



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **August 4, 2023**

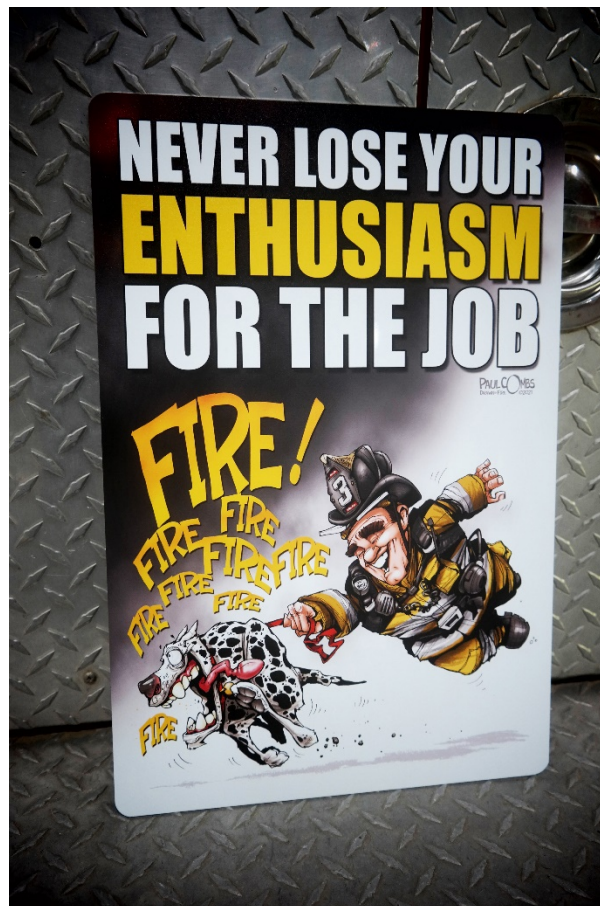
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"The greatest danger for most of us is not that our aim is too high and we miss it, but that it's too low and we reach it."

—Michelangelo

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The Chief's Desk

Old Native American parable of two wolves:

An old Cherokee is teaching his grandson about life. "A fight is going on inside me," he said to the boy. "It's a terrible fight in that it is between two wolves. One is evil – he is anger, envy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego."

He continued, "The other is good – he is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion, and faith. That same fight is going on inside you – and inside every other person, too."

The grandson thought about it for a minute and then asked his grandfather, "Which wolf will win?"

The old Cherokee simply replied, "The one you feed."

I read this parable in the book *Struggle Well* and found it online through a Google search. Reading it caused me to pause and reflect. It's true, there's a fight going on in each of us – the good versus evil, usually depicted in cartoons by an angel on one shoulder and a devil on the other. Think Homer Simpson...

I can relate to the story. At times in my life the good wolf has won and others the bad wolf has won. When I think about those times that I've lost e.g., lost my temper, I feel ashamed, sometimes angry with myself, and other times regretful. My way of dealing with these situations is to allow myself some grace, and, at times, giving myself a prescribed time to feel what I need to feel. I haven't run across anyone who is happy go lucky 100% of the time.

It's important to give ourselves a bit of grace – no one's perfect and never will be; however, acting out or getting down on ourselves cannot be our default setting. I have several ways that I work through feelings of anger, regret, or sorrow. If I'm in the car or on the treadmill, it's usually music. Music helps me reset and think rationally through things. If I'm at home, you can find me in the shop. There are times I may be working on a project, and others where I simply have music playing, relaxing in a chair. Sometimes, I phone a friend, a trusted confidant, that will not get into the hole with me but will help me back up.

As I was reading the other night, I was struck by how many people have childhood trauma. Many have unresolved issues, while others have actively sought help in unpacking and repacking the memories in a healthy way. **Cont. Page 3**

Upcoming Events:

Aug 7 – Senior Staff meeting – I will get a lot of things done with John, Cody, and Dave gone...

Aug 8 – Prep FRI presentation, complete packet thing

Aug 9 – SOG Meeting

Aug 10 – Sit on Chino PD Promotional Board

Board Meeting:

Board Meeting: August 28
CAFMA – 1700-1830

The 4 Things Resilient Teams Do

By: Bradley Kirkman, Adam C. Stoverink, Sal Mistry, and Benson Rosen

Whether it's an entrepreneur who finally succeeds in the marketplace after numerous failed attempts or bankruptcies, a scientist who generates the breakthrough compound for a life-saving medication after years of failed drug trials, or a basketball player who overcomes a severe injury and a shooting slump to advance their team in a big tournament, resilience is often identified as one of the factors that helps individuals get ahead. But few of us work entirely alone, and how our teams persevere matters just as much as how individually resilient we are.

But how do teams build resiliency? We surveyed almost 2,000 NCAA coaches to get their perspective on how they build resilient teams and worked with hundreds of team leaders and members in a wide variety of wide variety of industries to find out how teams become more resilient, and why it matters. We discovered that resilient teams — different from resilient people — have four things in common.

They believe they can effectively complete tasks together. Beyond each individual having confidence in their ability to be successful, team members collectively believe that they can effectively complete tasks. Consider the 2017 New England Patriots, who trailed by 18 points at halftime of Super Bowl LI but dug deep and clawed back to win their fifth title. When asked about the remarkable comeback, Bill Belichick, the football team's head coach, said, "We were confident that we could still make the plays that we needed to make to win." But these kinds of teams also manage their confidence. Too much confidence, and team members become complacent and don't look for signs that adversity is ahead. Too little confidence, and they may not take important risks.

They share a common mental model of teamwork. All team members must be on the same page about their roles, responsibilities, and the ways they interact with one another during adversity.

[Harvard Business Review](#)

Helping Your Team to Build Resilience

By: Lighthouse Health and Wellness

Resilience is the quality of being able to return strong after a negative experience. Some people naturally bounce back from difficulty or trauma, but there are also plenty of ways to improve resilience in your team by creating a supportive, safe work culture that encourages growth and taking time to reflect.

As a leadership team member at your agency, the key is to avoid conflating resilience with some of the more traditional definitions of toughness. Being "tough" is often quite prized in first responder cultures, and it certainly helps in the hardest moments of a job. However, resilience is not just in-the-moment, but long-term: the ability to healthily think through, seek resources for, and cope with challenges rather than letting tension silently build up over time because of accumulated trauma.

Resilience is also different from basic optimism; even naturally pessimistic people can choose to find the key positive elements of a situation necessary to process their experiences and move forward proactively. Positive reframing and other resilience strategies aren't meant to ignore every challenge, but rather to allow individuals to step out of the negative mental ruts they can end up stuck in, seeing both the positive and negative for a more balanced view.

Some ways you can encourage resilience in your team may include:

Working with mental health professionals who specialize in helping first responders after traumatic incidents. Making this a standard part of the work experience when certain events occur can also be helpful, making it an experience that team members have to opt out of if they really don't want to participate, rather than having to opt in proactively.

Giving first responders time and space to reflect on their experiences and evaluate whether they have unmet mental health needs.

Periodically offering seminars on positive reframing, reflection exercises, and how to build a trustworthy team, all of which can help your team trust each other and find a way forward after challenges.

[Light House Health and Wellness](#)

The Chief's Desk Cont.

I consider myself very fortunate as when I look back at my childhood. I see my two loving and amazing parents, and the two other kids they had... When I think of any struggles I had as an adolescent, older teenager, and young adult, I can clearly identify that those struggles were the result of my own poor choices. Honestly, I feel bad for my parents having had to deal with me – the other two were clearly worse 😊 So, to my mom and dad, I'm really sorry for the stupid stuff I did – repeatedly... No cell phones back then, so no proof for the rest of you 😊

Yet, despite the challenges I caused for myself, I haven't fallen prey to a victim mindset at least not for any length of time. Rather, I picked myself up, dusted myself off, said "Well, that was stupid," and moved on. Some of the barriers I created in my life ended up redirecting me to some of the most amazing blessings. Even those barriers put in my way by others usually resulted in an outcome that I never could have imagined. I mean, for those that know my story, look at where I was before I came to Arizona and look at where I am today. All the pain and frustration I felt before led me to be here and set the tone for who and how I wanted to be as a fire chief.

Have I struggled a little more since we lost Zach, and now Payton, along with all the other stressors? Absolutely. Have I found healthy outlets? Without a doubt, yes. Recently, Chief Brad Bradley from Northwest Fire showed up unannounced at Admin to check in on me. We talked for a couple hours. I've had multiple opportunities to visit with Chief Duran from Phoenix to talk through our frustrations and stressors – it's a great outlet for both of us. Chief Amy Bonney, Chief Holger Durre, Chief Jake Rhoades, Chief Tom Shannon, Chief Kris Kazian, Ret. Chief Randy Karrer, Chief Mark Gaillard, Senior Staff, etc., have all reached out and provided an outlet and support. The same as I have done and will continue to do for them.

I'd be remiss if I didn't point out the support I have at home from Jen. Without her willingness to listen, I'd be lost half the time. Don't get me wrong, she did up my life insurance and she's still in her Fundamental Marshal Arts class, so I sleep with one eye open - focused on her every move, but overall, she's pretty good 😊

The fight within us will not be won by us alone. My internal fight is usually won because of healthy outlets and a substantial support network. For some, that support network needs to include a professionally trained counselor. In my case, I've had success visiting with peers who have experienced similar stressors.

The parable I shared at the beginning is not about someone in crisis; rather, it's about being self-aware and making good conscious choices. If we recognize the war that exists within, we stand a better chance of winning than if we ignore our own internal struggles. While we will occasionally lose an internal battle, and who hasn't, those instances do not and should not define us.

No one has to go through life fighting anything alone. Make the effort to surround yourself with people who truly care about you. Don't let the evil wolf win the war, you're stronger than that and you've been blessed with the opportunity to choose.
