level of happiness he had not realized in years. Personally, I admire what he's accomplished and appreciate his willingness to share his story.

Ultimately, determine your why, set your goals, continue to focus on your family, and you will find both success as well as happiness.

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