



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – September 27, 2019

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## Quote of the Week

“Guess what happens after you’re offended? Nothing! That’s it! Now be an adult and move one.”

-Unk

**STONE RIDGE**

**1601 N Bluff Top Drive  
Prescott Valley AZ**

**Golf Scramble Format  
Buffet Lunch and  
Raffle Included**

7:00 am Check-in / Registration  
8:30 am Start

[www.iafflocal3066.org/golf](http://www.iafflocal3066.org/golf)

2901 N. Glassford Hill Rd  
Prescott Valley, AZ  
925-772-1500

**CAFMA FIREFIGHTERS CHARITIES**

Formed in 2010 as the CYFD Firefighters Charities and renamed in 2016. The CAFMA Firefighters Charities is a 501(c)(3) non-profit organization created to assist the community in which we live and serve. We are a non-political entity that uses funds collected to assist citizens in our community who have been impacted by fire or medical emergencies as well as other 501(c)(3) organizations including but not limited to Habitat for Humanity, The Yavapai Food Bank, Yavapai Big Brothers Big Sisters, and The Firefighter Angel Foundation.

Thank you for your time and helping us serve our community.

Hosted in Partnership with  
IAFF Local 3066

Sponsorship information  
Jaron Kirk  
928-853-5142 or 928-772-7711  
jkirk@caffire.org  
[www.iafflocal3066.org/golf](http://www.iafflocal3066.org/golf)

**CAFMA FIREFIGHTERS CHARITIES**

**Golf Tournament**

**October 5, 2019**



- A. EXECUTIVE SPONSOR \$2000**
  - Signage at two tee boxes
  - Acknowledgment as Executive Sponsor on the welcome banner
  - Acknowledgment on tournament brochure and flyers
  - Two golf foursomes
- B. GOLD SPONSOR \$1000**
  - Signage on one tee box
  - Sponsor on tournament flyers
  - One golf foursome
- C. SILVER SPONSOR \$500**
  - Signage on one tee box
  - One golf foursome
- D. GOLF ONLY**
  - Green Fee, Cart Fee, GPS, Range Balls, Gift Bag, Buffet Lunch, Raffle
  - Golf Foursomes \$400
  - Twosomes \$200
- E. PIN FLAG SPONSOR \$200**
  - Limited Sponsorships Available
- F. HOLE SPONSOR \$150**
  - Signage on one tee box
- G. GIFT BAG SPONSOR \$50**
  - Business card (company logo)
- DONATIONS ONLY**  
No Minimum
- RAFFLE PRIZE DONATION**  
No Minimum

**REGISTER ONLINE**

[www.iafflocal3066.org/golf](http://www.iafflocal3066.org/golf)

Players - Foursomes / Twosomes  
Sponsors  
Donations  
Pin Flag Sponsors  
Player Package Donations

**CAFMA Firefighters Charities  
Tax ID # 27-2450789**

If unable to register online  
Make Checks Payable to:  
CAFMA Firefighters Charities

Golf Tournament  
8603 E. Eastridge Drive  
Prescott Valley, AZ 86314

**Sponsorship**

**IAFF Local 3066**

GOLF FOURSOME \$100 (per player)

1 \_\_\_\_\_  
 2 \_\_\_\_\_  
 3 \_\_\_\_\_  
 4 \_\_\_\_\_

Check # \_\_\_\_\_ Amount \$ \_\_\_\_\_  
 Name on Credit Card: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_  
 State: \_\_\_\_\_ Zip: \_\_\_\_\_  
 Telephone: \_\_\_\_\_  
 Card Number: \_\_\_\_\_  
 CROP: \_\_\_\_\_ Exp. Date: \_\_\_\_\_ / \_\_\_\_\_  
 Type of Card: MC VISA  
 Card Holder Signature \_\_\_\_\_

Chino Valley Elks Lodge  
 Firefighter of the Year  
 Captain Rick Olson!!



## The Chief's Desk

I've been listening to a new Podcast lately – Jocko Podcasts. Jocko Willink is a former Navy Seal Commander who led Seal Team 3 Task Unit Bruiser in Ramadi, Iraq in 2006. At the time, Ramadi was the most unstable, hostile, and violent city in the country. Many felt that the city may be lost – it wasn't. The lessons he and his team learned during their deployments have been turned into a company called Echelon Front, Podcasts, YouTube Channel, and books. Some of you may have heard of the books *Extreme Ownership*, or the *Dichotomy of Leadership* by Jocko Willink and Leif Babin. Absolutely fantastic reads, highly recommended, if you are seeking to improve your leadership abilities in your current position, or aspire for a higher level leadership role.

I recently ran across the video of a TEDx talk that Jocko did a few years ago. The story he shared was one about responsibility. As I sometimes do, I sent the link to senior staff and training to get their opinion. I really wanted to send the link out in an email to all personnel, but wanted feedback first. Ultimately, the recommendation was not to send it out by itself in an email as some of the message could be lost or taken too literally without more context. So, the link, as well as one other is at the end of the Chief's Desk.

You've read, or heard me share a concept called the OZ Principle either in The Review, or in one of the classes I've instructed. As a reminder, the concept of the OZ Principle is that in any given situation each person involved bears some level of responsibility no matter how small it may be. For example, someone may violate a policy and find themselves in trouble. While the policy may be found easily and the message contained within the policy abundantly clear, it's likely the supervisor should have reinforced the policy earlier on in the relationship. This does not excuse the offender, but at the same time the supervisor should have sought to clarify expectations on a more regular basis. What we think should be common sense, is not common sense to everyone, or at least not their version of common sense. In this scenario, the manager owns only a small portion of the issue. However, what I have found is that when I practice this concept, the other person is more willing to accept their responsibility for whatever the issue might have been.

As a leader, you are ultimately responsible. Let me say that again – *as a leader, you are ultimately responsible*. You are responsible for the safety, security, and wellbeing of your people. You are responsible for training them, mentoring them, and for holding them accountable for their actions or inactions. When someone makes a mistake on your crew, it is you, the company officer, who will hear about it from your Battalion Chief. If your company officer makes a mistake, it is you the Battalion Chief that is going to hear about it. If you're in a different division, substitute the title manager for Battalion Chief. It's not a question of bringing the "hammer" down, it's a question of owning and correcting the issue. Page 4

### Upcoming Events:

Sept 30 – Oct 2 AFCA  
Presidents Forum in Tucson  
Oct 3 – AFDA meeting in Sun  
City West, PV Council Meeting

### Board Meeting:

October 28<sup>th</sup> Chino Valley Town  
Hall

CAFMA – 1700-1830



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## Being a True #2

By: Jack Taylor



Ummm, I was unable to resist using this☺

You have worked your way up through your department and found yourself being second in line. This is a great accomplishment and one that signifies years of hard work and preparation.

Your position may be called Assistant Chief, Deputy Chief, or another title that designates the second-line rank in your department. You may be the only #2, or your department may have several at your position. The key is understanding your role and the importance of the job you hold.

You may be a “Jack of All Trades” because you are the Ops Chief, EMS Chief, Admin Chief and Chief Bottle Washer all rolled into one. You may be more specialized due to the size of your department. Either way, the underlying expectation is providing support for your fire chief and being a good team member.

When I was appointed assistant chief in Irving, our department was in turmoil and very divided. The previous chief had left under immense scrutiny and discontent among our firefighters and elected officials. A then-assistant chief was appointed interim chief, and the department was divided down the middle on who the next fire chief should be. Hire from the inside for the first time in our history or look outside yet again?

[Firehouse.com](https://www.firehouse.com)

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## Why New Leaders Should Make Decisions Slowly

By: Constance Dierickz

The stakes are high when a new leader takes over. Despite their training and experience, a full 74% of new leaders say they are unprepared for the new role, and in 18 months nearly half of them disappoint or fail entirely. In many cases, leaders either judge too quickly, making snap decisions that prove to be ill advised, or wait interminably to “gather more facts,” only for the critical moment to slip away.

Here are three strategies leaders can use to make decisions more effectively when they’re new to an organization.

First, manage the urge to “do something” right away. Having been courted, you will be eager to prove that hiring you was the right decision, but it’s critical to learn first and act second. At one company where I consulted, a newly hired senior executive, who was known as a marketing wunderkind, began making sweeping changes in the first month. She had great ideas but insisted on pushing an agenda before knowing her colleagues and the organizational culture. She ended up being removed in scarcely more than a year.

Experienced leaders, who may feel certain they already know the correct moves to make, instead need to listen, observe, and suspend judgment. This is especially challenging because others around you may be expecting quick action. One CFO I worked with restrained his urge to make immediate changes by taking notes about what he was learning in the early days of his tenure and recording some early conclusions. As he reflected on his notes later, he was able to see that he had initially held an incorrect assumption about his colleagues. Discovering this blind spot proved vital to his ability to lead a pivotal change later on.

[HBR.org](http://HBR.org)

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## Chief's Desk Continued



This is not at all a bad thing. You all know our expectations, and should understand how to appropriately re-direct a person who's made a wrong choice, employed an incorrect tactic, or demonstrates an attitude that is not in line with our culture. As I said recently, we are not the military and you are not a drill instructor. To that end, there is no need to yell or have a sudden emotional outburst at the person or the issue. What we expect is accountability i.e. don't try to hide the issue, or hide from the issue address it head on. If the behavior continues, we expect that the level of counseling, or discipline, will increase in proportion to the behavior. The hope is that you will address little problems early so they do not escalate into bigger problems over time. Supervisors, we expect that you are modeling the correct behavior i.e. commensurate with our culture, our Compass, and our policies.

Ultimately, we want people to be safe and successful. We'd really like people to be happy and enjoy coming into work at CAFMA everyday after all it is a family owned company so to speak. If we want to be successful in leadership positions, as individuals, and as an organization we have to be responsible to and for each other. Taking ownership, and dealing with issues head on can be difficult and requires the intestinal fortitude to do what's right rather than kicking the proverbial can down the road. It also requires the intestinal fortitude as a leader to say "hey, my fault, here's the plan to work with my folks to ensure this never happens again."

In the TEDx video Jocko Willink discusses a friendly fire incident in Iraq. It is an intense real life example relayed with the emotion and intensity necessary to depict the gravity of the situation. I listened to a Podcast yesterday that included his co-author Leif Babin – Podcast 138. During the Podcast they said one of the reasons they wrote the Dichotomy of Leadership is in answer to people misinterpreting the concept of extreme ownership i.e. the leader is always responsible for everything thereby giving everyone else a green light to behave however they would like. Interestingly, that's exactly why I did not send out the link to the TEDx in an email by itself. As with everything in life, there is a balance that exists and you have to find it.

The bottom line is that if you do something, own it, don't make excuses. Owning an issue goes a lot further with those who report to you as well as with your peers and supervisors.

The other video I'm including is very short. It is entitled *Good*. Again, try not to misinterpret or read into what he's saying. My interpretation is that when something challenging or bad happens to you, try to turn it into a positive i.e. you didn't get the promotion? Good, make yourself better for next time. As human beings we tend to get caught up in the negative. The bottom line is that whining and kicking the ground will not change the situation. Pick yourself up, learn from it, own it, be better, and press on.

I'm a realist. In this context it means I understand that you cannot just say "good" in every situation. Personally, if I cannot let it go, I give myself 24 hours to be disappointed or angry. After that I have to accept the situation, make it better for next time and move on. During that time, I cannot take out my frustration on any other person. At least, that is my goal. Please do not misinterpret, I am not, and I do not believe Jocko is trying to apply this concept to the death of a loved one, a significant health diagnosis, etc. But in day to day life, we have to be better at controlling our emotions and turning challenges into opportunity.

Take some time to watch, or listen and then discuss the concepts with the members of your team. Ask yourself – are we as good as we can be? Are we on a path of continuous self and team improvement? Are we displaying attitudes and actions in line with our, CAFMA's, stated culture and values?

[Jocko TEDx](#)

[Jocko Podcast Excerpt Good](#)