



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **October 21, 2022**

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*"Hold yourself responsible for a higher standard than anybody else expects of you. Never excuse yourself. Never pity yourself. Be a hard master to yourself -and-be lenient to everybody else."*

Henry Ward Beecher

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



First graduating cohort from the Arizona Fire Chiefs Chief Executive Officer Program (CEOP) 10/14/2022

Architects and facilitators of the CEOP. From left to right: Fire Chiefs Jake Rhoades, Mark Gaillard, Chuck Ryan, Tom Shannon, Randy Karrer, and Scott Freitag



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## The Chief's Desk

I would like to thank you for your support of the Fields family over the last several weeks. A special thanks goes to the members of the Incident Management Team (IMT) that worked through the planning process for the candlelight vigil and the memorial service. Battalion Chiefs Todd Abel and Cougan Carothers from CAFMA, along with Sedona FD Battalion Chief Buzz Lechowski, Scottsdale FD Emergency Manager Troy Lutrick, Ret. Captain Dean Steward, Ret. Captain Brian Cole, Ret. Captain Joe Kelley representing the LAST Team, and Engineer Jason Butler, all did an outstanding job ensuring we met our mission to honor Captain Zach Fields and his family. Family liaisons Bob Curry and Ron Litchfield worked tirelessly in representing the family and ensuring that their wishes were shared with the team and staff.

Captain Fournier did yeoman's work coordinating the Honor Guard for the event. As always, our Honor Guard made us proud through their courage, compassion, and commitment. The Pipes and Drums band sounded spectacular. There is no way for me to hear them play Amazing Grace and not tear up.

I'd also like to thank Chief Durre and the Prescott FD for providing support throughout the planning process, participating with the Honor Guard, and working to cover so CAFMA folks could attend the memorial. It was nice to sit shoulder to shoulder with Prescott Senior Staff as we paid our respects.

As always, the folks at the Heights Church went above and beyond to honor our community's first responders and their families. Butch Hampton with Hampton and Sunrise Funeral Homes stepped up again to work with us and Zach's family. Butch and his team do a great job honoring our fallen.

There were so many people involved that did such outstanding work; I know I'm missing some in the brief list provided above. If I missed naming you directly, my apologies, I know a lot of people did a lot of good things.

The memorial is over, Zach is with his family, and most everyone is back to work. So, now what? Honestly, I don't know. We will need to take things one day at a time as we work to accept that we won't hear Zach on the radio, see him at training, or just sit and visit with him. It's not something we'll get used to overnight but will become more normal in time. Ultimately, the calls will still come in and we will still roll out the door to provide services.

Eventually, some semblance of normalcy will return as we begin to accept our loss. That said, the business of our business must still be handled day in and day out. This may lead you to question when we will promote someone to the open captain's position, and then to the newly opened engineer's spot created by the promotion. John and I spoke this week and determined that we will not make any promotions until the end of the month or first of November. **Cont. Page 4**

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### Upcoming Events:

Oct 24: Virtual med follow-up with RA Doc, Board meeting  
Oct 25: Meeting with new YC Fire Science Lead, Prep for BC Academy  
Oct 26: Present plaque to Mesa FD, Teach BC Academy in Tempe  
Oct 27-28: In Sedona for Andy's wedding

### Board Meeting:

Oct 24: Administration  
CAFMA – 1700-1830

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## **What Makes A Great Leader? Best Practices When Discovering Your Management Style**

By: Udi Dorner

For someone who is taking the reins of a leadership role for the first time, there can be a lot of uncertainty, questions and doubts. What really makes a good leader? Are you set up to be a good leader? What is the correct management style for you? These are topics and headlines that have been wildly debated and pondered. The question behind these that everyone truly wants to know is: How do I succeed as a leader?

There is no shortage of articles and books you can find on the topic of leadership. A simple internet search will bring you an endless string of pages for your consumption — pages that are ready to tell you who you are and what it takes to accomplish the success for which you are searching. If you review just the first page of results, you'll likely notice that none of them seem to agree. You might see "the six types of leaders," "the eight types of leaders," "the 10 types of leaders" and more. If no one can come to a consensus on simply how many different leadership styles there are, how do you figure out where you fit?

This is the easiest answer to discover. Only you can define the type of leader you are. Only you can pave the way toward success or failure. There is nothing wrong with doing research to get advice and find ideas or answers you might not have thought of on your own. But as you are sorting through all the available literature, remember that to be an effective leader, there is no checklist. You can't focus in on a specific description and live by how an article, a book or even a respected mentor has bullet-pointed what it exactly means. I believe concrete titles and definitions can bring you far more trouble than success.

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

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## **What Is Resilience? Your Guide to Facing Life's Challenges, Adversities, and Crises**

By: Katie Hurley

What is resilience, why is it so important, and how do you know if you're resilient enough?

Resilience refers to both the process and the outcome of successfully adapting to difficult or challenging life experiences, according to the definition from the American Psychological Association (APA). It's having the mental, emotional, and behavioral flexibility and ability to adjust to both internal and external demands, per APA.

"It's your ability to withstand adversity and bounce back and grow despite life's downturns," says Amit Sood, MD, the executive director of the Global Center for Resiliency and Well-Being and the creator of the Resilient Option program. (Dr. Sood is also a member of the Everyday Health Wellness Advisory Board.)

It's important to note that being resilient requires a skill set that you can work on and grow over time. Building resilience takes time, strength, and help from people around you; you'll likely experience setbacks along the way. It depends on personal behaviors and skills (like self-esteem and communication skills), as well as external things (like social support and resources available to you).

Being resilient does not mean that people don't experience stress, emotional upheaval, and suffering. Demonstrating resilience includes working through emotional pain and suffering.

### **What Is Resilience Theory?**

People face all kinds of adversity in life. There are personal crises, such as illness, loss of a loved one, abuse, bullying, job loss, and financial instability. There is the shared reality of tragic events in the news, such as terrorist attacks, mass shootings, natural disasters, a global pandemic, and war. People have to learn to cope with and work through very challenging life experiences.

Resilience theory refers to the ideas surrounding how people are affected by and adapt to challenging things like adversity, change, loss, and risk. Resilience theory has been studied across different fields, including psychiatry, human development, and change management.

[everydayhealth.com](https://www.everydayhealth.com)

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## **Chief's Desk Continued**

As you know, we'd initially offered eight new firefighter positions; however, we're now up to ten new firefighters that will start the Academy on November 7. I'm still baffled by the fact that we didn't project to hire anyone until January 2023, and even then, we thought we would need only five positions. Now, we have ten starting the Academy with the potential for one additional in December. At least we are making the first Firefighter I and II Academy worth the Training division's time 😊

We'll also be posting an opening in Administration for an Administrative Specialist 1.

Earlier this week we held an after-action review of the recent firefighter hiring process. The amount of data the team put together for review was fantastic. We had everything from the social media reach specifically related to posts regarding our firefighter recruitment, to stats showing where folks found information regarding our job openings. Fun fact from social media – our recruitment posts reached over 88,200 unique users (Kathy would say that all our social media posts are recruitment posts, so please keep sending her photos and videos).

This information will help guide us as we design future recruitment processes. For example, our Administrative Specialists have largely learned of openings through Indeed, with some seeing it on social media. Potential firefighters engaged more with social media, which pointed them to our website. While Facebook posts received more hits, Instagram generated the most interaction. Based on the data so far, we think LinkedIn may be a good place to do more promotion when we open the Fire Marshal's position in January. We don't have a CAFMA LinkedIn account yet, but we will in short order. Maybe, just maybe, once we have CAFMA's established, Kathy can show me how to work mine...

We'll be doing more with reels as well. Some of you may have already noticed an increase in the number of these short video clips on our different social media platforms. I don't really know how it all works, but it seems like a popular thing.

Through the data, we also found that gov.job sites, industry publications like Fire Rescue One, Firehouse, etc. generated zero interest in our firefighter openings. Again, this information will allow us to shift our focus and dollars to ensure we are reaching our target audience.

Feedback regarding the initial training for the oral board panel was positive as well. To that end, if you're asked to be on a panel in the future, you'll go through training prior to participating. This includes not just new firefighter interview panels; it will be for all panels. Additionally, having a Non-Ops person on the firefighter panel proved a welcomed addition that added additional depth. We'll be doing similar with all oral board panels moving forward, e.g., Ops on a Non-Ops panel.

In the end, we ended up with a great hiring process that yielded a very strong field of new firefighter recruits, and we learned things along the way that will improve our hiring processes for all divisions moving forward.

Next week, I plan to be back to our regularly scheduled programming. What does that mean exactly? I don't know, just the normal randomness you would typically see in most things I write. Maybe I'll take on a cause, get philosophical, or discuss a book, cartoon, or movie 😊

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