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LEADERSHIP L.L.C.

PROFESSIONAL GROWTH AND DEVELOPMENT COACHING FOR PUBLIC SAFETY LEADERS



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Tip o' the Hat!!

This month's "Tip o' the Hat" goes out to Kenny Rosales of Brighton (CO) Fire Rescue District, for his promotion to position of Captain. Battalion Chief-Operations!

While Captain Rosales' father was a volunteer firefighter, Kenny wanted to follow a path into Law Enforcement as a high schooler. In 2005, Kenny began to volunteer with Fort Lupton Fire to avoid the path some of his friends were on, a path he predicted would not be in his best interest. As a volunteer, he completed his EMT training and was hired 6 months later (2007) at Fort Lupton. In 2019, he made the jump to Brighton Fire where he worked as a firefighter until he was promoted to Lieutenant in 2022 and now, Captain.

Kenny holds an AA in Fire Science from Columbia Southern University. He has completed regional delivery NFA classes and is looking at on-campus opportunities in the near future. Currently, Captain Rosales is completing his Fire Officer Designation application through CPSE.

In addition to his role as Engine Company Captain, he fills roles on the swift water and HazMat teams, is a peer support team member and fills the position of Secretary on the Union Executive Board. In short, Kenny contributes to the organization and its members in multiple ways. He gives back to his community through coaching his son's sports teams. In addition to work, his family is center and they enjoy all things outdoors; camping, traveling and sports. Kenny really enjoys golf.

Words of Wisdom: Captain Kenny says; "Strive for perfection and settle for excellence. Excellence is achieved by high standards and accountability."

Congratulations Captain Rosales! You've earned this promotion and I can't wait to see what your future holds!



"Want Some Advice? ... Figure It Out Yourself!!"

That article title is a little bit tongue in cheek, but only a little. Let me show you what I mean.

Quite a long time ago, I stopped giving my kids advice, unless of course they asked for it. I believe my role as a father is to prepare them for the day that I'm not here and how can I do that if I'm always telling them what they should do. The same holds true for the people that I mentor or coach. I do my best not to give them advice as it doesn't strengthen their decision-making ability. Instead, I try to ask questions, helping the mentee arrive at (discover) their own answer so that it's best for them, not for me. I believe that in giving advice, you're suggesting solutions based on your experiences or emotional state (EQ) as it relates to the topic, current and past. And perhaps your experience in the topic is so far in the past that it's not even relevant anymore!

Often when coaching, I first try to find out how they define success, what they see as a successful outcome. I then ask questions and use a guided conversation to help them determine their path to success. I try to only offer advice when they ask, "what would you do if..." or "how would you handle this?" Even then I do my best to resist providing "answers" that may be right for me, but not for them. If I do have an idea of What their pathway to success might look like, I may tailor my questions to get them go in the right direction.

Imagine you're working with a young person that's trying to get a job. Questions that I might ask may include; "what do you think an ideal candidate for this position might look like?" Or "What characteristics or habits might make an individual successful in attaining a job in this field?" Hopefully, from these questions, the mentee can establish a list of traits that they could embody that may help them get hired. If I'm coaching someone on how to have a difficult conversation with the subordinate, I may ask questions like; "what is the performance issue that is substandard and how did you

Advice (cont.)

determine it as such?” Or “if you were in their situation, what would be the ideal course a resolution that would get you successful?” Of course, there's a ton of variation in the questions you can ask and it's going to require asking more than just one or two. Get the person you're coaching to identify their pathway to success.

This approach can be a bit challenging in as much as you have to develop solid questions and ability to think on the fly. The most difficult part is to remain neutral as your mentee develops their plan of action. You might feel it “isn't right” but reality is, it might not be right for you but is right for them. As I was putting this newsletter together, I looked up the definition of “Advice” and found that in the definition, there is the word “Opinion” which by definition, is not based on fact. Think about that for a minute!

In my experience, asking people questions will help them develop better decision-making skills, encourage



ADVICE: *noun: an opinion or recommendation offered as a guide to action, conduct, etc.*

Are you giving ADVICE or helping others identify their best path to success based on their beliefs, values and needs?

greater buy-in, and will improve the way they engage in working towards their end result.

“Do you believe giving advice is affected by your emotions and therefore should be avoided when helping someone else determine their actions?”

“What I Learned in Jail!”

We used to go to the DMPD jail a lot. Holding cell check ups. It was always fun to see our friends from the PD but at 0230, the cops thought it was funny to wake us up.....see Afterthought.

We are there one night visiting with a drunk, kinda of an a\$\$ guy that is less than cooperative. I am pretty frustrated (read: pissed off) and about finished with my evaluation of the guy and ready to turf him back to PD.

As we are finishing paperwork and visiting with PD, I am listening to this guy talk to the PD officer. I hear him telling a story of discourse with his wife and trouble at work. He decided his best course was to drown his problems and got picked up for a DUI. I realized right then this is a normal guy with a normal life with normal problems. He just got caught.

That moment changed my career....and my life forever. You can't always see the demons that someone else is fighting. You don't know their story. Not an excuse for his (their) actions but maybe we, those with less demons, should be more understanding. Just be nice. Simple.

Afterthought:

DMPD used to always laugh when the called us in the middle of the night. “OH....did I wake you?” was the normal response. Joke was on them though. My response was “Yeah, you did. Oh....do you get to sleep at work?” Yeah, I was smart enough to pass the fire test!!!! ♥DMPD♥

