



▶ Recent Graduate Award Winners 1

○ ISSUE 8 | ○ April | ○ 2012



▶ Upcoming Lankford Center Events 2



▶ The Paul H. Lankford Center Commandant's Corner 2

The Lankford Leader

PROUDLY SERVING PROFESSIONAL MILITARY EDUCATION NEEDS
ACROSS COMPONENTS, SERVICES AND NATIONS

The Lankford Leader is a newsletter specifically designed to keep Command Chiefs informed about events, activities, and ideas at your Paul H. Lankford EPME Center.

Recent Graduate Award Winners

As with any educational endeavor, there are those who stand out among their peers. While all of our graduates should stand proud, having met the rigorous demands of Enlisted PME, some have distinguished themselves through individual accomplishments and are deserving of special recognition. The Award Recipients for NCOA/ALS classes 12-3 are:

John L. Levitow Award

TSgt Joshua Johnson, 115th Comptroller Flight
SrA Daniel Rankin, Western Air Defense Squadron

Distinguished Graduate Award

NCOA

TSgt Roy Adams, 711th Human Performance Wing
TSgt Vincente Asano, 509th Communications SQ
TSgt Matthew Blackwell, 82nd Training Wing
TSgt Joe Bush, 182nd Airlift Wing
TSgt Scott Crandell, 163rd Reconnaissance Squadron
TSgt Casey Dawley, Air Force Institute of Technology
TSgt Darren Fletcher, Air Force Central Command
TSgt James Gillespie, 177th Fighter Wing
TSgt Jeffrey Gross, 88th Medical Operations Group
TSgt Mario Hairston, 771st Enterprise Sourcing SQ
TSgt Christopher Haynes, 20th Operations Support SQ
TSgt Harold Jobe, AFMC Intelligence Squadron
TSgt Tim Livengood, 4th Equipment Maintenance SQ
TSgt Michelle Malone, 188th Fighter Wing
TSgt Thomas Mangione, 3rd Intelligence Squadron

TSgt Bryan Mech, National Air & Space Intelligence CTR
TSgt Kasey O'Brien, 239th Combat Communications SQ
TSgt Justine Pescetello-Parr, HQ AMC Inspector General
TSgt Stephen Price, 20th Component Maintenance SQ
TSgt Kyle Reins, United States Air Force
TSgt Jeffrey Rodriguez, NRO Pentagon
TSgt James Swanson, 161st Security Forces Squadron
TSgt Jeremy Thomas, 20th Security Forces Squadron
TSgt Jeremy Wheeler, 20th Reconnaissance Squadron

ALS

SrA Joshua Barker, 155th Air Refueling Wing
SrA Kris Barrientes, 149th Fighter Wing
SrA Shanna Downey, 302nd Aeromedical STG Squadron
SrA Huberr Hansen, 115th Fighter Wing
SrA Christopher Hessler, 192nd Airlift Wing

Academic Achievement Award

TSgt Joseph Bush, 182nd Airlift Wing
SrA Christopher Hessler, 192nd Airlift Wing

Commandant Award

TSgt Jennifer Barlow, 20th Dental Squadron
SrA Allancia Sorhaindo, 315th Airlift Wing



Official class photos and photos of the graduation award recipients are located at the below website.

<http://www.angtec.ang.af.mil/photos/me diagallery.asp?galleryID=7767>



UPCOMING LANKFORD CENTER EVENTS



The guest speakers for the upcoming graduations for ALS/NCOA are as follows:

ALS	12-4	CMSgt Lonnie Slater	Command Chief, Air University
Satellite NCOA	12-4	CMSgt Robert D. Gaylor	Chief Master Sergeant of the Air Force #5
ALS/NCOA	12-5	CMSgt Lonnie Slater	Command Chief, Air University
ALS	12-6	CMSgt Thomas K. Stoudt	Chief, Mission Support Division
NCOA	12-6	CMSgt Timothy Daiker	Command Chief, Air National Guard Readiness Center
NCOA	12-7	CMSgt Larence Kirby	Senior Enlisted Leader to the Commander of the Barnes Center for Enlisted Education



Commandant's Corner

How to Gripe

In the classic, Steven Spielberg movie, Saving Private Ryan, Captain John H. Miller, a character played by Academy Award winning veteran, Tom Hanks, directs a wise statement to one of his soldiers. The men had been griping—to some degree or another—about their orders, the conditions, etc. Captain Miller listens and even jokingly compliments Private Jackson, one of his charges, on the Private's artful gripes. Another soldier, Private First Class Reiben, observes that Captain Miller doesn't seem to gripe at all. Here is the captain's considered answer: *I don't gripe to you, Reiben. I'm a Captain. We have a chain of command. Gripes go up, not down. Always up. You gripe to me, I gripe to my superior officer, and so on and so on and so on. I don't gripe to you. I don't gripe in front of you. You just gotta love Tom Hanks!*

No organization is perfect. The squadrons, groups, wings, headquarters, schoolhouses, clinics, shops and directorates we serve all have flaws. Sometimes the flaws are a result of poor leadership, sometimes organizational structure, the environment or the mission. We are flawed because we are human.

Our various personalities, values, goals and habits often create problems. I've never worked in a perfect or ideal organization. The chain of command, one of the most useful tenants of military culture, helps us to get the mission done despite our flaws. Captain Miller's comment to PFC Reiben vividly illustrates that tenant.

When frustration bubbles up, we may feel the need to vent. Sometimes this venting is called, griping. It can happen in the break room, hallway, parking lot or dining facility. This is where our chain of command is vital. We should all understand: *in the presence of our Airmen* is not the right place to vent gripes. Those we lead should never know about our gripes. Our subordinates—those lower in rank *or* responsibility—are not the right people to hear our gripes.

Small or large, legitimate or petty, anything we are unhappy about or disagree with, we should actively try to resolve at the lowest level. Solving small problems may be as simple as talking to a peer or mentioning the issue to our immediate supervisors. Supervisors handle the issue, answer the question, or forward it up the chain for resolution at the next level. Superintendents and Chiefs should do the same with complaints or grievances they receive. Complaining to (or with) those we are tasked to lead does nothing but remove our own authority. "Griping down" destroys leader credibility. It

immediately makes us a member of the group we are addressing. After griping down, any time we try to assert our own authority, our efforts will be ineffective because we are now a peer, not a leader. The behavior we modeled (complaining) will ultimately come back to us from our subordinates. Either we are part of "leadership" or we are not. If we are, we need to publicly own, support, explain, and defend leadership decisions *as if they are our own* (AFI 36-2618, Paragraph 5.1.3).

Captain Miller understood his soldiers' need to vent their frustrations. He understood that to them, complaining was part of being human and perhaps even a constructive way to build camaraderie (*we're all in this misery together*). Despite his understanding, he also knew he couldn't jump in and complain with them (or to them). Doing so would have undermined his leadership; it would have made him *one of them*. In context, we (enlisted leaders) can't *become* one of our subordinates. We mustn't play the "us against leadership" game with our Airmen. Doing so makes followers think of us as peers, rather than as leaders. "Griping down" strips us of our stripes, and our ability to lead. Lead on!

FUTURE CLASS START & GRADUATION DATES

NCOA		
Class	Start	Graduation
12-5	1 May 2012	7 Jun 12
12-6	23 Jul 12	29 Aug 12
12-7	17 Sep 12	24 Oct 12
ALS		
12-4	7 May 12	7 Jun 12
12-6	18 Jun 12	19 Jul 12
Satellite NCOA Phase I		
12-4	12 Mar 12	8 Jun 12
13-1	20 Aug 12	16 Nov 12
Satellite NCOA Phase II		
12-4	11 Jun 12	27 Jun 12
13-1	26 Nov 12	12 Dec 12

"Exceed to Succeed"

DONALD E. FELCH

COMMANDANT, PAUL H. LANKFORD EPME CENTER

Lankford Center Commandant Support Staff (CSS)

400 I.G Brown Dr
 McGhee Tyson ANG, TN 37777
 865-985-3487
 DSN: 266-3487

