



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **March 24, 2023**

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**"I cannot be responsible for what my face  
does when you talk."**

**Unk**

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**WILL YOU BE WORTHY?**

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## The Chief's Desk

'Picking your line' is a phrase we use a lot when we're out wheeling/rock crawling. In order to pick the right line, you have to have some understanding of the surface you're trying to climb, the capability of your rig, and you have to know your own driving ability. There are times you choose your line on your own without the assistance of others; however, quite often, you rely on a spotter.

This last week on vacation in Utah was the first time I served as the trail lead for our group. What does that mean? It means that I help choose what trail we run and then serve as the lead for the day. Quite honestly, it takes a lot of work, and yes, there's some stress involved. I'm typically by myself in my rig, and with my back/leg issues, I didn't always get out of my Jeep to look at the other side of the obstacles before I started forward. Sometimes, it was a pretty cool ride. Other times, I found myself trying to traverse precarious spots that on occasion would put the top of my Jeep closer to the ground than my tires – at least that's how it felt. In some of those situations, I had to call someone to guide me safely through the obstacle. Each time I made a mistake, I learned something new which helped me avoid similar situations for the remainder of the week.

This year proved especially difficult, because not only did I have to pick my line in the Jeep, but because of the lack of function in my right leg, I also had to pick my line just to walk on the rocks/trails. Once again, I had people around me who would provide support and really worked to ensure I didn't cause any additional damage to my body.

I'm telling you this because I think there's a life lesson can be tied to the idea of 'picking your line.' First, being in the lead spot doesn't mean you have all the answers or know how to traverse every situation. Surround yourself with good people that can help you find your way.

Life's not easy and you can't let setbacks keep you on the sideline. It's important to have a group of friends and peers that will be by your side in the good times as well as the challenging times. Surround yourself with good people, and those rough patches in your life become much less daunting.

Choose the lines you take carefully, but don't shy away from a challenge. Challenging yourself provides opportunity for growth, as we've discussed before, i.e., stretch goals. Sometimes the easy line is the right one... but there are many times in life that the hard lines prove more rewarding providing a great opportunity to learn. Make yourself a little uncomfortable and enjoy the experience.

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### **Upcoming Events:**

March 27 – Chief a Governor's Pre-Wildfire Season Meeting, Board meetings  
March 28 – Coffee meeting, Meet with CON attorneys  
March 29 – Record podcast, Stakeholder Meeting  
March 30 – Targeted Event Readiness Forum planning meeting for CAFMA  
March 31 – Change of Command Ceremony Golder Ranch

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### **Board Meeting:**

March 27: Administration  
Joint Board Training – 1500-1600  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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## **Forgiving a Difficult Colleague**

**By: Paul Carucci**

Our workplaces are full of colliding personalities, some of whom chafe us to our wit's end. In the best of scenarios, we can have civil conversations with those whose quirks are irritating and help them become more aware of their (likely unintended) effect. And we certainly hope others would do the same for us, giving us the opportunity to change otherwise annoying behaviors.

But what about those times when someone's aggravating or offensive behavior is unlikely to ever change? Maybe they're verbose or self-aggrandizing. Perhaps their intensity is over the top. And what about the sophomoric joke cracker who people fake-laugh at despite not being funny? Or the chronic interrupter, the late-to-every-meeting teammate, the spotlight-hogger, the passive-aggressive sulker, and even the moody snapper? There's nothing to report to HR, but enough to make life unpleasant. They've been given feedback on the issue, maybe even changed for a while, but always regress to their true colors. You've vented about them at dinner countless times. You've colluded with colleagues behind their back, even concocted ways to isolate them and their obnoxious ways. And you've secretly fantasized about them quitting or being fired (and worse).

But at the end of the day, nothing's changed, especially the excessive degree to which their frustrating behavior consumes your attention.

I recently sat down with, Mark,\* a leader on the executive team of a former client of mine. He'd asked to chat about his peer, Aiden\* — an overall decent guy with some endearing qualities and flashes of brilliance, but also some decidedly exasperating behaviors. For example, when asked a simple question, Aiden gave exhaustive answers that went on for upwards of 10 to 15 minutes. When asked for a point of view on his area of expertise, he came with dozens of slides to present. Mark vented:

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## **6 Ways to Encourage Your Employees to Reach Their Full Potential**

**By: Lolly Daskal**

You know you found the right leader for your career when they are eager to take an active interest in your growth and success. The best leaders know how to get the most out of people.

Here are six ways the most effective leaders encourage their employees to reach their full potential:

**Promote individually:** When promoting individually, this means giving specific goals and objectives to work towards. Additionally, provide the resources and support they need to achieve those goals. As a result, by promoting individual growth and development, you encourage your employees to feel more invested in their work and motivated to succeed.

Provide ongoing training: When providing ongoing training, this includes things like workshops, seminars, or even online courses. As a result, with constant learning and growing, your employees will have the knowledge and skills they need to take on new challenges and responsibilities.

Discover their motivations: When discovering their motivation, it's important to realize, it will be different for each employee. For example, it could be anything from a desire for career advancement to a passion for solving problems. Additionally, by identifying their motivations, you can help your employees feel more engaged and motivated to succeed.

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

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## **The Chief's Desk Cont.**

We had our "annual" Company Officers and Battalion Chiefs' meetings this week; we've not had the meetings for a couple of years because of COVID. Speaking with Chief Feddema, we're going to calendar the third Tuesday in March each year as our meeting date. This should keep things consistent and give everyone time to plan. We also plan to add a manager's meeting, i.e., Non-Ops managers and Battalion Chiefs for mid-October each year.

For more information regarding the Captains'/BC meeting, please visit with your captain and/or BC. We provided additional clarity regarding ambulance responses, as well as use of our Rescues. More will be out soon to help solidify the information and provide additional points. Ultimately, we can't address every single situation you will face in writing. Here's the bottom line – do what's best for the patient and our system. If that's what you use to make your decision regarding transport, I can defend it all day long.

Chief Tharp and I met with our strategic planning facilitator on Monday to get a final analysis of our internal sessions as well as plan our Board member and external stakeholder meetings. The Board will set the date for their meeting on Monday at our March Board meeting. Their session will be in-person and will coincide with their budget session. The community stakeholder meeting will be held on April 20<sup>th</sup> in-person. Invitations for that session went out this week to key community leaders and elected officials.

I've continued my meetings with external stakeholders regarding our three-year staffing plan and I've scheduled additional meetings for next week with all the Prescott Valley council members and will work to do the same with Chino Valley. So far, the meetings have gone well.

It's been a busy week, with even more good stuff coming.

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