



I LEAD!

DEVELOPING
JAG CORPS
LEADERS

INAUGURAL EDITION



I LEAD!

DEVELOPING
JAG CORPS
LEADERS

INAUGURAL EDITION 2005



I LEAD! Developing JAG Corps Leaders is a publication of the Air Force Judge Advocate General School. Readers with questions or comments concerning this publication should contact the Editors at the following address:

The Air Force Judge Advocate General School

150 Chennault Circle
 Maxwell Air Force Base
 Alabama 36112-6418
 (334) 953-2802 or DSN 493-2802

Individuals with accounts and passwords assigned by AFLSA/JAS may review this document and Judge Advocate Corps Leadership Development (JALD) material at:

<https://aflsa.jag.af.mil/ILead/>

Significant additional resources and foundational materials are found at the USAF Force Development web site at:

<https://www.dp.hq.af.mil/dpx/dpxf/>

and Air War College Center for Strategic Leadership Studies web site at:

<http://leadership.au.af.mil/index.htm>

I LEAD! Developing JAG Corps Leaders

INAUGURAL EDITION - OCTOBER 2005

Major General Jack L. Rives, USAF

Chief Master Sergeant Avis R. Dillard-Bullock, USAF

HQ USAF PROJECT ADMINISTRATION

Mr. Harlan G. Wilder, SES, USAF (Col, USAF, Ret.)

Mr. John J. Martinez, Jr., (Col, USAF, Ret.)

Lieutenant Colonel Lisa L. Turner, USAF

EDITORIAL & REVIEW BOARD

Major Tommy E. Gregory, USAF

Ms. Kathy Jones, Civ., USAF

Colonel Jeffrey H. Curtis, USAF

Colonel John A. Dyer, USAF

Colonel Clyde W. Mathews, ANG

Colonel

Pamela D. Stevenson, USAF

Ms. Monica M. Allison-Ceruti,
 Civ., USAF (Col, USAFR)

Mr. Robert G. Gibson, Jr., Civ.,
 USAF (Col, USAF, Ret.)

Mr. Joseph A. Procaccino,
 Civ., USAF

Lieutenant Colonel
 James H. Dapper, USAF

Lieutenant Colonel
 Michael E. Guillory, ANG

Lieutenant Colonel
 Lynn G. Norton, USAFR

Lieutenant Colonel
 Jorge H. Romero, USAF

Major

Juan-Carlos Guerrero, USAF

Major Sean C. Maltbie, USAF

Major Ira Perkins, USAF

Captain Robert W. Jarman, USAF

Chief Master Sergeant
 Renee A. Blancett, USAF

Chief Master Sergeant
 Theresa A. Parsons, USAF

Senior Master Sergeant
 Michael J. Pleskovitch, USAF

Technical Sergeant
 Patricia A. Granan, USAF

Mr. Stephen J. Eriksson, Civ.,
 USAF (Maj, USAFR)

Mr. Kevin J. Wilson, Civ., USAF

Colonel William A. Druschel, USAF

Colonel Terri M. Gent, USAF

Colonel Floyd M. Russell, USAF

Colonel Holly M. Stone, USAF

Mr. Michael R. Emerson, Civ.,
 USAF (Col, USAF, Ret.)

Ms. Hildegard C. Perlstein,
 Civ., USAF

Mr. James W. Russell, Civ.,
 USAF (Col, USAF, Ret.)

Lieutenant Colonel
 Phillip D. Grissom, USAF

Lieutenant Colonel
 Douglas G. Murdock, USAF

Lieutenant Colonel
 James B. Roan, USAF

Lieutenant Colonel
 Philip T. Wold, USAF

Major Susan D. Lehigh, USAFR

Major Katherine E. Oler, USAF

Major Stacie A. Vest, USAF

Captain Tiaundra D. Sorrell, USAF

Chief Master Sergeant
 James C. Hobza, USAF

Chief Master Sergeant
 Jeffrey A. Williams, USAF

Senior Master Sergeant
 Robert E. Simpson, USAF

Students in Staff Judge
 Advocate Course 2005A

Students in Law Office
 Manager Course 2005A

CONTRIBUTING AUTHORS

Ms. Monica M. Allison-Ceruti, Civ., USAF (Col, USAFR)	Lieutenant Colonel James G. Bitzes, USAF
Lieutenant Colonel Timothy J. Cothrel, USAF	Lieutenant Colonel Michael E. Guillory, ANG
Lieutenant Colonel Teresa K. Hollingsworth, USAF	Lieutenant Colonel Gary M. Jackson, USAF
Lieutenant Colonel Lynn G. Norton, USAFR	Lieutenant Colonel Lisa L. Turner, USAF
Lieutenant Colonel Bill C. Wells, USAF	Lieutenant Colonel Larry D. Youngner, USAF
Major Christina A. Austin-Smith, USAF	Major Tiffany A. Dawson, USAF
Major Stephen J. Eriksson, USAFR	Major Andrea M. Gormel, USAF
Major Tommy E. Gregory, USAF	Major Thomas J. Herthel, USAF
Major Carey A. Merrill, USAF	Major Charles L. Plummer, USAF
Major Lyndell M. Powell, USAF	Major Kenneth R. Sibley, USAF
Major Peter W. Teller, USAF	Major Michelle P. Tilford, USAF
Chief Master Sergeant James C. Hobza, USAF	Chief Master Sergeant Jeffrey A. Williams, USAF
Senior Master Sergeant Michelle G. Mooney, USAF	Senior Master Sergeant Pamela E. Peck, USAF
Senior Master Sergeant Michael J. Pleskovitch, USAF	Technical Sergeant Patricia A. Granan, USAF

INTERACTIVE RESOURCES DEVELOPMENT TEAM

Lieutenant Colonel David M. Fillman, USAF
 Lieutenant Colonel Peter R. Marksteiner, USAF
 Lieutenant Colonel Sharon K. Sughru, USAF
 Major Patrick D. Dyson, USAF
 Major Scott E. Harding, USAF
 Major Julie J. R. Huygen, USAF
 Major Susan D. Lehigh, USAFR
 Major Monica S. Lewallen, USAF
 Major Rooker A. Mears, USAF
 Major Jeffrey A. Middleton, USAF
 Major Martin T. Mitchell, USAF
 Major Kevin P. Stiens, USAF
 Major Brian T. Varn, USAF
 Major Rebecca R. Vernon, USAF
 Major Bryan D. Watson, USAF
 Major Patrick J. Wells, USAF
 Major Eric J. Werner, USAF

GRAPHIC DESIGNER & LAYOUT ARTIST

Ms. Kathy Jones, Civ., USAF HAF/ICMG Media Services
 Technical Sergeant Jeffery R. Davis, USAF



A MESSAGE FROM THE DEPUTY JUDGE ADVOCATE GENERAL

Airmen and their families rely on you to carry out a broad and diverse mission that critically impacts individuals, organizations, and operations. The demands of this responsibility require every JAG Corps officer, enlisted member, and civilian employee to perform as a leader. To this end, the JAG Corps is instituting a leadership training and education program of which *I LEAD! Developing JAG Corps Leaders* is a central component.

We need this effort because, while we share the same leadership responsibilities as other Air Force members, the practice of law in the military presents special leadership challenges. Until now, however, the JAG Corps had never formally articulated what we needed to know and do to meet these exceptional challenges. To remedy this, *I LEAD!* presents the leadership components found in Air Force Doctrine Document 1-1, *Leadership and Force Development*, and applies them to the JAG Corps experience.

I LEAD! speaks to every JAG Corps member . . . whatever your current assignment, length of service, or experience. If you are new to leadership, these materials provide an introduction. If you have led before, this will supplement your training and hopefully make you a better leader tomorrow. While many of the book's passages and examples revolve around the SJA role, all of us should find much useful information to help us grow as leaders.

I LEAD! is a first step, and it has already provoked discussions on the JAG Corps concept of leadership. Future discussions and your feedback, both military and civilian, will be needed to improve *I LEAD!* I welcome and encourage your contributions.

JACK L. RIVES
 Major General, USAF
 Performing Duties as The Judge Advocate General



A MESSAGE FROM THE SENIOR PARALEGAL MANAGER TO TJAG

As General Rives states, we all need to be leaders and we need the tools to get us there. I see this first edition of *I LEAD! Developing JAG Corps Leaders* as the starting point for the creation of a comprehensive leadership concept for Air Force paralegals. While much of the book's content applies to paralegals and a number of examples are based on paralegal experiences, the story is incomplete.

I second General Rives in soliciting your inputs and feedback, especially about the leadership role of the paralegal. I look forward to the day when every paralegal can pick up *I LEAD!* and say: "This book is about me!"

AVIS R. DILLARD-BULLOCK
 CMSgt, USAF
 Senior Paralegal Manager to TJAG



HOW TO USE *I LEAD!*

I LEAD! is a leadership training tool tailored to the JAG Corps by compiling the experiences and observations of JAG Corps personnel and presenting them within the organizational structure of Air Force Doctrine Document 1-1, *Leadership and Force Development* (AFDD 1-1). The structure of *I LEAD!* mirrors the leadership guidance in AFDD 1-1 and primarily focuses on its leadership components.

Each chapter of *I LEAD!* includes a short discussion of a leadership component or competency as it relates to JAG Corps practice, Real World Experiences submitted by JAG Corps members, and Practice Tips to assist in developing that leadership skill.

You can read *I LEAD!* cover-to-cover as a primer on JAG Corps leadership, but it is envisioned more as an aid for self-development and training legal office staffs. You may revisit these chapters individually or collectively throughout your Air Force leadership journey to crosscheck your knowledge and reflect on your leadership style.

I LEAD! is the product of many JAG Corps members' contributions, but it is only the beginning. There is much more to add, and to learn. We solicit your comments, and particularly additional Real World Experiences, to provide future readers with a fuller picture of leadership in the JAG Corps.

**The Air Force Judge Advocate General School
150 Chennault Circle
Maxwell Air Force Base, Alabama 36112-6418
(334) 953-2802 or DSN 493-2802**

TABLE OF CONTENTS

Introduction	7
--------------------	---

SECTION 1: What We Believe

Chapter 1. Integrity First	18
Courage	18
Honesty	21
Responsibility	24
Accountability	27
Justice	33
Openness	36
Self-Respect	39
Humility	42
Honor	47
Chapter 2. Service Before Self	51
Duty	51
Respect Others	56
Discipline and Self-Control	60
Tolerance	64
Loyalty	69
Chapter 3. Excellence In All We Do	73
Personal Excellence	73
Organizational Excellence	78
Resource Excellence	83
Operational Excellence	91

COMPONENT 1

SECTION 2: Personal Leadership

Chapter 4. Exercise Sound Judgment	100
Chapter 5. Adapt and Perform Under Pressure	108
Chapter 6. Inspire Trust	117
“I Trust You” is the Highest Compliment	117
Maintain Open and Professional Relationships	125
Demonstrate Loyalty	132
Chapter 7. Lead Courageously	138
Chapter 8. Self Assessment	149
Chapter 9. Foster Effective Communication	154

COMPONENT 2

SECTION 3: Leading People and Teams

Chapter 10. Drive Performance Through
 Shared Vision 164
 Create a Vision 164
 Work Towards Your Vision 170
Chapter 11. Influence Through
 Win/Win Solutions 176
Chapter 12. Take Them to New Heights 184
 Grow Your Troops 184
 Give Feedback 192
Chapter 13. We're in This Together 202
 Build a Team 202
 Share the Spotlight 210
Chapter 14. Partner to Maximize Results 216

COMPONENT 2

SECTION 4: Leading the Institution

Chapter 15. Shape Strategy and Direction 226
 Long-Range Goals 226
 Understand Trends 232
 Energize Your Organization 235
Chapter 16. Align Capabilities with Mission 240
Chapter 17. The Only Constant is Change 247
 Work Smarter 247
 Encourage Creativity 255
Chapter 18. Drive Execution 260
Chapter 19. Attract, Retain, and Develop Talent 265

SECTION 5: Leadership Actions

Chapter 20. Lead - Influence, Improve, Accomplish 274

COMPONENT 3

Appendix 1 – Resources 278
Appendix 2 – Real World Experiences 293

INTRODUCTION

LEADERSHIP COMPONENTS



“Leadership is the art and science of influencing and directing people to accomplish the assigned mission.”

Air Force Doctrine Document 1-1

You are a leader. Effective leaders believe in core values, apply their knowledge, and take actions that influence and inspire others to accomplish a mission.

We are leaders upon whom the Air Force relies. Whether charged to deploy or to sustain the home station, our commanders depend upon our advice and capabilities to get the job done. The sheer breadth of our mission requires every JAG Corps officer, enlisted member, and civilian employee to perform as a leader. As JAG Corps members, we are simultaneously legal professionals and military and civilian leaders, and our judgments must reflect our profound understanding of the priorities flowing from these dual roles.

The JAG Corps has always developed leaders through a variety of means. Individuals develop through education and training, observing the examples set by other leaders, being mentored by more experienced leaders, and experiencing increasingly challenging leadership opportunities.

What Is Leadership?

Leadership is the art and science of influencing and directing people to accomplish the assigned mission. Air Force leaders focus on people to accomplish their military objectives. All facets of Air Force leadership should support these two basic elements: people and mission. Effective leadership transforms human potential into effective results — mission accomplishment.

All officer, enlisted, and civilian members of the JAG Corps lead and follow every day. The Judge Advocate General (TJAG) takes orders from senior officers such as the Air Force Chief of Staff while providing functional supervision of the JAG Corps. At every other level, you always lead yourself and those subordinate to you. More likely than not, as a supervisor, you will also lead a section, branch, division, or legal office several times in your career.

Whether you have 20 years or 20 months of military service, you can be a leader and become a better one. While some believe leaders are born and others believe leaders are developed, everyone can improve their leadership skills. The real question is...into what kind of leader will you transform yourself? Will you put the same effort into reaching your leadership potential that you put into learning and refining your technical legal skills? If so, you will better understand the components of leadership, build upon them, and in the end, become a more effective leader.

Leadership Components

The structure of Air Force leadership is defined in *Air Force Doctrine Document 1-1* and consists of three components: first, Air Force Core Values — what we believe; second, leadership competencies — what we learn and know; and third, leadership actions — what we do. These three components permeate all echelons of military leadership: tactical, operational, and strategic. Over time your values and beliefs will strengthen, your leadership knowledge will grow, and your actions will demonstrate your leadership ability as you and your team accomplish the assigned mission. The starting point is what we believe — our Core Values.

COMPONENT 1: CORE VALUES ARE THE FOUNDATION

What We Believe

The Air Force Core Values are the foundation of leadership skills. These principles of conduct provide the moral framework within which leadership occurs. They form our ethics as members of the profession of arms. The enduring values of Integrity, Service

Before Self, and Excellence in All We Do guide the way we live our lives and perform our duties. These essential values of our profession are what we believe.

Integrity is the Basis of Trust

Trust is the unbreakable bond that unifies leaders with their followers and commanders with their units.

Trust makes leaders effective, and integrity underpins trust. Former Air Force Chief of Staff General Charles A. Gabriel said, “Integrity is the fundamental premise of military service in a free society. Without integrity, the moral pillars of our military strength — public trust and self-respect — are lost.” Integrity is a consistent and honest demonstration of personal commitment to both the unit and its mission. Nine characteristics of integrity are discussed in *I LEAD!*

- **Courage.** A person of integrity possesses moral courage and does what is right even if the personal cost is high.
- **Honesty.** In the Service, one’s word is binding. Honesty is the foundation of trust and the hallmark of the profession of arms.
- **Responsibility.** Airmen acknowledge their duties and take responsibility for their own successes or failures. A person with integrity accepts the consequences of actions taken, never accepting or seeking undue credit for the accomplishments of others.
- **Accountability.** No Airman with integrity tries to shift the blame to others; “the buck stops here” says it best.
- **Justice.** Airmen treat all people fairly and with equal respect, regardless of gender, race, ethnicity, or religion. They always act with the certain knowledge that all people possess fundamental worth as human beings.
- **Openness.** As professionals, Airmen encourage a free flow of information within the organization and seek feedback from superiors, peers, and subordinates. They never shy from criticism, but actively seek constructive feedback. They value

candor in dealing with superiors as a mark of loyalty, even when offering dissenting opinions or bearing bad news.

- **Self-respect.** Airmen respect themselves as professionals and as human beings. Airmen with integrity always behave in a manner that brings credit upon themselves, their organization, and the profession of arms.
- **Humility.** Airmen comprehend and are sobered by the awesome task of defending the Constitution of the United States of America.
- **Honor.** All Airmen function in their Service with the highest traditions of honoring the Air Force's responsibilities to the nation and the sacrifices of their predecessors. It is incumbent upon Airmen to uphold these traditions, adhering to what is right, noble, and magnanimous.

Service Before Self Forms the Essence of our Commitment to the Nation

This means putting the welfare of our people and our nation ahead of our personal comfort, convenience or desires. Personal sacrifice is intrinsic to the Air Force profession of arms. Leaders who serve selflessly inspire support from everyone in their unit and promote a spirit that molds organizations into effective military teams. *I LEAD!* describes seven moral attributes that stem from Service Before Self.

- **Duty.** Airmen have a duty to fulfill the unit's mission. Service Before Self includes performing to the best of one's abilities the assigned responsibilities and tasks without worrying how your career will be affected. Professionals exercise judgment while performing their duties; they understand rules exist for good reason. They follow rules unless there is a clear operational or legal reason to refuse or deviate.
- **Respect for Others.** Good leaders place the welfare of their peers and subordinates ahead of personal needs or comfort. Service professionals always act in the certain knowledge that all people possess a fundamental worth as human beings. Tact is an element of this respect.

- **Self-discipline.** Air Force leaders are expected to act with confidence, determination, and self-control in all they do in order to improve themselves and their contribution to the Air Force mission. Professionals refrain from openly displaying self-pity, discouragement, anger, frustration, or defeatism.
- **Self-control.** Service professionals, especially commanders at all echelons, are expected to refrain from displays of anger that would bring discredit upon themselves and the Air Force. Leaders are expected to refrain from improper conduct and behavior. For example, they must exercise control in the areas of anger, inappropriate actions or desires, and intolerance.
- **Appropriate Actions or Desires.** Leaders are guided by a deeply held sense of honor, not by their personal comfort or uncontrolled selfish appetites. Abuse of alcohol or drugs, sexual impropriety, or other undisciplined behavior is incompatible with military service. It discredits the profession of arms and undermines the trust of the American people. All Airmen maintain proper professional relationships with subordinates, superiors, and peers.
- **Tolerance.** Leaders understand an organization can achieve excellence when all members are encouraged to excel in a cooperative atmosphere free from fear, unlawful discrimination, sexual harassment, intimidation, or unfair treatment.
- **Loyalty.** Airmen should be loyal to their leaders, fellow Airmen and the institution they serve. American military professionals demonstrate allegiance to the Constitution and loyalty to the military chain of command and to the President and Secretary of Defense, regardless of political affiliation.

Excellence in All We Do Reflects our Commitment to the Highest Standards of Service to our Great Nation

This means putting forth your personal best effort and producing the best from your team. Leaders set the standard for excellence in their units and organizations. Four main aspects of excellence are detailed in *I LEAD!*

- **Personal Excellence.** Airmen seek out and complete developmental education, stay in top physical, mental, and moral shape, and continue to refresh their professional competencies. Airmen must ensure their job skills, knowledge, and personal readiness are always at their peak.
- **Organizational Excellence.** Organizational excellence is achieved when Airmen work together to successfully reach a common goal in an atmosphere that preserves individual self-worth. No Airman wins the fight alone — even the single-seat fighter pilot relies upon scores of maintenance and support personnel to accomplish every sortie. Leaders foster a culture that emphasizes a team mentality while maintaining high standards and accomplishing the mission.
- **Resource Excellence.** Understanding that budgets are not limitless, Air Force leaders aggressively protect and manage both human and material resources. The most precious resource is people, and an effective leader does everything to ensure all personnel are trained, fit, focused, and ready to accomplish their missions. Leaders effectively use their resources to perform assigned tasks and understand they should only obtain resources necessary to accomplish their missions.
- **Operational Excellence.** The Air Force leader understands that all efforts in developing and employing air and space forces are directed at providing unmatched air and space power to secure the national interests of the United States. Airmen must be familiar with Air Force doctrine and should prepare for joint and multinational operations by learning the doctrine, capabilities, and procedures of other U.S. military services and allied forces.

COMPONENT 2: LEADERSHIP COMPETENCIES

Qualities We Should Have

These are the occupational skill sets and enduring leadership competencies that you will develop as you progress along levels of increased responsibility throughout your career. Your career will start at the tactical level then typically move between opera-

tional and strategic leadership levels. Specifically, you will develop competencies in personal leadership, leading people and teams, and institutional leadership.

The Three Elements of Leadership Competencies

PERSONAL LEADERSHIP

EXERCISE SOUND JUDGMENT
ADAPT AND PERFORM UNDER PRESSURE
INSPIRE TRUST
LEAD COURAGEOUSLY
SELF-ASSESSMENT
FOSTER EFFECTIVE COMMUNICATION

LEADING PEOPLE AND TEAMS

DRIVE PERFORMANCE THROUGH SHARED VISION
INFLUENCE THROUGH WIN/WIN SOLUTIONS
MENTOR AND COACH
PROMOTE COLLABORATION AND TEAMWORK
PARTNER TO MAXIMIZE RESULTS

LEADING THE INSTITUTION

SHAPE AIR FORCE STRATEGY AND DIRECTION
ALIGN CAPABILITIES WITH MISSION
EMBRACE CHANGE
DRIVE EXECUTION
ATTRACT, RETAIN, AND DEVELOP TALENT

Personal Leadership. This focuses on the face-to-face direct interpersonal relations that influence personal behavior and personal values. These skill sets are face-to-face. You will learn quite a bit about yourself as you study the leadership and followership aspects of personal leadership set out in *I LEAD!* An example of personal leadership is the junior judge advocate (JAG) assigned as the claims officer. That JAG should focus on the needs and abilities of the personnel he or she is tasked to lead. He or she will build a cohesive unit while empowering the claims section as a team. That JAG will also learn the basic claims (occupational) skills expected of a new wing-level (tactical level) JAG.

One theme that runs throughout those chapters is occupational competence. Know your job. People will follow a competent person who has the knowledge needed to complete the mission successfully. The Air Force leader should have a broad view of the unit's mission, and must make sure all members of the unit understand how their jobs relate to mission accomplishment. This means that as a new JAG Corps member you must learn the fundamentals of a wing-level legal practice, to include how to draft, serve, and process an Article 15; adjudicate a claim; litigate or prepare support for a court-martial; draft and execute a will; brief about law of armed conflict (LOAC) on a mobility line; and draft a power-of-attorney.

Leading People and Teams. This competency focuses more on interpersonal and team relationships. *I LEAD!* provides insights on how leaders use this competency to tailor resources to their organization and programs and set the command climate. From section noncommissioned officers in charge (NCOICs) to staff judge advocates (SJAs), legal professionals focus simultaneously on team building, and creating a more effective legal office, while handling personnel crises that arise.

Leading the Institution. This leadership competency applies primarily to the strategic level. Strategic leaders apply institutional leadership competencies to establish structure, allocate resources, create institutional policy and articulate strategic vision. *I LEAD!* provides an overview of the competencies required to lead the JAG Corps at the strategic echelon. Individuals at wing or higher levels may exercise strategic level skills. For example, an SJA or law office superintendent (LOS/NCOIC) who recruits, retains, and develops individuals, positively impacts our Corps over the long term.

COMPONENT 3: LEADERSHIP ACTIONS

What We Should Do

Leaders Get Things Done. Air Force leaders influence and improve personnel to accomplish their military missions. They influence their subordinates through tools that include communication, motivation, standards, and decisiveness. Air Force leaders improve

the abilities of those who work for them through development, education, and training. Combined, the result is an enhanced desire and ability to accomplish the unit's assigned missions.

Influence. Leaders motivate and inspire people by satisfying their human needs, keeping them moving in the right direction to achieve a vision. To do this, leaders tailor their behavior toward their followers' need for achievement, sense of belonging, recognition, self-esteem, and control over their lives.

Improve. Leaders foster growth by insisting that their people learn the basic skills needed to accomplish their duties. Once they have established a solid foundation, they can acquire more specialized skills as part of a continuous cycle of improvement. At the same time, they begin to develop their own leadership abilities by mentoring the less experienced. Leaders should provide challenging and enlightening experiences to ensure a subordinate learns from those opportunities. It is important to identify and analyze success in order to make the causes and behaviors permanent and pervasive, not temporary and specific. Leaders encourage the learning process by formally recognizing individual and unit success, no matter how large or small.

Accomplish. Air Force leaders influence and improve the skills of subordinates to accomplish the mission. Leaders ensure three phases occur in a successful mission: first, planning and preparing; second, executing the assignment; and third, assessing the results.

Effective Leadership Results in Excellence Achieved

Whether directly engaged in warfighting or supporting the fight, as a member of the JAG Corps, you belong to the Air Force profession and you are a leader. By participating in *I LEAD!* training, you will be exposed to what we believe in, what we know, and what actions we take as leaders. You will find useful resources, practice tips, and practical advice. You may find that some chapters suit you now better than others, but you will find yourself better prepared and equipped for leadership at all levels of our JAG Corps as a result of having turned the pages. **Aim High!**

In the Arena

It is not the critic who counts; not the man who points out how the strong man stumbled, or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena; whose face is marred by the dust and sweat and blood; who strives valiantly; who errs and comes short again and again; who knows the great enthusiasms, the great devotions and spends himself in a worthy cause; who at the best, knows in the end the triumph of high achievement, and who, at worst, if he fails, at least fails while daring greatly; so that his place shall never be with those cold and timid souls who know neither victory or defeat.

President Theodore Roosevelt

SECTION 1 **What We Believe**



INTEGRITY FIRST

COURAGE

CHAPTER 1



"You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do."

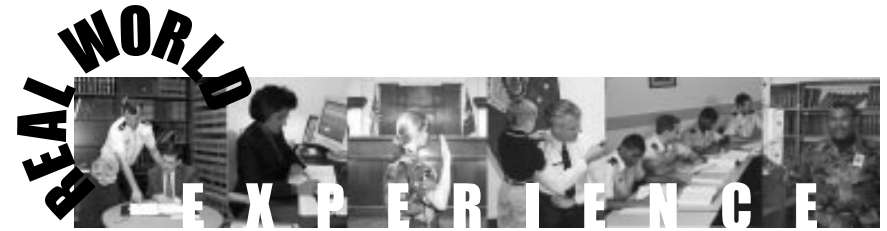
First Lady Eleanor Roosevelt

A person of integrity possesses moral courage and does what is right even if the personal cost is high.

As stated in TJAG Policy Memorandum TJS-1, *TJAGC Corps Principles*, "In the Air Force, we have a superb leadership guide in our Core Values: Integrity First, Service Before Self, and Excellence in All We Do. By incorporating these values in our everyday behavior, those around us will be motivated to follow and emulate what they see as they develop their own leadership styles. We set the standard for our organizations by our own conduct, on and off duty."

Integrity is the cornerstone upon which all other leadership traits are built. Integrity means more than truthfulness — it means a consistency in belief and action that makes a person a complete and integrated ethical whole. In common use, integrity is often a synonym for honesty. But honesty doesn't impose a duty to speak out against wrongful conduct or treat others with respect, while integrity demands we do so. Integrity is that complete set of traits that ties belief about right and wrong into conduct that manifests those beliefs. The exercise of integrity is self-perpetuating as it inspires similar conduct in others. The integrity of the JAG Corps, the Air Force, and the legal profession are all placed in jeopardy if we sacrifice our personal integrity.

The elements of courage as they apply to the JAG Corps are covered in detail in Chapter 7 — Lead Courageously. You will find the JAG Corps expects the same levels of physical and moral courage that apply to any military member. However, we carry an additional responsibility due to our role in interpreting the law and administering the military justice system. Airmen look to us for "the right thing to do" and we cannot disappoint them by ducking away from difficult answers.



Defense Counsel Courage

The inspirational story of courage of a young defense attorney, who later went on to lead the JAG Department, was captured in *The First 50 Years: U.S. Air Force Judge Advocate General's Department*. "In one serious instance of unlawful command influence, then-Captain Keithe Nelson successfully defended a young Airman at a discharge board proceeding in the early 1960s. The commander was so incensed that the Airman had not been discharged that he called Captain Nelson in to lecture him that his conduct as defense counsel had been inappropriate. Captain Nelson told the commander that he would resign rather than fail to aggressively defend a case. The commander became even angrier and issued a letter of reprimand to Captain Nelson. In a subsequent case, Captain Nelson's co-counsel raised the issue of unlawful command influence, based on the letter of reprimand. The case was sent to 2nd Air Force for review, where it was determined that not only that case, but also about 25 other cases that Captain Nelson had defended should be dismissed. The commander in question was reassigned within a week."

Courage to Be the Honest Broker and to Support a Subordinate

JAG Corps members often find themselves in the position of giving correct yet unpopular advice. We are, after all, expected to be “honest brokers.” However, sometimes it is difficult to be an honest broker and to be popular — that is, being perceived as a “team player.” The true test of courage lies with sticking with the advice the recipient needs to hear and not the advice the recipient wants to hear.

A junior captain assigned to a MAJCOM legal office reviewed the legality of conducting “cross-country” aircraft sorties solely to participate in an aircraft’s 25th anniversary celebration activities. Senior MAJCOM leaders had been planning to participate in the event for some time, but at the last minute decided to inquire about the legality of MAJCOM participation.

However, existing guidance provided that sorties could not be conducted solely to participate in non-mission activities and that, absent a legitimate mission requirement such as training, it would be a violation of the Joint Ethics Regulation to conduct aircraft sorties solely to participate in the anniversary activities. The captain so advised. The MAJCOM deputy staff judge advocate (DSJA) (then a colonel and acting as the MAJCOM SJA in the absence of the incumbent) supported the captain’s conclusions. Predictably, senior MAJCOM leaders were highly disappointed in and critical of the advice.

Moreover, another MAJCOM was also critical of the captain’s advice. The SJA (brigadier general) of the other MAJCOM brought considerable pressure upon the MAJCOM DSJA and the captain in an attempt to revise the captain’s opinion. It seems the brigadier general had advised his MAJCOM commander that aircraft sorties could be flown solely in support of the anniversary and, in reliance on this advice, the command had committed to send aircraft cross-country to participate. However, both the captain and the DSJA had carefully confirmed their opinions and stood by their advice. They chose the path of honor and thus modeled both courage and loyalty to the institution. Ultimately, the MAJCOMS accepted the captain’s opinion, who later went on to attain flag rank himself. These situations never guarantee “happy endings,” but leaders of courage do the right thing regardless of what may happen to them or their careers.

See Chapter 7 for Practice Tips.

INTEGRITY FIRST

HONESTY



“Honesty is the first chapter in the book of wisdom.”

President Thomas Jefferson

In the Service, one’s word is binding. Honesty is the foundation of trust and the hallmark of the profession of arms.

For a legal professional, honesty is an indispensable character trait and its elements are covered in more detail in Chapter 6 — Inspire Trust. If we want our advice on “the right thing to do” to be respected, we must work from a foundation of trust, which exists only when honesty is present. A lack of honesty destroys credibility and effectiveness as a leader. Once your credibility is lost, it can never be regained.



Don’t Sugar-Coat Feedback

After 14 years in the service, I had grown used to receiving exceptional marks on my performance feedback

worksheets. My supervisors always marked me highly in every category and praised my overall performance. I worked very hard and appreciated their compliments. Then, I moved to a new legal office as the law office manager (LOM) and received my first fully honest feedback. My SJA didn't sugarcoat the feedback. He told me the areas I needed to improve and the standards I needed to meet. I was shocked! No one had ever pointed out my shortcomings to me and told me how they expected me to improve during the rating period. The feedback was difficult to receive but beneficial to my personal growth and performance. From that point forward, I knew what to expect with this boss — he would tell me the truth no matter how difficult it was to deliver or uncomfortable to receive. I also learned what I owed the people who worked for me. Working relationships are built on this honesty and allow people to trust each other fully throughout their time together.

Candor — At the Right Time and Place

There are always some people in your office you don't get along with. I had that experience at my first legal office. One of my co-workers annoyed me. I was cordial with him, but quick to share my true feelings when he wasn't around. Frankly, I didn't like him and it was difficult to work with him on a daily basis. That is a difficult relationship to maintain in a legal office. After almost a year, I couldn't take the charade any longer. He finally did something that made me very angry. I asked him to have a closed door meeting with me and I told him how I really felt about him and our working relationship. He was surprised. He had no idea that he was annoying me. He was upset, but promised to work on his behavior if I promised to give him honest feedback. We were always honest with each other after that and even discovered that we had many things in common. We eventually became friends and still call each other for advice. I also learned the destructive influence of talking behind someone's back, and I don't do it anymore. We were more helpful to the office as teammates than enemies.

The Truth in Your Career Documents

Integrity, to me, means telling the truth even when no one wants to hear it, and when I don't really want to share it. On one occasion, my boss was really trying to show he appreciated my hard work and dedication. He submitted me for a wing quarterly award with bullets I gave him along with other information he knew about my work. I was pleased and grateful for the recognition. He also gave me the courtesy of showing me the package and asking for my feedback. I was impressed with how he had described my work, turning things that I viewed as ordinary into glowing action and impact words. However, there was one bullet that went too far and inaccurately gave me credit for something I had not done. He wouldn't have known and some people could think the package was stronger if he submitted it the way it was written. However, I felt I had to tell him the truth. He was very receptive to my input and corrected the package. It still glowed, but now I knew it was truthful. I remained true to myself and only took credit for work I performed.

See Chapter 6 for Practice Tips.

INTEGRITY FIRST

RESPONSIBILITY

CHAPTER 1



“If I had to come up with one word to define leadership, I would say responsibility.”

*General Curtis E. LeMay,
U.S. Air Force*

Airmen acknowledge their duties and take responsibility for their successes or failures.

Leaders have personal responsibility for the organization’s performance in executing the mission. This means much more than accepting the consequences of your actions. It means taking ownership of your programs and processes and becoming personally invested in their success...or failure.

You often hear people admonish others to be “good stewards” of their organizations, but leadership demands more. Stewards maintain organizations, making improvements at the margins and ensuring that organizational resources aren’t wasted or abused. Leaders take on a sense of personal responsibility for the office’s success as a whole and take the steps necessary to see that it is a smoothly working entity, rather than a collection of processes and people.

The JAG Corps manager says: “Our statistics need to meet standards and we must be up to date on our suspense taskings.” The JAG Corps leader is indeed concerned about those things, but also says: “This is my office (or section) and the way it is regarded by clients and my own staff reflects on me.” The most effective JAG Corps leaders extend this self-image of being responsible for

success or failure to higher levels... “This is my (wing) (command) (JAG Corps) (Air Force), and its success or failure depends on me.” He or she looks beyond the standard tasks assigned to his or her organization and searches for ways to help the Air Force accomplish its mission.



On Deployment

The host nation required foreign drivers to possess either a host-nation driver’s license or an International Driver’s Permit (IDP). According to a previous After Action Report, this caused issues during a deployment in 1998. Host-nation driver’s licenses were rather costly (approximately \$75 U.S.), and obtaining one required an additional local ID card (similar to a Social Security card), which created additional inconvenience and expense. The American Automobile Association (AAA) sold IDPs for reasonable prices by mail order, but obtaining one took a considerable length of time. While reimbursement may not be permissible today, at the time, JAG Corps personnel worked with commanders and finance personnel to create a manageable program to identify those individuals who needed licenses, and get their expenses reimbursed. We then obtained licenses and created an information packet to assist other members in doing so.

The lawyer had no obligation to solve what is arguably a transportation problem. His sense of responsibility for the unit’s mission motivated him to help. His solution made life easier on folks in an already demanding environment and removed one more impediment to fixing and flying airplanes.

Responsibility From the Beginning

The first Judge Advocate General of the Air Force, Major General Reginald Harmon, took office facing what many people considered insurmountable challenges. Major General Albert Kuhfeld recalled it this way: “There were many who just knew that the [Department] would fall flat on its face; there were too few officers with too little experience to get the job done.” Hundreds of cases left over for appellate review by the Army were literally stacked on tables. General Harmon refused to accede to pressure to hire candidates unless they met his high standards of quality, leaving many hard-won billets unoccupied for years until a sufficient number of high-quality judge advocates could be found. General Harmon’s decisions to transfer from the Army to the fledgling Air Force, to accept the TJAG position, and persist in controversial policies that put quality before expediency all put his reputation on the line. By taking personal responsibility (and the risks that came with it) for the critical job of reviewing appellate cases with the professionalism they required, he established the JAG Corps standard of always insisting on the highest quality.

(Adapted from The First 50 Years: U.S. Air Force Judge Advocate General's Department)

PRACTICE TIPS

- Focus on the responsibility you have toward those you lead, in addition to the responsibility they have to follow you.
- Give responsibility to someone who doesn't usually have it. For example, assign a mid-level NCO to collect and compile inputs for the quarterly legal office newsletter.
- Don't take problems to the boss until you have done the research and developed a preliminary solution.
- Don't accept problems from your subordinates until they researched and developed a preliminary solution. Have your staff read “Who's Got the Monkey?” *Harvard Business Review* Nov-Dec, 1974.
- Discuss followership with your staff. Use *A Message to Garcia* or *The Doctrine of Completed Staff Work* case study discussions found on the I LEAD! web site.

INTEGRITY FIRST

ACCOUNTABILITY



“The ancient Romans had a tradition: whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible: he stood under the arch.”

*C. Michael Armstrong,
Chairman and CEO, AT&T*

No Airman with integrity tries to shift the blame to others; “the buck stops here” says it best.

Accountability means accepting the consequences of your actions. Unfortunately, in the public mind accountability seems to have taken on the sole meaning of the need to punish someone when something goes wrong. It has become something to fear, rather than embrace with courage.

Accountability is an extension of the concept of responsibility. Its fundamental element is recognizing that you must stand up for your areas of responsibility and for the things you did or did not do. The question: “Who is accountable for this process?” seeks to determine who is ultimately responsible for its performance, whether it is outstanding or poor. Yes, “blame” can be part of accountability, but thinking of it only in terms of blame stands in the way of a leader understanding and accepting his or her personal levels of accountability.

Personal Accountability

Leaders must create a mental connection between their responsibilities and their actions and consequences and forthrightly accept “accountability” for them. But accountability is not just retrospective. The primary value of accepting your accountability

is its effect on your behavior. When you feel accountable for what happens as a result of what you do or do not do, then there is a natural tendency to try to avoid adverse results — because they will reflect on you! Your effectiveness, or credibility, or standing may all be degraded. Thus, leaders find ways to adhere to high personal standards of deportment and performance that promote their ability to inspire confidence and dedication to their goals. The degree to which you hold yourself accountable to complying with those rules will set the standard for other members of the organization.

Organizational Accountability

Leading by example gives a leader the credibility to demand adherence to high standards from his or her staff as well. For many people, maintaining organizational accountability can be more challenging than maintaining personal accountability. But if it is not maintained, morale and performance will suffer. Counseling, honest feedback, accurate performance reports, recognition (or the lack of it when performance is substandard), and, when appropriate, disciplinary action, all serve to infuse the members of an organization with a personal stake in its success. High standards alone are not sufficient. Most people will meet them when they can, but some will ignore them when other priorities make them difficult or inconvenient. If, on the other hand, high standards are coupled with accountability, people develop the habit of meeting those standards.

Guardians of Accountability

Only when JAG Corps leaders hold themselves and their staffs accountable do they earn the special role as “guardians of the Air Force legal system.” This is a humbling responsibility for it is within this capacity that we are instrumental in holding others accountable. Simply put, our honor and credibility require us to perform this function from a solid foundation of personal accountability.



Personal Accountability

My wing commander called me into her office and handed me a report of investigation and a summary of disciplinary action against two officers. The ROI detailed a training incident that led to the death of an Airman. The two officers had been administratively sanctioned for their role in executing a training plan approved by their group commander. Although the officers may have exercised poor judgment, there was no indication that investigators had ever interviewed the group commander. My commander asked me what I thought. My immediate reaction was “I’d want to know what happened to the group commander.” She told me she was the group commander in question and she wanted me to draft a letter for her signature to the numbered air force commander recommending he set aside the administrative actions taken against the two officers who executed the plan. She wanted the letter to say that if punishment was appropriate, she should be punished as the senior officer responsible for the training plan.

This wing commander had been selected for general officer, but had not yet received Senate confirmation. I was convinced the letter she proposed to write would raise questions at the confirmation that could have harmed her chances of assuming the higher grade and I so advised her. She asked me what I thought those stars would mean if she knew she only got them by standing back and letting good officers who carried out her orders be punished while she went on to bigger and better things. She ultimately signed the letter I drafted and was confirmed without difficulty. The numbered Air Force

commander did not, however, set aside the punishment of the two junior officers. When my commander spoke about accountability, I knew she meant what she said. I also knew she trusted me to advise her on any situation and to tell her the good and the bad about any issue our wing faced.

Learn from the Mistakes of Others

Over the history of the JAG Corps, a few people have had to be removed from leadership positions, including a TJAG. Commanders have held individuals who fail to demonstrate Core Values and commit criminal behavior accountable through a variety of methods. Unprofessional conduct of this nature has fortunately been rare. Also rare, although less so, are cases where individuals put into leadership positions have failed to transition from effective action officer to leader. Just as we can learn from positive leaders, we can learn from those who have not succeeded in leadership positions. Following are examples of the most frequent “lessons learned” from field JAGs who were removed from leadership positions.

Get Out of Your Office and Keep Your Door Open

In one case, the SJA spent most of his time in his office while his office fell apart around him. The SJA was a smart attorney and a very good staff officer. However, he refused to get out and communicate with his office and the base. He managed his office by email from behind his desk. This leadership style is a recipe for disaster.

Another SJA claimed to have an “open-door policy” but she made subordinates feel that even when the door was open, she had no time for them, they were a bother, and she really did not want them in her office. This style also creates problems in an office.

One of the best ways to really get to know your people and your clients is to take the time to socialize with them as an office. Social settings provide the best opportuni-

ties to really see what people are like and to get to meet their families, etc. Have potlucks, off-sites, softball games, and other fun activities. Not only is it fun but it also provides the morale boost every office needs.

However, socializing with the staff can be taken to extremes. In addition to the obvious potential for developing unprofessional relationships, selective socializing can lead to perceptions of favoritism. And, no matter how relaxed the setting, the leader must remember to remain “in character” and not become “one of the gang.”

Make a Decision

In another removal case, the SJA could not seem to make a decision. Questions the SJA received from his young captains were answered with follow-on questions or a “let me think about it.” This led to great frustration among the young captains. They even stopped taking things to the SJA for review. Bottom line...there will rarely be a situation where you have perfect information ...the “perfect” answer that is too late is useless. An SJA must often act on the information available or at least provide a vector for his subordinates so that they can continue to move forward.

Trust Your Staff

A common theme that rings through among failed leadership situations is mistrust. There are SJAs who regularly give indications (often obvious ones) that they don’t trust their staffs. For example, one SJA required everyone to park in the parking lot that he could see from his window. Another SJA regularly locked his office door claiming that people were going through his office while he was out. Yet another SJA refused to let anyone in the office talk to any commander under any circumstances unless she was briefed on the issue first.

Trust is an essential part of any healthy office environment. SJAs do not develop trust by personally keeping every facet of subordinates’ activities under surveillance.

Instead, they need to invest the time they would have spent monitoring people with time invested in understanding individual capabilities and the duties people can be entrusted with. Then they work to increase those capabilities and, in turn, levels of trust.

PRACTICE TIPS

- Are you getting through? When you have to counsel a subordinate or teammate, make sure you clearly describe what behavior you expect and try to get them to repeat back your expectation. Sometimes you have to wait for emotions to cool, but it's worth the second effort to make sure that what you thought was a performance problem isn't really a communication problem.
- Take your own advice. Sometimes legal professionals fail to apply the standards they set for others to their own staffs or themselves. The next time you give advice to a commander or first sergeant, ask if you are taking that advice yourself.

INTEGRITY FIRST

JUSTICE



"You sit up there, and you see the whole gamut of human nature. Even if the case being argued involves only a little fellow and \$50, it involves justice. That's what is important."

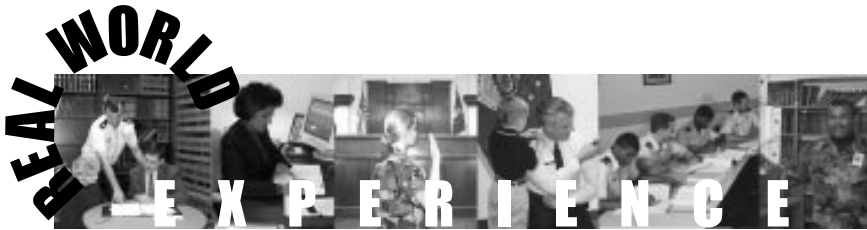
Chief Justice Earl Warren

Airmen treat all people fairly with equal respect, regardless of gender, race, ethnicity, or religion. They always act with the certain knowledge that all people possess fundamental worth as human beings.

To a legal practitioner, justice implies a day in court — the entitlement to an impartial decision on the facts. To a leader, justice means fundamental fairness — the recognition that every human being has fundamental worth that deserves respect. That's why, in Justice Warren's terms, it's not the \$50 that matters; what matters is the entitlement of this plaintiff to the same day in court as every other plaintiff.

We, in the JAG Corps, "are a rich mix of many types of people: officers, enlisted, and civilians; active duty, Guard, and Reserve; and U.S. citizen and host-nation personnel. Moreover, our people reflect the diversity that characterizes America's population. We are fortunate to be part of an organization with such a broad array of talents and attributes." (TJAG Policy Memorandum TJS-1, *TJAGC Corps Principles*) To a leader, justice demands equal standards and accountability for all of the members of the organization without regard to race, gender, religion, or ethnic background.

As a JAG Corps leader, you have a duty to treat everyone with respect and dignity, basing your conduct on rational analysis, not prejudice or bias. As advisors to commanders, we need to be particularly sensitive to ensure the military justice system is administered fairly and impartially. Remember that the appearance of justice is as important to effective leadership as the presence of justice.



Justice is Color Blind

Following a large drug bust, the legal office where I worked was faced with recommending disposition on a number of cases ranging from single use of marijuana to multiple uses of ecstasy and cocaine. We developed a sliding scale tool that listed disciplinary options from letter of reprimand to general court-martial. We marked the general range of recommendations taking into account the type of drug, number of uses, and other factors. For example, multiple uses of cocaine would be on the end of the scale toward general court-martial. One time use of marijuana by an airman basic was a lesser punishment. Then we examined the facts of each case and compared it to the scale to reach consistent and fair recommendations for commanders. Through this process, we never discussed the race of any subject. Later, when a defense counsel alleged that his client was being unfairly prosecuted because of race, our escalating scale demonstrated our intent to promote justice fairly and equitably.

Appearance is Reality

While deployed, I saw a maintenance squadron superintendent make a decision based on popular vote, but it didn't pass the public perception test. The maintenance squadron had to work 24 hours a day. To accomplish

this, the superintendent decided to allow the squadron members to divide themselves into three shifts. The squadron members then divided up based on their personal preference. This democratic approach led to many friends working on the same shifts, but had the side effect of placing most members of minority races on the same shift. There were no complaints from within the squadron, but other people on base began to gossip that the minorities in the maintenance squadron were being discriminated against. That was the appearance and the base populace believed it was the reality. All involved in this decision-making process learned that in an effort to please everyone, you can inadvertently discriminate against some people or at least give the outward appearance of discrimination.

PRACTICE TIPS

- Neither you, nor your subordinates should tolerate behavior that violates the law, ethics, or Air Force Values. If a wrongdoer is senior in grade to you, report misconduct to the next superior in command.
- Don't make decisions based solely on risk analysis or considerations like anticipated publicity. Integrate Core Values into your decision-making process.
- Don't let expediency be your master. Do the right thing, no matter how long it takes.
- Recognize that individuals who come from backgrounds different than yours may have a different set of assumptions about life and people than you have. Understand those differences.
- Use case studies found on the *I LEAD!* web site to discuss how an individual can confront a superior who is engaging in unprofessional, unethical, illegal, or immoral conduct.
- Require all team members to treat their most junior clients and their concerns with as much professionalism and diligence as they address the concerns of their most senior clients.
- If you feel you are being treated unfairly, talk to the people involved to get both sides of the story before making a judgment.

INTEGRITY FIRST

OPENNESS

CHAPTER 1



"I love argument, I love debate. I don't expect anyone just to sit there and agree with me, that's not their job."

British Prime Minister Margaret Thatcher

Be open to disappointing facts and dissenting opinions.

As professionals, Airmen encourage a free flow of information within the organization and seek feedback from superiors, peers, and subordinates. They never shy from criticism and actively seek constructive feedback. They value candor in their dealings with superiors as a mark of loyalty, even when offering dissenting opinions or bearing bad news.

Openness is discussed at length in Chapter 6 — Inspire Trust. It is particularly valuable for legal professionals because we deal with many issues and problems that don't have clear-cut answers. An open environment within the legal office, and in relationships with clients and other staffs, is essential to providing the effective legal services that help resolve these issues.



His Opinion Was Valued

As the NCOIC of military justice, my officer in charge (OIC) consistently asked me to review and comment on Article 15s from across the wing. I was appreciative when he did this but wondered why he wanted my approval. When I finally asked him, he explained that my background of having served in multiple career fields and my contacts within the wing made me highly qualified to speak to the nature and uniqueness of each of the assigned units. He valued and was open to my opinions and I shared my experiences with him even more after that.

Encourage Communication

When I arrived at my third tour as an SJA, I discovered an office of personnel that was very reluctant to share information, particularly if it could be perceived as negative. I made it a practice to exercise caution in judging a predecessor, but it was clear that in this case, the prior SJA had often shot the proverbial messenger. I immediately set about to develop open and trusting relationships.

First, I discussed with my staff my need for them to come to me with both positive and negative information — and sooner rather than later so that if there was a problem, I could assist. I explained that I needed their honest opinions and would provide them the same courtesy. I used various opportunities to reinforce my desire, such as staff meetings, causal gatherings, and individual mentoring sessions to discuss the need for honesty and openness.

One day, one of the captains came to me with a test of my words. I had previously instructed him to try to find a way to meet a commander's desire to support a nonappropriated fund instrumentality activity with appropriated funds, if a legal way existed. This was prior to clarification on this issue by Air Force Instructions. I later reflected that the young officer likely felt pressured by the civil engineering and services commanders and me to support the proposed expenditure. However, after studying the issue, he came to me with a thoughtful and well-researched opinion that the support could not be provided. Rather than overrule him or show disappointment or anger, I carefully praised his hard work. In fact, I was very proud of him and let him know that.

The word spread and reinforced that I was serious about the need for honesty and openness. A year later, I was even more grateful for the captain's courage when DoD IG investigated several organizations for improper use of appropriated funds and our command was free of violations.

See Chapter 6 for Practice Tips.

INTEGRITY FIRST

SELF-RESPECT

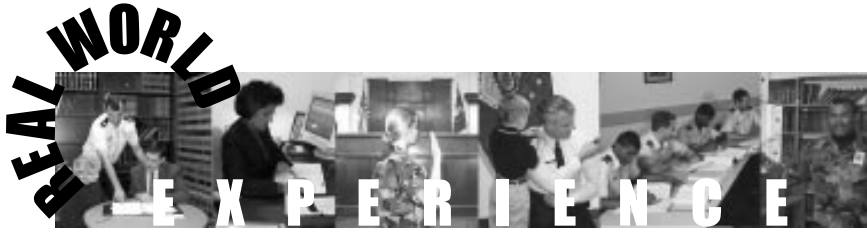


"They cannot take away our self-respect if we do not give it to them."

*Mabatma Mohandas K. Gandhi,
Indian founding father*

Airmen respect themselves as professionals and as human beings. Airmen with integrity always behave in a manner that brings credit upon themselves, their organization, and the profession of arms.

Leaders who maintain a high degree of self-respect — grounded in the Air Force Core Values — lay a foundation for personal and professional growth and excellence. From this base they are able to make decisions and take actions that are consistent with the highest Air Force goals. Self-respect creates a sense of confidence, but not overconfidence, that supplements critical thinking and analysis with the ability to take decisive actions and follow through on them. Similarly, it enables proactive thinking and anticipating events rather than merely reacting to them. Those with a healthy self-respect are easily identifiable, and as a result encourage others to emulate them.



Challenges

A former SJA was passed over for promotion by his “in the zone” promotion board. This came as a surprise to the officer, who had done all the “right jobs,” and met the board as a sitting SJA. The SJA could easily have resorted to self-pity, ducking his leadership responsibilities and bad-mouthing the Air Force. Instead, he turned it into a positive. He reinvigorated his exercise program, building his endurance to 12-mile runs and setting new personal bests for pace and distance. He took a personal interest in his office’s labor cases and developed a new expertise in that arena. He continued to stay engaged and upbeat with his staff. In dozens of ways he showed that his definition of success included taking care of the team and doing a great job, not on getting credit or promoted. His self-respect, as demonstrated by his conduct, not only validated his leadership, it inspired those around him to rise above the challenges in their own lives.

Will You Put Up with That?

As a young captain, I heard about the great reputation of a particular JAG Corps lawyer. Then, I met her when she came TDY to the base where I was stationed. She was very impressive, self-assured and professional. A few months later I heard several men talking about her. My boss, a colonel with whom she had worked, joined in the conversation and told the junior officers about a time when they had been at a club with a group of people and a man they did not know approached her. The man was superior to her in rank and was very rude and made sexually suggestive comments. The colonel telling the story, with obvious admiration for her, described how

she had put the superior in his place without a pause. She verbally came right back at him telling him what she thought of him. She didn’t apologize for her reaction, nor did she feel embarrassed or guilty for telling him off. The colonel was telling the story years after the incident occurred but her self-respect and strength had so impressed him that he still remembered the incident clearly. The story reaffirmed my admiration for her and made me respect the colonel who told the story even more. His story told me he appreciated a person who could take care of herself and I knew that if I was ever in a similar situation, I could stop the behavior and he would back me up.

PRACTICE TIPS

- Stand by your decisions. If you can look yourself in the mirror and say “I made the best possible decision I could,” you can always live with yourself thereafter.
- Stay positive during setbacks by remembering Teddy Roosevelt’s words: “The only man who never makes a mistake is the man who never does anything.”
- Identify a role model. He or she doesn’t have to be someone you work for or with. Ask the person to meet with you occasionally. Most people will be pleased with the opportunity to mentor.
- Take personal time to evaluate yourself to determine your strengths, weaknesses, successes, and failures. Do an honest self-assessment, challenge yourself to do better, and maintain a positive outlook. See Chapter 8 on self-assessment.
- Self-respect entails a personal commitment that you will not tolerate those who harass or discriminate against you or others based on gender, race, or religion. Show that you respect yourself enough not to tolerate improper behavior.
- Measure yourself against a list of personal excellence attributes. Create a plan to address those areas where you need improvement.
- Discuss with your staff how they measure success in life. Share with them how you evaluate whether you are successful. Talk about keeping work, family, and health in balance. Keeping focused on long-term life success makes it easier to maintain self-respect when challenged with difficult decisions.

INTEGRITY FIRST

HUMILITY

CHAPTER 1



“We have to be careful in this life to walk a fine line between confidence and arrogance. We are the greatest military in the world, but that did not come without an incredible amount of effort, commitment, and sacrifice from those who served before us and those who support us. Let us never forget that no person or organization is perfect. We must continue to strive for improvement. Excellence is a goal of constant pursuit.”

*Chief Master Sergeant of the Air Force
Gerald R. Murray, U.S. Air Force*

Airmen comprehend and are sobered by the awesome task of defending the Constitution of the United States of America.

Leadership positions are usually accompanied by authority over others, which is commonly described as power. How you exercise that authority, and wield that power, will be the true measure of your leadership (or lack thereof). “Power corrupts” earned its status as a cliché because it is so often true. Any of us can succumb to the heady, subtle temptations inherent in authority and power. Recognize and accept that fact, so that you can then make it your personal mission to avoid it at all costs! The selfish, self-aggrandizing, or abusive misuse of power is a violation of the oath that bestowed authority in us. Abuse of power undermines trust, loyalty, and ultimately the mission itself.

Servant-leader

Many of the most successful industry leaders have characterized themselves as “servant-leaders.” They attribute their success not

to any great wisdom or innovation on their part, but rather to the energy, enthusiasm, and inventiveness of the people with whom they work. They characterize their role as seeking out and removing the barriers to the success of those people. This perspective on leadership not only reflects leadership by taking responsibility, it illustrates how humility can foster organizational excellence. Former Secretary of State and General of the Army George C. Marshall put it this way: “There is no limit to the good you can do if you don’t care who gets the credit.” (See also Chapter 13)

Lead by Example

People will respect and be more loyal to you if you show them you are humble and would not ask them to do anything you would not do yourself. There will be golden moments when you will have the opportunity to pitch in with a team effort that lesser “leaders” might think is beneath them. Lead by example and show them you are not afraid to get your hands dirty by working hard, and that you understand and value their contributions.



Never Ask Your Troops to Do Something You Wouldn't Do

Consider this example of the power of humility in leadership observed by a JAG officer who wasn't afraid to get his hands dirty: I recently heard the tale told by a judge advocate who deployed to the Persian Gulf. While walking home from the command trailer in the early evening, the JAG heard digging beside the road. He looked over and saw the Mission Support Squadron First Sergeant and the Fire Chief filling sandbags and placing them around one of the concrete bunkers used for protection from SCUD attacks. Even though he knew the completion of the bunker system was a priority, he was surprised to see

these two men, both Master Sergeants, so hard at labor at this late hour — and by themselves.

Leaving the road, he greeted them in the growing darkness. When asked why they were filling sandbags at that hour, the Shirt said, “We are conducting an experiment. We are doing a task everyone has a stake in and we are doing it 50 feet from the road folks use to return home from chow. Our goal is to see how many people will offer to help us and how many will simply pass by without looking or at least speaking.” Hearing the frustration in the First Sergeant’s voice and troubled by the situation, the JAG asked how the “experiment” had gone thus far. The Fire Chief said he was the first and only person to speak to them and they’d been at the task for some time.

The JAG began helping the NCOs with their task. The only ‘rule’ was that the group could not call out to others passing by. They would have to speak to the work detail first or the results of the ‘experiment’ wouldn’t be valid. Work had resumed for several minutes when the JAG noticed two lieutenants standing at the edge of the road, surveying their progress. They were obviously amused and one of them asked if the JAG would come help him fill some of the sandbags around the support officers’ ‘hootch’ later. Responding that he’d planned to do just that, the JAG asked him what his plans for the evening were. In short order, the lieutenant was filling sandbags with the detail, his partner heading off to take charge of the night shift of patrols.

This process repeated itself several more times, especially in the form of firemen seeing their Chief at work or others seeing their shift commander filling sandbags and coming over to join the group. The banter picked up; more shovels were brought; somebody turned one of the trucks around and switched on its headlights to assist the work. Work progressed in a lively, aggressive fashion,

particularly given the fact that most of the detail had just pulled a full day in the desert.

(Incident originally published as “I Became a Leader by What I Do,” The Reporter, June 1998).

Working on Weekends

One of the best examples I have seen of leadership by example was when I was a brand new claims examiner at one of the busiest bases in the Air Force. The LOM position was a CMSgt position being filled by a SMSgt who would go on to make CMSgt and help lead the Corps.

We had been inundated with unprecedented claims activity and everybody knew that we would be working some long hours, weekends included, to keep on top of the workload. We all made plans to come in on Saturday morning and jump right in.

As we arrived and started dividing up the claims that had been taken in, we were surprised to find our LOM right there ready to help us, not just to give us direction, but to actually adjudicate claims. He even devised a procedure for dividing up the claims by numbers of line items to be fair to everyone.

We spent a few hours processing claims, laughing and challenging each other as to who could process their claims the fastest. It was the best Saturday of work I had ever had and our LOM was the reason for that. The LOM didn’t have to come in and help us, but did it just to show appreciation for the hard work that our section had been putting in.

I never forgot that day and the impact that it had on me as I learned about leadership. It’s a practice that I continue to this day. When I know a section is coming in to work on something, I am right there with them. Not to run the show but to help out. Hopefully, my troops feel today the same way that I felt about my LOM so many years ago during our claims party.

PRACTICE TIPS

- Think about three things you have done in the past that would truly mortify you if they were printed on the front page of the paper. Next time you start feeling superior, remind yourself of those things.
- If you are in a supervisory position, pick up a mirror and look at yourself. You are no smarter, funnier, or more attractive now than you were prior to assuming your job (only older).
- When you give a subordinate formal feedback, invite them to give you feedback. Tell them it is not okay to sugar coat their true assessment.
- Take martial arts lessons. Most forms of traditional martial arts have a philosophical underpinning that includes humility, discipline, and respect.
- Get out and “police the area” around your building. It will not only keep you humble, it may persuade others to come learn some humility as well.
- Visit night shift workers in the early morning hours and bring them coffee. Serving others and being reminded of their hard work and sacrifices help keep us humble.
- Invite dorm residents and groups of single (or geographically single) team members to your house for holiday meals.
- Participate in a unit fundraiser. Help build a food booth, prepare food, and work some of the shifts.

INTEGRITY FIRST

HONOR



“I would lay down my life for America, but I cannot trifle with my honor.”

Admiral John Paul Jones, U.S. Navy

All Airmen function in their Service with the highest traditions of honoring the Air Force’s responsibilities to the nation and the sacrifices of its predecessors. It is incumbent on Airmen to uphold these traditions, adhering to what is right, noble, and magnanimous.

You have sworn an oath and committed your professional life to something greater than yourself in an honorable calling. Leaders understand that timeless and abiding quality of honor and strive to ensure their conduct is worthy of it.

We honor the traditions of military service because we honor the sacrifices of our predecessors and our comrades-in-arms. Around the world today, men and women, including those in the JAG Corps and their families, are making sacrifices great and small to continue that defense of liberty, not just for our nation, but in the hope that it can spread to all nations.

Our traditions preserve from generation to generation the respect for sacrifice and reverence for freedom that forms the core ethos of the American military. A crisp salute, a sharp uniform, rendering the proper courtesy to the flag — they all quietly communicate an understanding of our humble place in a great history and a better

future. Do not forget that you are part of that history and part of that future. What part you choose to play is up to you.



Fallen Comrade

I was part of a small group of Air Force volunteers standing in formation on a taxiway of an airbase located in Afghanistan. I wasn't sure why I was there but my day was going slow work wise, so I decided to volunteer. We all stood there staring at the back end of a C-17 wondering what was going on. The answer to this question arrived in what looked like hundreds of US Army soldiers lining up in two columns facing each other on either side of the back entrance to the C-17. The columns of soldiers stretched all the way across the taxiway until it went completely out of sight.

Shortly after everyone was in position, I realized what I had volunteered for. Our flight commander called us to attention as a humvee pulled up to the end of the Army columns. I watched as six soldiers unloaded a casket draped with the American flag. Flags waved proudly in the breeze as the chaplain stood in front of the small detail unit. The six soldiers began the slow march to the back of the C-17. We saluted sharply at the order of the flight commander, as the casket was carried through the columns of soldiers.

The feelings and emotions I felt at that moment will be with me for as long as I live. Even though I had not known the soldier, I knew I had lost a brother. It was my privilege to honor my fallen comrade-in-arms for making the ultimate sacrifice.

Honor Guard

While serving as an instructor at the Air Force Academy, I participated in a military funeral as a member of the honor guard. This additional duty was a wonderful opportunity and serving in this capacity was a moving experience. Other members of the Law Department occasionally functioned in this capacity, including the Head of the Department. The Dean of Faculty, a brigadier general, served as the official Academy representative by choice, at nearly every funeral. My participation in the funeral poignantly reminded me of the sacrifices and honor with which the veterans and their families had served our great nation. The involvement in this important duty by those such as the Dean provided excellent leadership by example and made me appreciate and respect them even more.

Honor Those Among You

Look around you — at the person in the next office and down the hall. By serving our great Nation, they are sacrificing in some way and we owe them honor and respect. Some are making less money than they could earn in a law firm, some spent a year away from their family on a remote in Korea or in Southwest Asia, some continue to persevere in their jobs despite battling personal hardships, and some are working in a combat zone and undergoing incoming fire. Most work long hours and move every few years in support of the JAG Corps mission. Respect them all for they serve with excellence, pride, and honor.

PRACTICE TIPS

- Invite the wing historian to a staff meeting to tell the office about the organization's heritage.
- Study military history. Books like *We Were Soldiers Once and Young*; *Band of Brothers*; *Citizen Soldiers*; *Compilation of AF Medal of Honor Citations*; *The Killer Angels*; *Prodigal Soldiers*; and *Dereliction of Duty* make military history easy to read.
- Read and watch biographies on great leaders.
- Read *The First 50 Years: U.S. Air Force Judge Advocate General's Department* and *The Reporter - 50th Anniversary Edition, Volume 26, Special History Edition*.
- Have your office participate in a change of command parade ceremony.
- Check out and watch military movies, such as documentaries on Operation DESERT STORM. Many can be obtained for free at the base library.
- Visit operational units on your installation to learn and understand their mission.
- Attend, or better yet, participate in a military funeral.
- Organize a group to visit patients in a local VA hospital.
- Bring in guest speakers from past wars to relate their experiences.
- Encourage young troops to attend retirement ceremonies.
- Encourage participation in Retiree Appreciation Days to get to know retirees and learn about their service.

SERVICE BEFORE SELF

DUTY

CHAPTER 2



"You don't have to be gifted, just dedicated."

*Major General Marcelite J. Harris,
U.S. Air Force*

Identify and prioritize your various duties and use them to guide your actions.

To Sir John Fisher, architect of the World War I British Navy, is attributed the phrase, "Any fool can obey orders." As Airmen, we must do more than simply obey orders. The requirement to be mindful of our duties as Airmen applies at all times and at all places — not just when we have been given an order. Service in the JAG Corps compels each of us to consider our various duties and place them within the construct of our military profession. Although our obligations are many, we must uphold each of our commitments.

You Owe Several Duties

By virtue of taking the oath of military service, you owe a duty of allegiance to the Constitution, to the Nation, to the Air Force as an institution, to your superiors, and to your subordinates. You have a duty to help accomplish your organization's mission. You also owe duties to the standards of professional responsibility and to the jurisdictions where you are licensed. On less formal levels, you will also feel a duty to your family and may have developed attachments to individual co-workers, friends, and organizations that manifest themselves as obligations.

Throughout your military career, you will experience the pull of various duties in different directions. It is yet another duty to reconcile them.

Prioritize Your Duties

Good Airmen understand their various duties and prioritize those duties in a way that enables them to accomplish the mission of the Air Force. Leaders teach their subordinates and set the example of proper prioritization. Help them understand the balance between duty to service and family to help them deal with competing demands. Sooner or later, the demands of a military career will result in family separation and other sacrifices and coping with them will be made easier if you help subordinates find the right balance over the long run.

Adherence to Duty is Not Blind

Leaders at every level are obligated to make decisions. Their subordinates share an equal duty to point out, respectfully, when they have reason to believe those decisions will interfere with mission accomplishment, may result in unnecessary injury or loss of life, or are illegal. It is not only the orders we follow that demonstrate our commitment to duty, but also those we question. General George S. Patton, Jr., said it best, "A leader is a man who can adapt principles to circumstances." In the act of "adapting," we prioritize our obligations. Good leaders work to instill a sense of duty or obligation in fundamental areas. They then demonstrate the ability to "adapt" the circumstances of everyday life to meet the needs of each of those commitments.

Adherence to Duty May Require Sacrifice

The demands of professional duties may conflict with your personal preferences and needs. They may be inconvenient, unpleasant, or dangerous. They may entail tasks that are not expected, assignments that were not requested, or difficult working conditions. To fulfill those duties defines "service before self."



Stepping Up

At 11:26 a.m. on September 11, 2001, United Flight 93, en route from Newark, New Jersey, to San Francisco, California crashed in Pennsylvania. All passengers were killed. One of those passengers was the former brother-in-law of a JAG reservist and the father of the JAG's nephew. The reservist and his wife, also a JAG reservist, lived near the man, saw him often over the years, and routinely helped care for the nephew.

Without prompting and knowing that his brother-in-law had died in that crash, on 11 September, the reservist immediately got out of his business suit, climbed into uniform, and began serving the country that needed him. He and his wife worked countless hours supporting the beddown of FEMA personnel who went back and forth from an Air Force base to the Twin Towers. They supported operators flying in defense of the homeland and troops preparing to deploy for war. They drafted and executed dozens of wills and powers of attorneys at all hours of the day. They helped keep the legal office running time and time again when active duty legal office staff members were serving in crisis action duties and then deployed. Their actions exemplified the "service before self" attitude so often found in our JAG Corps and Air Force.

Going the Extra Mile

You never know what you're going to find yourself doing when you deploy. A favorite story about a deployed JAG as told to me by a Navy SEAL mentor recalls the role of his JAG during 1991 Gulf War operations. The Gulf War was the first time since Vietnam when Special Forces

were utilized as an integral part of major theater combat operations campaign plan, and everyone deployed had a sense of this. My SEAL acquaintance/mentor deployed his team in support of the plan. Resources were lean, but given the uncertain environment he would be operating in, he knew he needed his JAG. Moreover, his JAG had proven himself as an individual who went the extra mile to make sure his clients' needs were met. He also knew he needed an officer who could flex outside his discreet career field. His JAG happened to be that person.

Trained, fit, and self-educated in key aspects of SEAL operations, this JAG wore multiple hats. Once in theater, during rehearsals of pending operations, the JAG served as the operations base radio operator. He did so well, the men of this rough-and-ready SEAL team came to appreciate the calm and steady voice of their JAG on the radio. The JAG was asked to continue to serve in this capacity during the real world operations. Because of his bearing and all of the other work he did caring for their legal needs, the operators knew they could count on him to be there for them when the going got tough. My Navy SEAL mentor wanted me to know that his impression of JAGs was forever impacted by the “can do” attitude and commitment to duty of his JAG.

Promotion is Not the Goal of Service

I have often admired the dedication and lack of careerism shown by my SJA, an Air National Guard (ANG) member. As an ANG judge advocate filling a lieutenant colonel's slot, he fully understands that he may never be promoted to colonel, yet he works hard and loves what he does for the Air Force. As with many states, we have only one judge advocate colonel position and that position is filled by the state-level judge advocate. The SJA at my base may have to wait years for that position to become available, even to compete for the one slot. He has made the decision that he wants to stay in the Guard and in our state with full understanding of the impact on his promotion

potential. However, he steadfastly serves the state and his country, choosing to provide excellent service to the unit. His self-respect is evident to the LOM, the DSJA, and me and inspires all of us.

PRACTICE TIPS

- Read the oath of office/enlistment.
- Vote.
- Read the Promotion Fitness Examination Study Guide — even if you are not enlisted.
- Encourage reading about military history and life.
- Get out of your office and learn the mission. Take your troops with you.
- Take an office trip to the location of a historic battle.
- Provide duty time for people to complete developmental education (PME) when possible.
- During informal conversations, use questions such as “What made you decide to join the Air Force?” as an opportunity to talk prioritization of duties.
- Use staff meetings to let people know what is going on in the larger organization.
- Set the example by proper prioritization of your loyalties. Work hard and still make time for exercise and a healthy lifestyle. Accomplish the mission and still be a good spouse or partner, parent, friend, family member, and committed contributor to your community.
- When the level of work goes down, such as around holidays, send people home early. Thank them for staying late when required, such as during a court-martial or in preparation for an inspection.
- Discuss and stress the importance of adherence to the laws and rules of our Nation and service. Emphasize that blind followership at any level can lead to catastrophe. Tabletop examples in a staff training session with the use of *I LEAD!* case studies.

SERVICE BEFORE SELF

RESPECT OTHERS

CHAPTER 2

“Every person rightfully expects to be treated as an individual. I don’t mean everybody doing his thing his own way. I mean recognizing individual needs. That’s what we’ve got to do if we’re to get the kind of work and support we’re looking for from people, and if we are going to motivate them.”

*Chief Master Sergeant of the Air Force
Richard D. Kisling, U.S. Air Force*

Superior rank or position does not create the right to be discourteous.

Leadership at any level is an act of service. You cannot serve well if you treat others poorly. Our capacity as Airmen to be respectful and courteous directly reflects on us as judge advocates and paralegals. Superior rank or position does not create the right to be discourteous. Good leaders recognize that the authority to delegate work does not make the individual to whom the work is delegated a lesser person.

The need to treat others with respect has another dimension regarding legal professionals. Our duties put us in positions of considerable authority regarding clients and staff members with whom we work. They often come to us for advice, recommendations, and support they cannot obtain elsewhere. We must never view their reliance as “dependence.” This assumption could lead to a loss of respect for our clients and a reputation for legal office “arrogance.” Good leaders recognize that the authority to guide the actions of others does not make them less worthy of respect.



It’s the Small Things

One of the significant factors that kept me in the JAG Corps for many years was my admiration of the quality of personnel with whom I served. The respect and decency routinely exhibited among members of the JAG Family is one of the many ways our practice stands out from legal practice in the civilian world. For example, when I was a new SJA, another new SJA and I went to the MAJCOM for a two-day orientation. The MAJCOM staff, led by the SJA, bent over backward to welcome and prepare us for our new responsibility. Although he significantly out-ranked us, the one-star SJA came to the airport and took us to billeting. We found small welcome baskets and notes he had personally written in our rooms thanking us for taking time from our busy schedules to come to the base. The next evening, he and his wife and other key members of the staff took us to dinner. The entire visit, and every other visit I had at that MAJCOM, was characterized by the graciousness of this fine leader who was the model of an officer and a gentleman.

Show Courtesy Through Communication

As a new LOM, I waited for my boss to approach me and tell me what his expectations were. After waiting a week, instead of sulking in my office and getting my feelings hurt, I knocked on his door and said, “Sir, we need to talk...”. During that session we gained respect for each other. I respected him because he listened and he respected me because I took the initiative. Respect is a two-way street.

He Ate Last

One particularly hot day, while I was a deployed judge advocate, I was walking to the line for chow and ran into an infantry commander friend of mine who had just returned from the field with his men. My friend insisted that all of his men (within sight) get into the chow line before he did. They were all tired and hungry, having slept and eaten little over the past three days. Yet to that leader, seeing his troops fed and bedded down was more important than his own personal comfort. He shook hands with many of the men and offered words of encouragement. The smiles on their faces were not gratuitous, and they were unforgettable.

They Would Follow Him Anywhere

Base beautification projects, office clean-ups, and building upkeep are standard at any base. At some of the bases where I was the SJA, some offices would designate a group of people to “handle” those tasks. In my office I made it an all-office function...and I mean all. I raked the leaves, edged the lawns and cleaned the refrigerator among other things. When my office was tasked, we did the job as a team. I can't begin to tell you how well that worked. We had fun, and I made sure there were rewards. We ended clean-ups with pot luck dinners. We barbecued lunches while we did major exterior beautification work around the office. We had fun doing the jobs with jokes and other camaraderie.

Of interest in my experience was the participation of the office civilian employees. As you may know, you can't “make” a civilian employee participate in these functions. But the enthusiasm for these events was infectious in the office. I couldn't keep the civilians from participating if I had wanted to. It's all centered in the idea that WE work together as a team, and WE includes the boss...he works with us too.

The ultimate reward for me came one day when I overheard a conversation. An NCO from another shop was picking up an Article 15, and he commented he couldn't believe the SJA was raking leaves around the office during the base clean up. One of my senior airmen told him, “We're a team; we work together to get the job done, including my colonel.”

PRACTICE TIPS

- Read *The Well Bred Warrior: or Excellence Made Easy*, available on the I LEAD! web site.
- Treat everyone, including the airman basic needing legal assistance, with courtesy, respect, and professionalism.
- Write tributes in stone and criticism in dust.
- Treat all visiting JAG Family members as VIPs, e.g., circuit judges, trial and defense counsel – obtain the best available quarters, put welcome notes in their rooms, and provide transportation as appropriate.
- Don't confuse your duty to uphold standards with severity of manner. You don't have to be abusive to get people to do what you tell them. Correct with tact.
- To the greatest extent possible, praise in public and counsel in private.
- To avoid an appearance of impropriety or making others uncomfortable, limit physical displays of affection. Handshakes are safe; anything more may be unprofessional.
- Write thank you notes and letters of appreciation commending individuals for work well done.
- Keep a calendar of birthdays and recognize people on special dates.
- Learn as much about the people you work with as possible. Memorize the names of their spouses, children or other significant people.
- Decide whether or not you believe the use of first names by a superior to subordinate in an office setting is appropriate. At a minimum, show courtesy to a subordinate by asking what they prefer.
- Value your people - and their duty time, e.g., be prompt for office meetings, insist others do the same, and avoid starting “chats” at 1630.
- Review lengthy reports prior to meetings, rather than keeping members of your staff waiting while you read something for the first time.

SERVICE BEFORE SELF

DISCIPLINE AND SELF-CONTROL

CHAPTER 2

"I believe people don't wake up and say to themselves, 'I wonder how I can mess things up today.' When someone fails, I've found it is usually because they didn't understand what I wanted, or they weren't trained adequately to do it. If your first instinct is to yell, then you should reconsider your approach."

General T. Michael Moseley, U.S. Air Force

Push yourself to excel.

More than simply doing the minimum required by law, the calling of a professional warrior compels us to strive to improve ourselves continually so that we will be better able to serve our Nation. Push yourself to excel, even when that requires undergoing discomfort or delaying personal gratification. For example, ensure your team makes time to physically and mentally train themselves for whatever the Air Force may demand of them, and set the example by doing so yourself.

Refrain from Improper Conduct and Behavior

One moral attribute of the ability to put service before self is the ability to refrain from acts that are illegal or otherwise incompatible with military service. Be constantly mindful that your actions are always under scrutiny and that people are depending on you to be a role model. Giving into urges by cheating, using drugs, or engaging in inappropriate sexual behavior hurts the Air Force, the JAG Corps, other Airmen, and organizations, and, of course, ruins the individual's career and reputation.

As members of the JAG Corps, it is particularly important that our activities be above reproach. It is hypocritical for a JAG to be in the position of advising commanders on how to handle cases of misconduct, when that person is simultaneously engaging in the same behavior. When such conduct comes to light, it is highly embarrassing to the legal office staff and can damage the trust between commanders and the JAG Corps. Additionally, be cautious about acting in a way that can create an appearance of impropriety.

Keep Your Emotions in Check

Expressions of anger, defeatism, and self-pity have a way of spreading throughout a unit and lasting far longer than the time it took to utter them. Many people confuse rudeness with candor. The SJA who screams, yells, and carries on prior to trial or an Article 6 visit because things aren't going the way he or she believes they should, does absolutely nothing to positively influence the outcome of the event. It is important to remember that, as Lt Gen H. G. Moore said, "a leader can either inspire confidence in his or her unit — or contaminate the environment and his unit with his attitude and actions." A positive example inspires confidence and a willingness to work to accomplish the task at hand. In the end, if individuals do not exhibit discipline and self-control, it will have to be imposed upon them.



Civility Equals Self-Control

On more than one occasion, I have observed trial and defense counsel permit disagreements in the heat of litigation to become personal. It is amazing how many allegations of unethical conduct are generated when passions are allowed to flair. I have never seen the actions of counsel in such circumstances serve the interests of

their client or justice. But, we can rise above such incidents and continue to positively influence the character and nature of the military justice system. I remember that every civilian attorney I worked with as an area defense counsel (ADC), who was being exposed to military practice for the first time, invariably commented on the tremendous civility and collegiality of our practice. In the last analysis, it is all about self-control.

Credibility Equals Self-Control

I was at a base legal office where a JAG was suspected of having had an extramarital affair with another captain on the installation. People talked about the appearance she and this other individual presented for quite a while. Finally, there was more substantial evidence that something was indeed going on and my SJA gave her a no contact order. The irony was that this same captain had been advising a commander on how to handle an individual accused of having cheated on his wife. Not only did it impact the way her peers and supervisors saw her (as well as her ability to perform any military justice functions), but her subordinates were also well aware of her misconduct. Needless to say, her credibility was forfeited.

- Consider the things that cause you to experience a personal sense of frustration or cause you the greatest amount of stress. Investigate ways to more effectively manage these issues, such as better scheduling and time management.
- Practice responding to an agitated person in a friendly way. Notice how their agitation dissipates. Role-play this exercise, videotape the session and review it periodically.
- Help your staff in their quest to exercise discipline and self-control. Praise subordinates when you know they have remained professional during emotional situations, such as when a client is rude to them. Likewise, hold them accountable for their failures to exercise control.

PRACTICE TIPS

- Build and stick to your office-training schedule — at (almost) all costs! Having a busy office is no excuse for missing training.
- Establish an office physical training program. Don't let your workload get in the way of exercise. Lead from the front!
- Before you engage in a behavior that could even be remotely inappropriate, stop and ask yourself how you will feel if the action is reported in the newspaper or on television.
- Force yourself to do one thing a day that is good for you but which you would rather not do. For example, turn off the TV and read. And don't give up easily — it takes approximately four months to create (or break) a habit.

SERVICE BEFORE SELF

TOLERANCE

CHAPTER 2



"We must learn to live together as brothers or perish together as fools."

*Dr. Martin Luther King, Jr.,
Reverend and Nobel Laureate*

Ensure all team members, even those not like you, feel worthy of your time and attention.

Within an organization, it is extremely important that there be an atmosphere free from fear of unlawful discrimination, sexual harassment, intimidation, or unfair treatment. Even the perception of any of the above can make an individual uncomfortable. As a leader, you must be able to deal confidently with a variety of different people. Your staff and peers will come from a variety of racial and socio-economic backgrounds, and any discomfort you feel will likely be broadcast to them.

Obviously, derogatory comments based on race, religion, or gender are not acceptable under any circumstances. However, more subtle actions occur that may not reflect blatant discrimination, yet still can have a profound and long-lasting impact on the morale of an office. An example would be a LOS/NCOIC or SJA who treats members of one group, whatever it may be, differently from others. The groups that may feel discriminated against (or favored if they get positive attention), are not limited to the legal categories. For example, a leader can create an impression of disparate treatment regarding people who do or do not have children or those who share off-duty interests. Different treatment can be reflected in many ways: e.g., frequency of discussions, levels of attention, degree to which some are consulted on important matters more than others, task assignments, and recognition.

Discrimination concerns can also arise in subtle ways. The perception of different treatment can occur simply by a leader who frequently touts his or her personal beliefs (e.g., religion or politics) to the extent that those who do not share those beliefs may feel uncomfortable, and even develop concerns about whether their differing views are going to hurt their careers.

In a nutshell, don't make people feel that if they are not like you, they aren't worthy of your time and attention or that they won't progress in their jobs. Acknowledge and appreciate differences and get to know all of the people in your office.



He Didn't Fit In

When we discuss tolerance, many of us immediately think of discrimination based upon race, gender, or religion. Discrimination based upon other factors can also be destructive to individuals and the mission. I worked at a legal office where one of the junior lawyers was immediately identified as "awkward" when he arrived at the office. He was often not asked his opinion and did not participate in various social activities. Rather than tempering the reaction to this individual, the office leadership became publicly critical of him. They failed to mentor him to help him fit in, instead further isolating this attorney. It took months until people came to value this attorney's knowledge and expertise. Regrettably, initial judgments about his personality resulted in his views being unnecessarily ignored and made this attorney feel unwelcome.

A Time and Place for Everything

When I was the DSJA at a base, our LOM was an extremely religious woman who made that known to everyone in

the office. She repeatedly invited me to her church. I explained that I was of a different denomination and declined. That should have ended any further religious inquiries, but she continued to tell me about religious retreats. She would regularly put flyers about religious events in the read file. When a new JAG came to the office straight out of JASOC, the LOM immediately started inviting her to church and retreats. This JAG was somewhat intimidated and never told the LOM that it bothered her, but she mentioned it to me a number of times. Though her intentions were ostensibly well meaning and she did not exhibit signs of overt discrimination, her actions raised concerns and, at best, she was a distraction to the smooth functioning of the office.

Addressing Perceived Discrimination Through Communication

While serving as an SJA, a first sergeant came to me for advice on how to deal with complaints he received from black Airmen regarding a white Airman who had a Confederate flag hanging prominently in his dorm room. When the first sergeant approached the white Airman, he said, "What about the Black Power poster in Airman Doe's room? That offends me as much as my flag offends them." The first sergeant said that people were taking sides and he was concerned about what might happen next.

I asked him if the dorm manager communicated well with all the Airmen. Fortunately, he said yes, he did. I suggested that the dorm manager call a meeting of the two parties, and, if possible, include other interested residents.

He did. The white Airman explained that he didn't intend to offend anyone, but put up the flag because he was proud of his family's long military history. The black Airman said that his poster didn't advocate dissension, but instead supported pride and self-development. In the end, they both agreed that while each had an arguable basis to have their items up on their walls, the risk of misunderstanding

and arguments in the dorm wasn't worth it. They both removed the items.

By no means will every disagreement be resolved so smoothly. But we won't resolve any without honest communications.

Broaden Your Focus at Official Functions

While at official JAG Corps social gatherings, I watch to see with whom those in leadership positions socialize. I have been impressed to see that several leaders make a clear effort to go around the room, greeting and talking with junior people. However, a few leaders only offer a passing "hello" to subordinates, rather than any true interaction. The leaders I admire may feel more comfortable talking with people they have known for an extended period of time or with whom they are comparable in rank, or share common interests, backgrounds, or circumstances. But they put the feelings and needs of their subordinates before their own. They seem to know, in advance of a function, who will be in attendance. Perhaps they have looked at our bios to learn a few items that will help starting a conversation. Clearly, they put effort into learning who we are as people and they look for opportunities to mentor and share with all members of the Corps, not just those who are like them.

PRACTICE TIPS

- Learn the proper pronunciation of the name of each member of your team.
- Don't assume that a person of a particular race or ethnicity is going to think or act a particular way. It can be insulting to individuals to have someone assume they will like a particular type of music or food just because of the color of their skin color or ethnic background.
- Keep a proper perspective when rating people. Do not categorize them in terms of "like" or "dislike." Step back and objectively evaluate duty performance and leadership potential. It can be easy to "like" people who are similar to you and you can subconsciously give them an edge over others who are equally, or more, competent.

- Read articles and books about other cultures and perspectives.
- Actively seek out opportunities to socialize with people from different ethnic or religious backgrounds. Attend installation events that foster cross-cultural and cross-gender understanding.
- Beware of stereotypes. Useful insights into the four generations in today's workforce can be found at <http://www.airforceonesource.com>.
- Invite a Military Equal Opportunity representative to make a presentation to your office on tolerance and respect for others.

SERVICE BEFORE SELF

LOYALTY

CHAPTER 2



“When we are debating an issue, loyalty means giving me your honest opinion, whether you think I’ll like it or not. Disagreement, at this stage, stimulates me. But once a decision has been made, the debate ends. From that point on, loyalty means executing the decision as if it were your own.”

*Secretary of State and General Colin Powell,
U.S. Army*

Exhibiting service before self in every respect reflects loyalty to the institution and inspires loyalty from subordinates.

Good leaders recognize that loyalty is a top-down/bottom-up concept, which means it must be offered to and earned from subordinates. Respect for others is fundamental to loyalty and demonstrates concern for others as individuals. Airmen will follow any leader up to a certain point out of obligation. Airmen who believe their leader respects and cares about them will follow that leader enthusiastically. Loyalty is discussed in greater detail in Chapter 6.



Deserving of Loyalty

I work with a civilian leader who inspires loyalty by showing loyalty to his subordinates. An excellent illustration of his team loyalty occurred in response to the

largest and most complex contract protest our organization had ever seen. The protest was nearly 250 pages, consisted of more than 90 allegations, and included eight supplemental protests. His division was up against the resources of a large metropolitan law firm and a gigantic corporation. His division had to meet a series of firm, short suspenses.

When the first series of protests came in, he equitably divided up the issues to research and defend. Then, he and his subordinate program counsel worked evenings and every weekend for two months with the exception of one holiday weekend. When the next series of protests was filed, the team resumed the same schedule of working evenings and weekends for another two months. They assembled an agency report of over 42 linear feet and a memorandum of law in excess of 200 pages to refute and ultimately defeat the complaint.

The division leader could have allowed junior counsel to work the weekends by themselves and review their work on Monday mornings. Instead, he was at work before the junior counsel arrived and stayed until after they left to show them the protest was a team effort. He was always available to give his subordinates on-the-spot guidance, support, and encouragement. By doing so, he showed them that he would not give them any task he would not perform himself.

Loyalty by Action

As a junior captain, the SJA assigned me to be the claims officer when I arrived at my new overseas assignment. There was a sister service installation located nearby. About six months into my tour, I received a telephone call from the lieutenant colonel SJA at the other service installation. He called me a number of unflattering names, told me I was not handling his claims properly, and that I was treating his troops like dirt on the bottom of my boots.

I explained the claims process I was using as that which had been previously agreed upon: when someone from another service came to our office to file a claim, we accepted the claim and forwarded it to the appropriate service. The SJA continued to berate the process and me. After our discussion, I went to my SJA's office to back-brief him in case he received a phone call. He told me to sit down and called the other service SJA. My boss told the other SJA that if he had any problems with any of our officers to call him directly. He calmly explained the process of handling claims. He concluded by stating he would be happy to discuss this issue further if the lieutenant colonel SJA was so inclined.

I appreciated the loyalty I received from my SJA that day. He could have very well let the incident slide but he stopped what he was doing and took the time to call. My SJA was not a person who would give you a pat on the back or give you praise but he showed me that day he did care about people who worked in his office.

Adverse Actions and Loyalty

While serving as an SJA, I was required to take or request adverse actions against several people assigned to my office over the course of about one year. The actions included the full range of actions available against active duty and civilian personnel. I took no pleasure in pursuing disciplinary or administrative action against some of the same team members I was trying to lead and motivate as we worked to achieve our mission.

But, several key points became clear to me as I struggled with the challenges of taking adverse actions against my own people. It became a question of loyalty. How do you maintain loyalty to the individual - after all, a good leader always takes care of his people - and loyalty to the institution when the two loyalties are no longer compatible? In the cases of deliberate misconduct or unwillingness to meet standards, I quickly reconciled in my mind that the person turned his or her back on the Air Force, our values

and standards. He or she forced me to choose between the person and the institution I love and am sworn to serve to the best of my ability. The choice became clear and was made for me by the actions of the individual. And I slept well at night with my choice each time.

A key to resolving difficult personnel actions against my own people was to ensure JAGs, paralegals, and our civilians were held to the same standards as the rest of the Air Force — not a higher or lower expectation, but the same for all. We are called upon to enforce and execute standards on behalf of our commanders, and we would be hypocrites if we didn't live up to the same values, beliefs, and expectations as everyone else.

As leaders, we need to communicate to our people that loyalty requires a firm commitment to our Core Values and that we will succeed as an institution if we are all dedicated to following the same standards that apply to all Air Force people.

See Chapter 6 for Practice Tips.

EXCELLENCE IN ALL WE DO

PERSONAL EXCELLENCE

CHAPTER 3



“The power of excellence is overwhelming. It is always in demand and nobody cares about its color.”

*General Daniel S. “Chappie” James,
U.S. Air Force*

Standards are the floor, not the ceiling. Exceed them!

The Air Force Core Value of “Excellence in All We Do” demands that you perform at your best. You should constantly strive to exceed standards in fulfilling mission needs. Personal excellence both grows out of and strengthens your self-respect. It arises from your desire and will to develop yourself fully and manifests itself in many forms. Your actions should be a daily positive reflection on you and establish a consistent record of preparedness and initiative. Always keep your job skills and personal readiness at their peak and continue to refresh your professional competencies throughout your Air Force career. Invest the time needed to stay in top physical, mental, and emotional shape.

Exercise Your Mind and Body

To embody Air Force excellence, seek out and complete developmental education (DE) and Professional Military Education (PME). DE and PME will help you not only advance in rank and respect, it will also help you to better understand your client and the organization to which you belong.

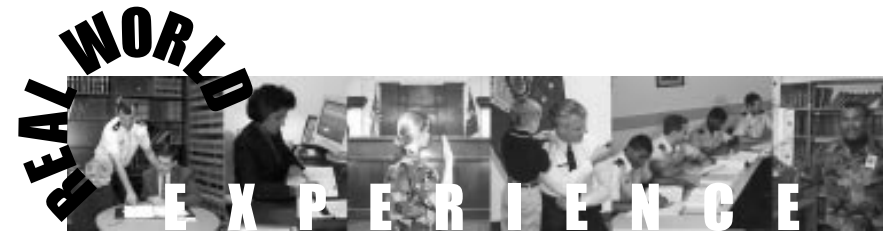
In today's "Fit to Fight" environment with an ever-increasing ops tempo for the JAG Corps, it is paramount that you keep yourself in superior physical and mental health. Your mobility folders should always be up-to-date with required shots and ancillary training. Reduce stress through proper rest, balanced eating, and physical activity. Start an exercise program in your office or check out programs offered at your local fitness center. Lead by example, and challenge yourself and coworkers to achieve high fitness levels.

Seize the Initiative; Take Advantage of Opportunities

Personal readiness refers to how ready you are to use your skills and results from taking advantage of opportunities to gain experience. In life, opportunities to serve are constant. Some may appear mundane: "We need a volunteer to lead our unit (fill in the blank) effort." Others are more exciting: "The regular briefer is sick, and you are needed to brief the General this afternoon instead." All, however, are important. Thus, don't be afraid to volunteer and don't shy away from opportunities. Each opportunity is a chance to grow in confidence and experience and to increase your level of excellence.

Reflect

Personal excellence becomes lasting when it is adopted as a permanent mindset. Think of it as a means of fine-tuning every vital area of your life. One effective way to achieve excellence is to devote time on your drive home to thinking about what you did right — and wrong — that day. Then, on your drive to work the next morning, consider what you can and should do better. This reflection encourages an honest look at your strengths and weaknesses and personal goal setting.



Furthering One's Career Through Excellence

I was once asked to address the top ten ways a JAG Corps member can end his or her career. However, I think the question can be best answered for a JAG Corps committed to excellence by examining ten proven ways JAG Corps members can enhance or further their career.

BE PART OF THE SOLUTION, NOT PART OF THE PROBLEM. Every organization has problems and issues. Instead of being part of the group complaining about the problems and issues, be a part of the group that creates solutions and innovations.

DON'T BE OBSEQUIOUS WITH THE BOSS/SENIOR LEADERSHIP. Instead, treat them respectfully but earn your status through hard work, professionalism, and dedication rather than through fawning — all, including good leaders, abhor it.

TAKE CARE OF YOUR CAREER. Take awards and OPRs/EPRs seriously — give your boss good inputs; respectfully demand valid feedback and accept both the good and bad.

ALLOW YOURSELF TO BE MENTORED BY SUBORDINATES. This includes NCOs and seasoned civilian employees. Self-mentoring is also vital. As individuals are thrust into leadership positions, they must learn how to connect with and motivate all who work for them. Be smart enough to figure out what works and motivates others. Watch what leadership does and learn from their mistakes and successes.

TAKE MILITARY EDUCATION SERIOUSLY. Attend appropriate level schools. Complete it by correspondence even if you hope to attend in residence.

MAKE YOUR TEAM (Not You) INDISPENSABLE TO YOUR BOSS. There are no indispensable people. Train your team members so that you and your boss can trust that excellent work will continue while you are on leave or TDY. If you personally add value to every product and process you touch, your boss will miss your input if you're away. However, he or she will recognize your leadership skills if you leave behind a team that accomplishes the mission in your absence.

CHOOSE DOING THE RIGHT THING OVER WHAT MAY SEEM BEST FOR YOUR CAREER. But they are not necessarily mutually exclusive. What you've heard is true; do the right thing well and your career will take care of itself.

HAVE A POSITIVE ATTITUDE, GOOD WORK ETHIC, AND BE A TEAM PLAYER. You will be remembered for the inspiration you provide to others.

EXCEED STANDARDS. Set the standard and lead by example. Be on time. Make sure your uniform, hair, and shoes look sharp. Respect military customs and courtesies. Be part of the base activities such as Honor Guard, volunteer events, change of commands, etc. Be a productive contributor and pay attention to details.

DO NOT COMMIT CRIMINAL ACTS! This should go without saying, but it must be said. Obviously, offenses can result in anything from court-martial to administrative action and usually end careers.

PRACTICE TIPS

- Bring in a nutritionist or stress manager to train your staff on healthy behaviors.
- Make sure staff members are enrolled in appropriate-level military education.
- Publicly praise individuals who exceed standards.
- Join a professional organization, take college classes, or enroll in developmental education.
- Show initiative and sign up for a professional development course.
- Talk to a career advisor, supervisor, or mentor about a roadmap for personal success. Set personal goals and a reasonable timetable for goal completion. Continue to monitor your progress throughout the year.
- Quit smoking, eat a balanced diet, and exercise regularly.

EXCELLENCE IN ALL WE DO

ORGANIZATIONAL EXCELLENCE

CHAPTER 3

"To develop anything, the underlying thought and reason must govern, and then the organization must be built up to meet it."

*Brigadier General William 'Billy' Mitchell
U.S. Army Air Service*

Know your mission, prioritize tasks, and train and align people accordingly.

Organizational excellence is achieved when JAG Corps members work together to reach a shared vision and common goals in an atmosphere that preserves individual self-worth. Achieving excellence requires commitment to, and identification with, organizations' visions, missions and goals at multiple levels. It also requires wisely prioritizing and using resources, a consistent level of commitment, extraordinary team cooperation, and an alignment of skills with needs.

Mission

Simply put, the mission is your job. If you are in charge of a section or office, ensure your mission statement accurately captures the job of your office in support of the greater organizational mission. For example, an installation base legal office mission should flow from the Wing mission and the TJAGC mission. Allow organization members to help shape the organization's vision, mission, goals, and action plans.

Prioritize

Recognize that time, resources, and people are limited and you must prioritize their use consistent with the organizational vision. Put your priorities in order: mission first, intertwined with the needs of the people who will accomplish it. If people become more important than the unit's mission, the mission may suffer, or worse fail. But thinking only of the mission undermines morale and can ultimately impact mission accomplishment. A leader must constantly keep in mind these two priorities and effectively balance what may seem like competing interests.

Train and Educate Team Members

When assigning tasks, ensure your personnel are adequately educated and trained with the resources needed for mission accomplishment. This takes advanced planning on your part to ensure that your staff members attend needed formal education courses and complete sufficient on-the-job training. Foster an environment where people seek all the training they can get, and then strive to provide it for them.

Think long term when it comes to education and training. For example, well before someone will change jobs in your office, give them some tasks in their new role as a gradual introduction. If at all possible, send them to related courses before or shortly after they make the move. Advance planning is required for courses that are offered infrequently.

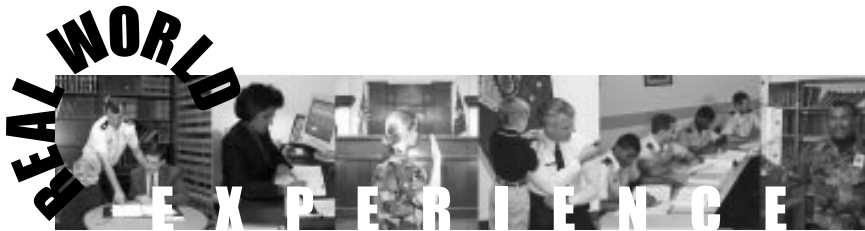
Every office must also have a robust education and training program. Appoint someone in the office to develop, monitor, and document training. For paralegals, this program should go beyond the Career Field Education & Training Plan (CFE&TP). And on that subject — ensure CFE&TP entries are not "pencil-whipped!" Invite subject matter experts or outside agencies to come in and conduct training. Include ARC members in the training and train on ARC familiarization topics. Tap the knowledge of your civilian attorneys and paralegals. Most of them are very experienced and can provide invaluable training.

Properly Align Staff

Leaders must assign tasks, delegate adequate authority to accomplish these tasks, and ensure each team member knows they are responsible for a particular outcome.

Leaders must accurately assess the skills and talents of the staff and efficiently align them to jobs in the office. Sit down with each person, military and civilian, and let them tell you what they think are their strengths, areas needing improvement, and areas of interest. Review past performance reports and call previous supervisors for additional data points, but ensure you keep an open mind and judge your staff based on your own observations. Consider what experience each individual needs to progress, such as increased leadership responsibility or exposure to various types of legal practice.

Once you have a good assessment of each person, align him or her in the appropriate jobs. Attitude, work ethic, and abilities should be the deciding factors in determining where you utilize a staff member. You may not always be able to immediately put people in jobs you think best suit them and the office because of mission needs or their current capabilities, but you can begin to set the stage for a later move. Make a plan and share that plan with the rest of the staff.



Teaching Excellence

The greatest example I have of a leader was a career civilian. He was a tough taskmaster who bought red ink by the gallon. He demanded excellence, and his shop had a sterling reputation. He was widely respected by military, civilian, and reserve personnel alike. People knew that if they worked for him, they would get better, be better

than they ever thought they could be, and be rewarded by being treated better than they thought they deserved. He was accessible to everyone, generous with his time and energy, and the hardest worker in the office. As a result, the people that came out of his shop learned skills that helped them progress to become senior leaders in the JAG Corps. None may ever be as humble, self-effacing, and wise as this master, but certainly as a leader, he sets the example of excellence.

Creating the Conditions Necessary for Excellence

My first experience as a LOM was challenging. The SJA consulted with few staff people before implementing decisions affecting the entire office. Additionally, no reasons were given as to why specific decisions were made. Office personnel would bring their suggestions and comments to leadership and nothing ever changed. Their ideas were brushed aside and never acted on. Morale dropped to an all-time low, and people quit trying. My efforts to explain the impact this was having on the office were futile. Roughly one year later, a new SJA came in and things began to change. This SJA literally turned the office around and, in my opinion, made it one of the best legal offices in the Corps. He sent out office surveys asking personnel for their improvement ideas, revamped the previously non-existent recognition program, and set up a working group where people could be open and honest without fear of retribution. He asked everyone for their suggestions on a vision statement and set up off-sites where we could discuss common goals for the office. He treated the office staff with respect and gave us the opportunity to be part of the action plan.

Needless to say, office morale rose to an all-time high, and we became one of the best organizations on the base. Other people on base noticed our new pride, and the Command Chief recognized our unit as exemplifying organizational excellence.

PRACTICE TIPS

- Make your DSJA your trusted agent. Pay particular attention to growing the DSJA into a future SJA.
- Foster a close relationship between the SJA and LOS/NCOIC.
- Keep a list of issues and ideas as they arise and review it monthly.
- Identify shortfalls in training, experience, and motivation, and establish a detailed strategy and plan to correct deficiencies.
- Exercise caution when rotating section chiefs and NCOICs. Avoid rotating many people at the same time. Develop continuity files.
- If the chief of justice is slated to become the next ADC, or a justice paralegal is scheduled to become the next defense paralegal (DP), develop a plan so they will not be conflicted out of months of cases. This often involves moving them out of military justice in advance of the move.
- Use subject matter experts in your office to conduct office training.
- Include civilian employees in office training.
- Invite the ADC and DP to office training.
- If captains rate the paralegals in their branches, the SJA and LOM should carefully review every draft EPR and teach them how to give constructive, detailed feedback to their airmen and rate them appropriately.
- If the LOM writes EPRs on NCOICs, ensure he or she receives input on performance from the OICs.
- See the *I LEAD!* web site for feedback, EPR, and OPR writing tips and tools.
- Have the LOM conduct a training session with attorneys on supervision of enlisted personnel. Cover things such as performance feedback, EPR writing, awards and recognition, training requirements, the promotion process, and the enlisted force structure.
- Develop an office training program that indoctrinates new JAGs and paralegals to the AEF concept and what their role is — some offices use the Mission Essential Task List (METL). See samples on the *I LEAD!* web site.
- Integrate ARC members and ADC personnel in local training opportunities and teach active duty and civilians about the Total Force.
- Review your Unit Manning Document for accuracy. Have your manpower office personnel explain all the columns. Make sure you understand your variances. Don't try to make changes without talking to JAX.
- Have members of your staff perform a self-inspection.

EXCELLENCE IN ALL WE DO

RESOURCE EXCELLENCE

CHAPTER 3



"It is also your responsibility to ensure the unit is equipped properly. Just as an air crew should never be expected to engage in combat without a well-armed aircraft, people should not be sent ill-equipped to the office, shop, or flightline."

General Charles A. Gabriel, U.S. Air Force

Manage time, money, equipment, and real estate. Lead people.

Discussions about leadership often address the differences between leaders and managers. As General Colin Powell said, "Leadership is the art of accomplishing more than the science of management says is possible." *I LEAD!* is primarily designed to help you lead people. But how you manage resources can have a big impact on your personnel and can set a powerful leadership example for others. Leadership requires that you exercise responsibility in this area.

Time

Evaluate your office processes and use of time. We, as a Corps, take pride in being hard workers. However, our work should be efficient and purposeful. Activity and time expended does not necessarily equal progress. Time management, for yourself and your personnel, ensures the many tasks required and limited time available to accomplish the mission are properly prioritized and allocated.

Money and Equipment

The Air Force uses the Planning, Programming, Budgeting and Execution System (PPBES) to allocate financial resources to fund thousands of programs each year. As we all know, though, dollars often run out before requirements, creating competition among staff organizations. Understanding how resources are allocated could mean the difference between a training TDY and a missed opportunity, or a well-stocked supply cabinet and an empty one.

Although strategic planning and programming are generally performed at major commands and higher headquarters, budgeting and execution are performed at every level. Each of us, therefore, plays a role in the process and has a responsibility to understand it. So, where do you begin?

First, learn the process. At the wing level, you are primarily concerned with two timelines: budgeting and execution. The “execution” year is the current fiscal year (FY05), while “budgeting” refers to the next one (FY06). In the execution year, you are concerned with spending money and paying for unfunded requirements. Unfunded requirements are identified in the “budgeting” year through office submissions to the wing’s financial plan.

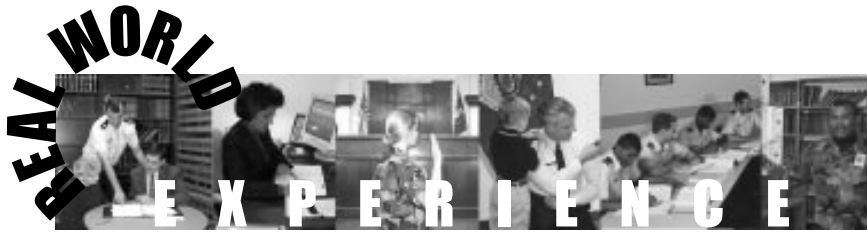
Second, develop a plan for the office. This is not a long-range strategic plan, but a basic plan for budgeting and spending that satisfies the staff’s personnel, facilities, and equipment needs. Following are some suggestions.

- Consider training. Personnel expenses are driven primarily by training costs. Most years, every office should send all personnel—officers, paralegals, and civilians and reservists – to some form of continuing legal education. While you can stretch your training dollars by using centrally funded courses, you should plan to pay training costs out of your TDY budget.
- Look at your facilities. Do they need major improvements? If so, coordinate with your civil engineering squadron to develop a plan and work it through the Installation Facilities Board. Minor repairs can generally be handled in the execution year with requests to CE.

- Plan for furniture and equipment upgrades. An especially effective means of acquiring such items is through “fallout” funds. To take advantage of end-of-year money, you must have your requirement documents (i.e., AF Forms 9) prepared in advance. Funds not otherwise spent can then be placed against these requirement documents. Remember, persuasive arguments are not just for the courtroom. Be ready to justify your requirements, as resource advisors must make tough decisions when allocating fallout money. You should be able to articulate why a new projector for the courtroom should be considered right along with, or above, other wing priorities.
- The senior paralegal is the legal office’s lead agent in securing resources, forecasting for needs and making the most of unfunded requests.
- Wing legal offices must advocate for the ADC and other tenant legal offices on base with key wing personnel. Legal office paralegals must train defense paralegals on the resources process.

Third, get to know the important players. Two key people are the comptroller and the wing staff resource advisor. The comptroller will have the big picture on the overall wing budget. As the wing commander’s primary financial advisor, the comptroller works the commander’s agenda and is a ready resource for information on the fiscal health of the wing. The day-to-day operation of the budget, however, falls to the wing staff resource advisor. It is through the resource advisor that requirements are fed into the budget process and from whom fiscal guidance flows. Another key person is the civil engineer. A good working relationship with the CE staff will ensure their awareness of your needs and your knowledge of opportunities to improve facility size and conditions. But these contacts should not be limited to your requirements. At the same time, inform them about how the legal office generates and uses carrier recovery and hospital recovery dollars.

Budgeting may seem mundane, but if you don’t understand it and fully engage, your ability to provide full spectrum legal services can be significantly impaired. Experienced resource managers need to educate the staff on the process. Working as a team, we will be better stewards of Air Force dollars and better equipped to serve our clients.



From Dumpsters to PPBS

I had always been known as the scrounger. As a young NCO, I was constantly on the lookout for ways to get equipment and supplies to make my section look better and our work easier. I kept an eye out for delivery trucks. They meant someone was getting something new, which meant something not so new (but possibly newer than what we had) might be available. My peers in supply and contracting laughed at my “dumpster-diving” mentality and clued me into a better approach: fallout funds and memo-due-out. Soon, I was typing out forms with wild abandon and sending them up through my chain. That year, delivery trucks came to my building.

Probably due to my enlisted experience, as a JAG I quickly developed the reputation of the “go-to” guy to make things happen. I never could get out of my dumpster-diving habit and to this day you’ll see me rifling through things others throw away to see what can be salvaged. But, I did not forget what the right forms can do especially if you have a plan. At a base in Germany, I took the lead in preparing the necessary paperwork to get all-new office furniture under a program General Bruton had initiated called “LegUp” meant to enhance the quality of the legal offices. At a large specialized office, I again procured new furniture for the law faculty by tapping into the carrier recovery funds of the base claims office. As SJA, again in Germany, I took advantage of the closing of another legal office. My NCOIC and I checked out a 2-ton from the motor pool and drove across Germany to bring back the best of its furniture. Paybacks came when, as the SJA at yet another base, I was responsible for closing the legal office and trying to get our best equipment and furniture out to the bases remaining open.

Finally, I became responsible for managing a multi-million dollar budget. I quickly learned that my new best friends were the programmers (XP) and budgeteers (FM). They taught me a whole new world that existed beyond fallout funds. I had studied about the Planning, Programming Budgeting and Execution System in Air Command and Staff College. But, these folks brought it to a whole new level. I soon learned there was more to be concerned about than just this year’s dollars. I had to develop financial plans for spending next year’s funds and even propose a six-year plan. But, I never forgot the lessons I learned as a junior NCO and young JAG of the need to always have documents in the system ready to go just in case my requirements did not get funded and I had to chase fallout funds.

Make Your Office Professional

An SJA and LOM had been at their base for a year and had been able to develop strong relationships with the commander, vice commander, comptroller, and FM representative to the legal office. As a result, as the end-of-fiscal-year grew closer, they had a heads-up that fallout money would be available. They pulsed the entire office for a moderate wish list and developed a fiscal plan to upgrade their facility and replace 10 percent of their furniture a year. They provided the proposal to the command and asked for this money to be budgeted.

As the end of year grew closer, the CV told them they could have \$70,000 in fallout money to buy furniture, in addition to an increase in their yearly budget. They were thrilled. Then, in mid-September, the CV told them they could have over \$100,000 to replace all of their furniture at once, rather than increase their budget, and to expect more money in fallout. The entire office mobilized. Teams of people were sent for estimates on furniture, wall covering, artwork, computer equipment, and more. They thought big and creatively, came back with a prioritized list of items and were ready to execute what turned

out to be a total of more than \$230,000 in fallout monies (in addition to the money provided to the ADC and DP). The key team members stayed at work until after midnight capturing and spending the money as it came to them after other organizations on base had left for the evening or ran out of wish list items. The next year, the team got the process right. They decided up front what was needed, what it would cost, what could be budgeted for, and were ready in advance for the fallout.

Review and Advocate for Dollars in All Aspects of Your Office Mission

One year, our wing leadership decided to push down resource advisor duties to each of the staff agency offices. Along with that push, came the direction that we would be responsible for our own budget in claims, office O&M and military justice witness funding for special courts-martial. This was quite a shock because in the past, when we needed witness travel we merely used the wing's fund cite and pressed on. We now had to forecast for what monies we anticipated spending in all areas of the law center.

This extra work provided an avenue to obtain multiple office upgrades. It also gave us the ability to look at areas not previously funded, like our tax center. Following a MAJCOM Article 6 visit in the beginning of the fiscal year, where the MAJCOM SJA noted and discussed some facility upgrades with our wing commander, we were able to secure in unfunded requests over \$50,000 for new reception area furniture and a plasma screen for the courtroom. We also received funding for a contract to run our tax center and facility upgrades in that area. In the past, we had used the general law center budget to fund the operation and maintenance of the tax center. This fiscal year, we were able to justify the tax center as a wing program and break out a separate pot of money dedicated to tax center operation. We also made sure that our witness funding was never intermingled with our law center O&M money so we would never have to give up office supplies or TDYs to fund a court-martial.

The training of your wing staff, especially those that control the funds, is critical. Your JAGUARS Tax Report pays dividends in showing the worth of the program to wing leadership. In these days of shrinking dollars and shrinking budgets, your ability to persuade wing officials to fund these critical programs will be paramount. Consider all aspects of what you do for the wing as a whole and advocate constantly and forcefully to get the funds you need to operate effectively, whether it's for office furniture, new printers, or money to pay for an environmental training course. There are dollars available and you can get what your people need if you are prepared to make your case for the funds.

PRACTICE TIPS

- Bring resource specialists, such as the comptroller, contracting, and others into your office for training sessions. Include the officers and NCOICs in these sessions.

Time

- Consider keeping track of how you spend your time each day for a month or two. What can you change or improve to save time?
- Reassess office taskings and duties. Ask what relates to the mission. Consider halting the investment of resources into things that have achieved their purpose.

Money

- Attend the Financial Management Board meetings. Befriend manpower and fiscal decision-makers on your base.
- If you are a LOM, train the office mid-level NCOs to assume the Resource Manager duties so they succeed when they go to their first LOS/NCOIC job.
- Prepare for fallout money early in each fiscal year. Get a team of people, including civilians, to brainstorm a wish list, source requirements, and estimate costs. Update the list as end-of-year grows closer.

- Create a JA Balance sheet, which lists all of the programs that recover money (CRs, HRs, G-claims, etc.) and the direct monetary savings to our people (tax savings, refunds, etc.) and compare it to the relatively small budget that JA receives from the wing. This may open eyes and encourage the wing to increase your budget or fall-out allocation.

Equipment

- Assess the equipment you and your staff need to perform your mission today, and what you will need in the future (consider when items will be losing their utility: 3, 5, and 10 years).
- Develop an equipment replacement plan. Budget accordingly (or be prepared for fallout).
- Utilize your local DRMO for equipment and materials.

Facilities

- Know your installation construction plan. Get CE to give you a tour.
- Obtain your office blueprint. Compare your existing square footage with that needed. Be prepared to justify any changes. See the Legal Facilities Guide on the *I LEAD!* web site.
- Have staff members work with CE staff to identify location and structure deficiencies and make proposed changes.

EXCELLENCE IN ALL WE DO

OPERATIONAL EXCELLENCE

CHAPTER 3



“We must provide the direction, the counsel, and the good example to ensure the concepts of excellence are firmly established in those under our supervision.”

General Roscoe Robinson, Jr., U.S. Army

Understand your office mission, be prepared and equipped to support mission requirements, and provide the legal services that maximize Total Force readiness.

The JAG Corps mission, which derives from the Air Force mission, is to provide full-spectrum legal services that support Air Force people, operations, readiness, and modernization. Operational excellence is required to accomplish that mission and requires us to attain mission readiness so that we may provide for Air Force legal readiness. These concepts, as well as specific JAG Corps operational readiness requirements, are described in the series of TJAGC Operational Readiness Policy Memoranda.

Sustaining Air Force Legal Readiness

One of the fundamental purposes of the JAG Corps is to enable airmen to deal with the military-legal aspects of operations. We serve alongside other airmen to help overcome legal challenges that may interfere with or distract from mission accomplishment. Legal readiness involves a wide range of activities, including providing legal advice to military decision-makers at all levels, accomplishing specific taskings, and providing legal assistance to Air

Force members and their families. Legal readiness results from the application of four distinct capabilities:

- **Authoritative Counsel.** The ability to give decision-makers timely, accurate legal analyses and assessments of options to promote informed decisions,
- **Compelling Advocacy and Litigation.** The ability to counter challenges to lawful Air Force operations and activities to preserve command prerogatives,
- **Fair Military Justice.** The fair and efficient administration of a military justice system that fosters morale, good order, and discipline,
- **Robust Legal Programs.** The ability to provide valued programs that serve the Air Force's people, organizations, and mission.

Maintaining JAG Corps Mission Readiness

The JAG Corps provides for Air Force legal readiness through our dedication to maintaining the organizational and individual readiness necessary to support operational requirements. Mission readiness is achieved through advance preparation, legal education, and developmental military education, Air Force specialty training, and sufficient levels of resources and manpower. JAG Corps mission readiness results from the application of two distinct capabilities:

- **Operational Readiness.** The ability to provide the warfighter with full spectrum legal services of any type, at any time, at home station, or in any expeditionary role,
- **Legal Information Mastery.** The ability to rapidly acquire, deliver, and apply essential legal information that addresses any aspect of the military-legal environment.

Know the Mission

How do you achieve operational readiness? Start by understanding your unit's mission and the mission of any organization you support. You must understand those missions, how legal services support them, and what you need to provide those services.

Be Deployment Ready

JAGs and paralegals have experienced a range of situations that tested their courage and capabilities in deployed locations. The more prepared you are for such situations, the more likely you will respond effectively. A basic requirement is to verify that legal office personnel tasked to deploy have complied with all deployment preparation requirements including documents, shots, and equipment.

On a broader level, you and your office must act diligently to obtain deployment education and training. Courses designed to meet this important need include Operations Law (JAG FLAG), Deployed Fiscal Law and Contingency Contracting, the Army's Operations Law Course, and Contingency Skills Training. Ensure your office is involved in base exercises involving the battle staff, Survival Recovery Center, and deployment processing. Develop an office training plan with real-world scenarios and invite speakers from your base who have previously deployed. Ideas can be obtained from the *Air Force Operations & the Law Handbook*, the *Army Operations Law Handbook*, as well as from after-action reports.



Wing-Wide Problem-Solving Creates Office Opportunities

I was assigned as the SJA at Base X, a NATO-dedicated F-15 wing and had a very active alert schedule. During times of alert, the five lawyers assigned to the base would show up in their “frog” suits with all appropriate gear to provide legal assistance and other required services on a 24-hour basis. Needless to say, we tried but did not feel we were much a part of the war effort. During one of the staff meetings during an alert, the wing commander

was complaining about the lack of pilots available for command post duty during an extended alert. One of the functions that required use of pilots was the tracking of aircraft available from maintenance and munitions. Upon my query, the job did not require pilots but needed someone who could act well under pressure. I volunteered that lawyers were trained to act under pressure and offered two of my captains for command post duty during alerts. Needless to say, it worked very well. The wing commander was happy, the pilots were happy to be relieved of the tracking duty and to be back flying, I had two captains who understood they were doing something important, and...our office's primary mission was not affected. Plus, our office relationship with all the flying squadrons also got a real boost. (Note: There are a variety of ways you and your staff can serve. For example, some lawyers have assisted intelligence officers in debriefings. One JAG served as a command post Survival Recovery Center commander for two years, in addition to his full-time JAG job.)

Participate in Base Defense

Within a week of arriving at my base as a new SJA, I met the individuals responsible for the base Crisis Action Team (CAT) and wing exercises. I asked them questions about the exercise schedule and legal office roles. I was dismayed to discover the legal office had not participated in these operational opportunities for as long as the IG could remember. I immediately asked to have our staff included in future exercises and arranged for a tour of the CAT. Not surprisingly, I discovered there was no JA seat in the room. The IG offered to share his desk. A few weeks later, the wing had an exercise and the IG was so happy to have a JA representative that he gave up his seat full time and he sat in the back row.

This access and familiarity proved critical shortly thereafter, as the 11 September 2001 terrorist attacks directly

impacted our base and caused the CAT to stand up and respond. Legal office personnel knew where to go and were effective in supporting the mission. When the immediate crisis passed, the JA team had proven its worth and the commander directed that a JA workspace be added to the CAT to his immediate right to provide him unhindered access to his lawyer and JA's resources.

This relationship continued to grow and reap benefits for our staff. We inserted scenarios to test legal office members in other wing-wide exercises, and the IG supported our office field training exercise. One night while we were in the field, and after we had received training on what to do during an attack, the IG exercised our newly-acquired knowledge and attacked our encampment with a team of individuals. We dove into ditches and rolled away from hand grenades and small arms fire. A combination of training with our wing IG and other tenant organizations prepared our staff for the multiple real-world deployments they supported, even into the heart of Baghdad where they encountered mortar attacks and other hostile fire conditions.

Take Exercises Seriously

As relevant today as it was then, this story shared by Col James C. Fetterman (Ret.), originally published in *The Reporter (History Edition) 1999*, reminds us to be full participants in exercises.

In March 1973, I was assigned as a young assistant SJA to Zweibruecken AFB, Germany. The day I arrived, the base was preparing for a NATO Tactical Evaluation. Everyone was running around in combat fatigues pretending we were at war. Because I was the claims officer, I was assigned to be the legal advisor to the On-Scene Commander for all disaster exercises. Three weeks later, we had another exercise. I responded to a "broken arrow" on base. It was April, and we had had a fair amount of rain and there was water in the drains along the runways. The scenario

progressed to the point where we simulated the aircraft exploding or what was called the “bomb” (experiencing a non-nuclear explosion). Red smoke was usually used to indicate non-nuclear explosions. The base commander saw red smoke starting to rise and yelled “Take cover!” Approximately 20 individuals all took cover behind cars, and some jumped into the ditches (with water in them). The base commander, who obviously was into the exercise, dove into the runoff drain, causing a rather large splash. The commander turned around, propped himself up on his elbows, looked at me and said, “Judge, when you see red smoke, take cover.” I knew exactly what he meant. I did the closest thing to a swan dive that I could starting from the ground. The lesson? In the Air Force you are either all the way in...or you are not a member of the team.

PRACTICE TIPS

Know the Mission

- Arrange for your staff to hear the base or organization mission briefing. If your base has a team of persons who brief visitors on the base mission, assign staff members to this team.
- Assign staff members to brief ACC/JA Operational Training Modules at training sessions or email them to staff on a regular basis. These short presentations develop familiarity with individual weapon systems and are available on the ACC/JA operations law home page.
- Learn the missions of other AF units and other agencies. Task your office to read material, such as web pages, relating to an AF unit or another agency with which your office has an existing relationship. At your next office training session, ask each person to share something he or she learned about the organization. Bring in guest speakers to talk about their missions.
- Arrange for tours of operational areas on base, such as aircraft maintenance hangars, life support sections, etc.
- Take an office trip to your Command Post or wherever your battle staff and survival recovery center is located.

Be Deployment Ready

- Properly code and prepare people for deployment. Use the CFE&TP for enlisted personnel. Make sure personnel are skilled in deployment and wartime-related tasks.
- Ensure your office is participating in base exercises and is included in the base operation plans (OPLANS). If there are no legal scenarios in the exercises, have your staff write some and give them to the IG.
- Prepare continuity books with scenarios and answers and keep them on the mobility processing line and in a battle staff kit.
- Take the staff to a field training event — put up tents, eat MREs, wear MOPP gear, have weapons refresher training, and sleep overnight.
- Check office personnel for current security clearances and initiate periodic reinvestigations when necessary.
- Meet with your local XP office and go over your UTCs and ART/SORTS reporting requirements. Check to see if you have court reporter (J4) UTCs.
- Ensure you have enough UTCs coded for home station support.
- Keep your MAJCOM functional area manager informed on the status of your personnel. Are they on profiles? Are they ready to deploy?
- Ensure your personnel know what AEF bucket they are in and the time frame for deployment. Are they ready to deploy? Have they been through Chemical Warfare Defense Training and weapons training? Do they have or can they get the necessary equipment to deploy?
- Send your deploying personnel to the Contingency Skills Training course at the Air Mobility Warfare Center, Fort Dix, NJ. If you can't send a deploying person to such a course, have the local SFS teach them advanced driving and weapon skills, and the local medical squadron teach them advanced first aid skills.
- Have members of your office meet with the Unit Deployment Manager to go through their personnel mobility folders. Require them to keep them up to date at all times.
- Conduct a mobility personal bag drag to ensure your personnel meet requirements.
- When members of your staff deploy or go on TDY for a substantial length of time (i.e., ASBC, SOS, deployments) offer everyone the same amount of time off to get their personal affairs in order.

The Leader's Code

I become a leader by what I do. I know my strength and my weakness and I strive constantly for self-improvement. I live by a moral code, with which I set an example that others can emulate. I know my job and I carry out the spirit as well as the letter of orders I receive.

I take the initiative and seek responsibilities, and I face situations with boldness and confidence. I estimate the situation and make my own decision as to the best course of action. No matter what the requirements, I stay with the job until the job is done; no matter what the results, I assume full responsibility.

I train my personnel as a team and lead them with tact, with enthusiasm, and with justice. I command their confidence and their loyalty. They know that I would not consign to them any duty that I myself would not perform. I see that they understand their orders and I follow through energetically to ensure that their duties are faithfully discharged. I keep my team informed and make their welfare one of my prime concerns. These things I do selflessly in fulfillment of the obligations of leadership and for the achievement of the unit goal.

author unknown

SECTION 2 Personal Leadership



EXERCISE SOUND JUDGMENT

EXAMINE YOUR DECISION-MAKING PROCESS

CHAPTER 4



“Let common sense prevail and reason rule the land.”

*Everett G. Hopson, SES, U.S. Air Force
General Law Division*

Use a logical and Core Value-based approach to decision-making.

People look to lawyers for sound judgment and good advice. That's one of the reasons JAGs often find themselves fielding commanders' questions that don't obviously fall within "standard" legal duties. Each of those questions, or any legal problem, requires a series of decisions regarding which factors to consider and what conclusions to draw. It's easy to see that an SJA can often say, "I must have made a hundred decisions today!" The actual number may not be that high, but it will frequently seem that way.

The judgment that forms those decisions is built upon expertise, broad knowledge, and a disciplined approach. The expertise comes from our extensive education and training. Broad knowledge is derived from experience, and JAG Corps members are fortunate because our career paths don't constrain us to particular weapons systems, commands, or geographical areas. We not only work at diverse locations; our duties require us to become immersed in various environments. We don't just do the same job in different places; rather, we adapt our skills to differing requirements. When

we apply our knowledge and expertise in a disciplined manner, sound judgment results.

The Process

There is no standard template for solving a problem, but there are some universal steps.

1. Define the problem. This is the most important part of the whole decision process, according to Peter F. Drucker. Keep reviewing the problem again and again to be sure that you know what problem you are trying to solve. Identify and question your underlying assumptions. You can't reach a correct solution if you aren't working on the correct problem. Framing and resolving ill-defined problems is, in fact, the very essence of critical thinking. The next stage of critical thinking is identifying the key factors.

2. Identify the critical factors and effects. This step is where the "sage counselors" are separated from the "legal technicians." Legal training can teach people how to identify the relevant facts, apply the law, and come up with "the" answer or a range of solutions. But that is not usually enough in a complex, fast-moving world — you need to look behind, around, and beyond the immediate question. Remember, we're not usually dealing with neat mathematical equations; we're dealing with human beings and the processes and organizations they've created.

When dealing with a legal question, such as a request for an opinion, look "behind" it. Figure out why the question arose, who raised it, and what result they seem to want. Then try to determine why they want that result — what's in it for them? And, ask yourself how they may react to other potential results.

Next, look "around" the question. What other people or organizations are involved; what are their interests, needs, and desires? Will they react to various courses of action with apathy, support, or resistance?

Finally, look "beyond" the issue. Agile thinking is required as you evaluate likely second and third order effects and try to anticipate unintended consequences. One related key question involves precedent. Ask yourself how today's decision will affect the range of options if a similar question comes up tomorrow.

As you are conducting these conceptual tests of potential solutions, value (and Values) judgments come into play.

3. Determine the right thing to do. Obviously, good judgment involves determining the “small v” value of a solution. That is, whether it correctly and comprehensively addresses the problem posed. A true leader also evaluates alternatives in light of values — Air Force Core Values. Potential decisions must be tested against Air Force Core Values, especially Integrity and Excellence. If any fail outright, or fall within an uncomfortable gray zone, then they must be rejected. (Doing so may require courage, see Chapter 7.)

4. Decide. Have you ever worked for an SJA who seemed to have a black hole in his or her office because he just kept thinking rather than deciding? Or a boss who made decisions but quickly changed his or her mind depending on whom he or she spoke with? “Analysis paralysis” often results and that legal office can become rudderless and irrelevant to the operations of its command. President Andrew Jackson said it this way: “Take time to deliberate; but when the time for action arrives, stop thinking and go in.”

There comes a time when you simply have to make a decision. Often you don't have all the information you would like and sometimes you are busy with another problem and would prefer to stall. Worse yet, you may have detected a number of risks in the best course of action and you haven't been able to figure out how to eliminate all of them (which may be impossible). But a “perfect” decision that is late is worthless. The ability to make decisions in such circumstances (with sound judgment of course), is another mark of leadership.

Common Judgment Errors

Organizational psychologists and leadership experts have identified certain judgment errors people make that often result in poor decisions.

1. The anchoring trap: giving inappropriate weight to the first information received. Remember that the first information received is often incomplete or wrong.

2. The status-quo trap: basing decisions primarily upon comfort or familiarity to avoid choosing other alternatives, even if they might be better choices.

3. The sunk-cost trap: favoring successful past decisions, even though circumstances may have changed significantly. Things change. You can't necessarily make old decisions in a new environment and have them be as effective.

4. The confirming-evidence trap: inducing people to decide based upon a “predilection” and to discount any opposing information. A variation of this trap involves attaching so much weight to opposing information that supporting evidence is ignored in decision making.

5. The framing trap: failing to properly frame the problem. You can't have a good solution if you don't have a good handle on what you are trying to solve. Asking the right questions is absolutely critical to effective decision-making.

6. The estimating and forecasting traps:

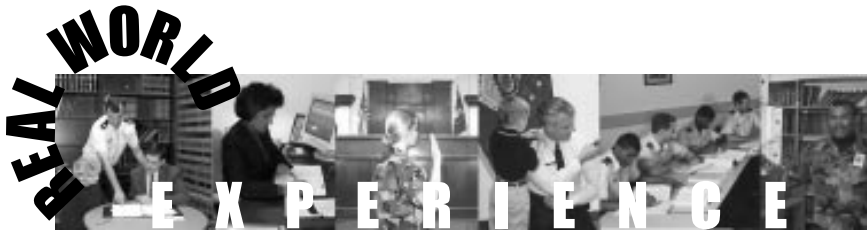
a. Overconfidence can make people overestimate the accuracy of their estimates.

b. The prudence trap causes people to be overcautious when assessing suggestions regarding uncertain or risky situations.

c. The recall ability trap leads people to give incorrect weight to recent decisions or events only because they are more memorable.

Aftermath Analysis

Remember that good decisions sometimes fail. While applying a disciplined approach to decision making will increase the odds of success, sometimes even a disciplined approach produces a decision that fails. Don't become paralyzed if this happens. Don't allow previous failures to hinder your willingness to make decisions in the future.



The Essential Question

We've all been in meetings where a group is trying to come up with a solution to a particularly difficult problem. Courses of action are suggested, and pros and cons are debated. Sometimes there are so many options that the process loses focus and people begin discussing tangents of tangents. Worse, when people start to get frustrated, they may begin to gravitate towards a conclusion that may be expedient, incomplete, or questionable for any number of reasons.

At times like this, one of the best leaders I ever worked for would interrupt and ask: "Let's stop for a minute and ask ourselves...what's the right thing to do?" (Emphasis on "right.") Amazingly, this would often provoke dead silence. People had temporarily lost sight of the role of the lawyer — to provide sound legal advice and decisions, not just "answers." Discussing "the right thing" didn't necessarily lead directly to a solution, but it sure eliminated a lot of unacceptable options quickly so we wouldn't waste any more time on them.

Thinking About Tomorrow

Military justice advice to commanders requires a JAG to go through the decision-making process with another person making the final decision. Disagreements about case dispositions can be addressed by focusing on the precedent that would be set by a particular decision. For example, commanders will sometimes want to impose a punishment on an individual lower than what prevailing standards and practice clearly indicate is appropriate. In those cases I've asked: "OK, let's say you give Major X a letter of reprimand rather than an Article 15. What

happens if tomorrow, you get an incident report on Staff Sergeant Y that says he committed the exact same offense? What will you do to him?"

If the commander relents, problem solved. If he or she articulates good reasons why the two cases would be treated differently, then the reasoning may well be sound. If the answer is "I'll cross that bridge when I come to it," more discussion or elevating the case to the next level may be required.

Helping Others Make Decisions

I really respect the way my boss helps others make decisions. I'll go to him for help with a decision I have to make. He doesn't try to decide it for me. He just asks me what I think, listens to my rationale, and discusses my reasoning. Sometimes he will offer additional things to think about or point out a statute or instruction of which I may not have been aware. Frequently, he'll ask me about what effects my decision may have on the organization and others, which makes me examine its scope. He goes through the same process when he has to make a decision and often calls us in to explain his reasoning (and encourages us to question it). He makes me feel that he values my opinions and gives me the confidence I need to handle issues alone.

Abdicator

I am reminded of a former SJA at one of my bases in my NAF who rarely knew the details of a case or problem at his installation when I called him. And he seldom called me. He simply refused to engage. He invariably excused his ignorance and non-participation by responding, "I empowered Captain X to handle that matter for me in the spirit of delegation." And, of course, Captain X, while good-intentioned, was only two or three years out of law school. Inexperienced in the subject area, he had no feel for the subtleties of the situation. He spun his wheels a lot and craved guidance and supervision. Unless Captain X called me or one of my assistants and asked for help,

he received no guidance. This particular SJA was not a delegator. Rather, he was an abdicator. The effects of his lack of leadership were clearly reflected in the poor quality of work that came out of his office.

Umpire

I love sports, and a baseball analogy often helped me deal with tough decisions. I visualized a home plate umpire in the ninth inning of an important game. It's been a long game and he's tired; plus it's begun to rain, so he can't see very clearly. The batter hits one into the outfield and now the winning run is racing home, as is the throw from the outfielder. The ball and the runner will both arrive at the same moment. The umpire will soon have to call the runner out or safe under less than ideal circumstances. Of the immediate future he knows only one thing: a decision will have to be made, and he will have to make it. The best umpires live for those moments.

At this point I would ask myself about the decision facing me: do I relish the moment or do I fear it? Am I proud of the responsibility my superiors placed in me, or do I wish they had picked someone else? Are they paying me to make the tough calls or just assemble options? I promised myself that the day I wanted to be sitting in the stands instead of behind the plate I would get out of the SJA business.

PRACTICE TIPS

- Discuss risk-based versus values-based decision-making with your staff. Demonstrate in all you do that while you assess risk, you base your decisions on Core Values.
- Remind yourself that the 80% solution on time is better than the 100% solution late.
- Avoid tentative language, such as “I believe” when considering options. This approach can undermine your confidence and the confidence of others in your ultimate decision.
- Suspend yourself and others in order to implement decisions within a reasonable time.
- Bring together a team to consider a pending issue and let them see how you work through the decision-making process. For example, bring together all captains and NCOICs to discuss a difficult military justice recommendation you need to make. Talk through options, recommendations, and communications techniques for you to convey the information to the commander.
- Gather information, list and question assumptions, interpret information, and generate alternatives (called “courses of action (COAs)” in military planning).
- As an office or duty section, consider the common decisional judgment errors. Have you seen these traps arise before? In what contexts? Where do you personally draw the line between excessive prudence and reasonable prudence?
- Contact base planners and attend a COA development meeting. Watch COA development in action.
- Consider the impacts of your decisions and prepare for them. For example, prepare for media interest in criminal cases.
- Use case studies in training sessions (found on the *I LEAD!* web site) to discuss responses to difficult situations, e.g., what to do when a person witnesses or is a victim of unprofessional or inappropriate conduct.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

ADAPT AND PERFORM UNDER PRESSURE

THEY WANT IT WHEN?

CHAPTER 5

"Pressure makes diamonds."

General George S. Patton, U.S. Army

Manage pressure and stress to build an upbeat, productive office.

The military world is full of high-stakes tasks, urgent requirements, and change. These all result in pressure. Leaders have a double duty. First, they have to do what they can to manage external pressures so their staffs can adequately deal with them. Second, they need to manage the ensuing stress for themselves and help others deal with the stress they experience so all can work constructively and resourcefully. If handled well, pressure-filled situations can result in thoughtful and effective, rather than panicky, products.

It can help to view challenging situations as having two facets: external pressure (the tight suspense, the huge project, the contentious court-martial), and internal stress (how humans react to pressure). A leader who tackles both aspects maximizes the likelihood of a successful response.

A legal office is fertile ground for pressure and stress. Many of our duties consistently involve difficult tasks, critical time windows, controversial topics, and contentious parties. Outright conflict

between one side and another characterizes many military justice cases and legal assistance cases. While pressure and stress may be inevitable, they don't have to be accepted passively or with alarm

Modulate the Pressure

Know what you need to do before you start doing it. The first step in dealing with a source of pressure is to understand it fully. Define the challenge in terms of discrete tasks and the resources required to accomplish them, sort out the issues, and determine precisely what end products are required. During this process you can attempt to modulate the pressure. In other words, in some situations you may be able to reduce the "degree of difficulty" by probing the source to better articulate requirements and issues or adjust suspense dates.

Make sure others know what they need to do before they start doing it. Once you are satisfied that the mission is clear, you can establish a plan of action that sets priorities and allocates resources. Depending on the task, the plan can range from an oral understanding as to who will do what and when, to a detailed written document.

Address the Stress - Yours

Manageable stress can spur people to action and encourage peak performance. Excessive stress can impede productivity and affect health. Emotional indicators of excessive stress include irritability, anger, depression, frustration, fatigue, anxiousness, or the urge to cry. Physical symptoms range from mild headaches and muscle tension to neck and back pain, stomach problems, clenched jaws, sweaty hands, tics, rashes, insomnia, or decreased mental concentration. Clearly, leaders owe it to themselves and their people to do what they can to keep stress from producing those effects. A leader begins by managing personal stress.

Know what your stressors are. List the things that cause you the most stress and see what you can do to mitigate or eliminate them. Are you always worried about getting stuck in traffic on your way to appointments? Leave earlier. Does your computer's email notification sound make you jumpy? Turn it off and instead check email every 15 minutes or half an hour. Does someone you work

with have a habit that drives you up a wall? Either talk to them pleasantly and privately about it or accept it as a fact of life and move on to other thoughts.

Practice coping measures. If you can't eliminate the source of stress then try to offset it. Popular coping measures include breathing deeply, taking breaks, meditating, and reading something "light." Many people find great relief in exercise, but beware of making the workout yet another source of stress — make it fun. Improving diet may help, especially reducing caffeine intake. One effective way to reduce your stress level is to discuss your burdens with someone you trust and whose opinion you value. Just venting may help, but another person's perspective can offer solutions where you only see problems.

Once the leader has a handle on personal stress levels, it is time to look to the others.

Address the Stress - The Staff

Above all, be calm. People are watching you and will take their cue from your actions. They will respond differently if they believe they are witnessing panic or frenzy versus confidence and composure. Your management of pressure and stress will directly impact the performance and stress levels of others. Your job is to reduce pressure, not amplify it.

Be attuned to the stress levels of your people. This is where "management by walking around" is invaluable. Are people distracted, edgy, or listless? Are you hearing complaints from your staff or clients? Are work products late or unsatisfactory? Is anyone experiencing a stressful event at home? If you notice individuals or groups who appear stressed, take action.

Apply personal stress reduction techniques to others. Ask them how things are going, and see if they recognize their stress response and its root cause. Let them know that stress is a normal response to pressure and not something to be embarrassed about. If the cause is an external source of pressure you're already aware of, acknowledge it and explain what you've done to modulate it. Discuss your favorite management skills and offer support and additional resources as appropriate. Your immediate intervention

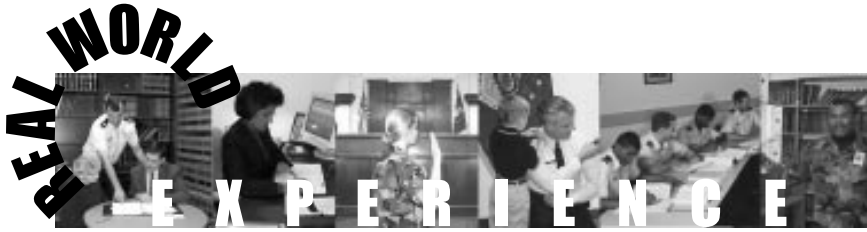
will help them develop their own ability to adapt and perform under pressure.

Create a low-stress office environment. Set a good example with your work and relaxation habits. Are you exercising regularly, eating healthy meals, and spending time with your family? If not, consider the mixed message you're sending, and recommit yourself to leading by good example.

After that, look for and root out inefficient processes and facility features that frustrate people as they are trying to deal with pressure. Things like cumbersome suspense systems and cluttered offices can increase tension. Be aware of the workloads people carry and reallocate duties if necessary. Know who is staying late and why.

A principal source of workplace stress is conflict among staff members or office branches. Some level of conflict is inevitable in any group of human beings. It may be sporadic or chronic, heated or minor, but it will occur. If you believe your office is totally conflict free, you are deluding yourself and simply not looking and listening carefully enough. When conflict does occur, address it immediately either yourself or through an able staff member. The response can range from casual conversations with those involved to a "reconciliation" meeting. It may take one session or many. Even if the matter seems settled, follow up and continue to monitor the situation because any spark may cause a recurrence. But remember, the need for vigilance never ends.

In summary, learn to accept the fact that pressure and stress will occur, but don't resign yourself to whatever you encounter. Leaders strive to minimize both to benefit themselves and their people.



Modulating Pressure by Being Aware

As a junior action officer at a MAJCOM legal office I once reached the point where I was completely overtasked. I continued to work harder and longer but the inbox kept growing faster than I could deal with it. I was starting to question my ability to do the job because no one else seemed to be having the same problems. And I didn't feel I was in a position to question my workload. But the DSJA, a full colonel, was monitoring stress levels and sensed my crisis.

He subtly reallocated some duties to even out the workload in a way that didn't embarrass me or cause me to think I had failed. My situation quickly improved and only afterwards did I realize what he had done and why. I learned two lessons from this. First, as a leader, don't wait for people to crack before addressing a problem. Seek out problems and fix them before they get critical. Second, if your workload is reaching the point where you may either miss suspenses or submit inadequate products, don't be afraid to go to your boss to explain your situation. Without whining, discuss priorities and suspense dates to see which jobs must be done first and best. If your boss is a worthy leader, he or she will appreciate the opportunity to help you succeed.

Undue Pressure Destroys

During my tour as an ADC, the local SJA was known as a screamer. I would go to the legal office and as I entered the front door I could often hear him yelling at his officers. He even called me into his office once and screamed at me, even though I was the ADC. The impact was that his entire legal office inappropriately responded as if they

were under an extremely high stress level at all times, even when a particular situation would have otherwise been low-threat. This negatively affected their work and their health. One of the captains even suffered a stress attack at work, resulting in the Emergency Medical Service coming to the legal office to care for him. Additionally, it negatively affected the SJA's ability to accomplish the mission because no one wanted to bring him bad news, or any news that could remotely be perceived as negative, for fear of being berated. His approach to leadership was ineffective and had long-term negative consequences for himself and those in his office.

Working Smarter

As leaders, we must develop critical thinking in our subordinates so that they question why things are done in a particular way and consider how things can be done better and faster. As an experienced paralegal, I had, by my eighth assignment, been exposed to a wide range of factors that prevented bases from effectively processing military justice cases. Prior to arriving at my current base as the LOM, I examined the legal office's statistics and noticed the justice section was last in the command for courts-martial and non-judicial punishment processing. Never one to arrive at a new base in a leadership role and immediately make changes, I took a few weeks to analyze what the justice section was doing and noted some possible process improvements. Because excellence by individual team members is sometimes hidden in sections facing a never-ending workload, we needed to capitalize on existing excellence and build from there.

I spoke with the Justice OIC to get an attorney perspective on the problem(s) and then assembled the justice paralegals. Intent on empowering the entire section, I asked everyone to look freshly at their processes, not just at the way things had always been done, and volunteer ways that their processes could be improved. The meeting proved to be productive. I learned that the previous

leadership's micromanagement had slowed competent 7-level managers from effectively performing their duties and had lowered overall section morale.

I spoke with the SJA and DSJA about my findings and various ideas for change. I advocated hard for the section's right to change the status quo in pursuit of a higher quality program. The newly assigned SJA was receptive and by the end of the year, our NAF was praising our excellent records as we climbed from last in the command for justice processing and tied for first. Healthy pride and self-respect rapidly replaced office stress and weak performance.

Stress Can Be Visible

One day I was sitting at my desk when I realized that my arms and neck were covered with red splotches. I hadn't even realized I was scratching them! I went to sick call, the doctor asked me questions about my diet and whether there were any recent household changes, such as a new pet, paint, or carpeting. When I explained that nothing in my diet or household had changed in the last week, the doctor asked me if I was under much pressure at work. I responded with a hearty, "Of course!" and briefly explained the various taskings that covered my desk, littered my in-box, and haunted my dreams. He then diagnosed my rash likely resulted from the stress. He prescribed regular exercise, a healthy diet, and various stress management techniques. Most importantly, he advised me to be aware the instant I started to scratch my wrist or neck, because that was when the physical manifestation of stress was kicking in. His prescription proved good for me!

Listen for Laughter

As an SJA I monitored office stress levels in part by simply listening. I wanted to hear people greeting each other in the morning and saying goodbye when they left, talking comfortably with each other, and yes, laughing. I didn't mind if they weren't talking about work every moment

because relaxed conversations among co-workers often indicate a healthy office. On the other hand, a sepulchral office and whispered conversations that end when someone else approaches are a warning to get more involved so you can figure out what's going on before it's too late.

PRACTICE TIPS

Modulate the pressure

- Avoid raising your voice with your staff in public or private.
- Counsel staff members in private.
- Engage in regular exercise and maintain a healthy diet. Exercise as a team.
- Create as much predictability in the office as possible. For example, schedule office training sessions to occur on a routine basis, advertise that time to the community you support, and then stick to it.
- Keep people informed of all that is happening in the office and why. For example, have an office calendar on Microsoft Outlook which all team members can see and that lists all major events (include courts, staff meetings, SAVs, inspections, etc.).
- Reduce the stress of major events through planning and practice. For example, prior to a visit by a DV, plan in detail and practice the event and presentation(s). Include all team members. Prior to acting as a new trial counsel, practice the script and other portions of the trial you will present. Prior to confronting a crisis response to an aircraft crash, exercise your claims team. Plan and practice the entire team's response to a workplace violence incident.
- Have an office social calendar. Plan regular functions for the office. Help family members feel included by organizing functions they can attend and will enjoy.

Address the stress

- Conduct occasional office off-sites as a way to gauge and reduce office stress.
- Invite a member from Life Skills to provide stress management techniques training at a staff meeting. Have your office read and discuss stress management tools such as utilizing a stress diary.

- Take a stress level test such as that found at Air Force One Source: (<http://www.airforceonesource.com/>).
- Pay attention to ways various members of your staff respond to stress. Talk with them privately if you see the pressure mounting. Immediately obtain help for people you believe to be at risk of harming themselves or others.

Crisis situations

- Under react. Be sensitive to how others are reacting and how you can help with the stress they feel. Your actions will be magnified in their minds.
- Realize that first reports are often incomplete and inaccurate. Work hard to get accurate information.
- Ask who else needs to know and be involved, pass information with an assessment of its accuracy, and keep information flowing.
- Seconds may seem like hours, but take time to evaluate your options. Be prepared to make decisions based upon less information than you would normally be comfortable with.
- Make sure others don't ignore their own needs for medical care, safety, rest, and food.
- When the crisis is past, recognize those who deserve recognition; capture lessons learned. Identify action that could prevent the crisis.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

INSPIRE TRUST

"I TRUST YOU" IS THE HIGHEST COMPLIMENT



"The greatest trust between man and man is the trust of giving counsel."

*Sir Francis Bacon,
author, philosopher, and lawyer*

You will rise or fall based on your integrity.

You are Trusted

Both the profession of arms and the profession of the law are built upon a foundation of trust. Warriors are entrusted with people's lives, property, and powerful weapons. In a sense, so are legal professionals. In the Air Force, we bear a special responsibility as guardians of military justice. It, and the disciplinary system it anchors, depend upon the trust of commanders and all Airmen. Trust is something you earn through your words, actions, character, and consistency. While trust creates bonds strong enough to support entire institutions, it is remarkably fragile and relies totally on your integrity.

What is Your True Character?

Ask yourself whether you live by the Air Force Core Values. According to John C. Maxwell, "integrity is not what we do so much as who we are." If you answer with total honesty, you will know whether you are a person of integrity. If you are, take pride and cherish the trust people will place in you. If you are not, then think about cases of failed integrity, especially within the JAG Corps, and recall the reactions of others: anger, outrage, disgust, and disappointment. Those are the emotions you will evoke if you fail this elemental test of worthiness to serve.

Honesty

For a legal professional, honesty is an indispensable character trait. Although honesty alone won't be enough to guarantee success as a leader, the lack of it will surely cause you to fail. The reason is simple — your effectiveness is limited to the degree to which people will trust your advice. Get a reputation for being a little “fast and loose” with the facts, and even the most perfect (and most needed!) legal advice will be discounted or ignored.

Exude Integrity

As JAG Corps leaders, the image you project greatly affects the perception the public, clients, and your staff will have of the legal office and profession. People need to trust and listen to what you say, so you must exude integrity in your advice, attitude, and character. Perceptions reflect what others believe is reality. If you create the impression that you take integrity lightly (e.g., comments like “they'll never know the difference”, or “we'll sneak this by the defense counsel”), doubt will enter peoples' minds — even if you eventually do the right thing in the end.

Hypocrisy Evokes Strong Emotions

Understand that the higher in rank you go and the greater supervisory role you have, the more others will watch you for indicators of hypocrisy. Public perceptions are important, but what the public does not see, your staff will see. If others detect hypocrisy, your reputation will suffer, as will their faith in the legal office, the law, and the Air Force as an institution.

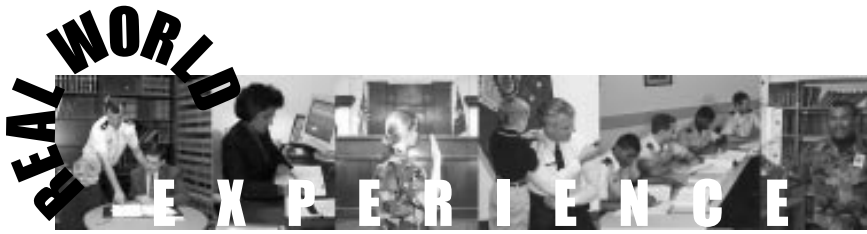
Hypocrisy takes many forms. There are those who exhort others to do what they are themselves unwilling to do. There are the two-faced people who will express one opinion to the boss and an entirely different one in front of co-workers or subordinates. Then of course, there are those who project an image of being kindly and sensitive supervisors and then throw temper tantrums when the door is closed. Those who exhibit this kind of behavior are pegged for what they are and will not be respected. Their staffs may tolerate them, but will not willingly follow them with the kind of enthusiasm that engenders outstanding performance.

Honesty and Advocacy

Most Air Force officers and NCOs understand that they cannot lie in the performance of their duties, but legal practitioners can face a challenge in drawing the line between honesty and advocacy when it comes to telling the whole story. The character test one can face is the temptation to ignore adverse facts or law in the zeal to focus on those areas that support your client's position. In tough cases, the lure of trying to sneak a key omission by “just this once” can be very difficult to resist. If you falter, you might win a particular battle, but your credibility and career will suffer, as may your future clients.

Metrics

Metrics measure certain types of performance and are intended to reinforce efficient processes and point out problem areas for careful attention or explanation. They are not ends in themselves. However, some treat metrics as “pass-fail” grades and thereby place inordinate emphasis on meeting standards. Human nature being what it is, these situations can elicit undesirable behavior. This can range from making decisions based on how they will impact the metrics to outright false entries. This behavior does not have to be specifically directed by base or higher headquarters SJAs; staff members may interpret a “do or die” emphasis on metrics as implicit approval for doing whatever is necessary to make the numbers acceptable. Of course, this is wrong for many reasons, not the least of which is the corrupt atmosphere that can be created in a legal office — a dangerous precedent that can extend to other duties. The preventive measure? Routinely tell your staff that your policy is always honesty, including metrics reports.



Superman Meets Kryptonite

After being on the job about four months, I had assessed the personalities of members on my staff. One member was a hard charging NCO who tried to do all, and be all, for those who needed him. Nothing fazed him because he was superman. He was sharp and enjoyed helping other paralegals better their skills as well. We formed a good relationship allowing us to talk openly about everything.

As time went by, I noticed a decline in his enthusiasm. He became very pessimistic and often critical of decisions coming from higher headquarters. Others in the office noticed this change as well but were reluctant to say anything. At first I considered not raising the matter, but the more I thought about it, the more I realized I couldn't ignore it. Although giving him some strong critical feedback was an option, I had to first learn what personal or emotional issues were affecting his performance.

The following day, before I could call him into my office, he came to me and said, "I really need to talk to you." The tone in his voice made me realize he needed a compassionate ear and not a hard-nosed supervisor. It turned out that life's unexpected occurrences and his inability always to control them were like kryptonite to this individual. He was frustrated because things were not falling into place like he thought they should.

After feeling the freedom to vent, he was able to compose himself and leave with a different outlook. He indicated that out of all his current and past supervisors, only one other supervisor and I made him comfortable enough

to let down his guard. He saw in me a person he could trust and be honest with him and yet not harm his career. The perception he had of my personal integrity allowed us to resolve a duty performance problem before it got worse. On days when I question my purpose, I look back on this situation and remember that being a leader with integrity can provide unexpected benefits.

Misrepresentation Through Silence

It has been almost two decades since I joined the Air Force and an incident that occurred within months of arriving at my first assignment is still as fresh in my memory as if it happened yesterday. I was preparing for my first Article 32 hearing and the DSJA told me to do something as part of the preparation. Being the eager young officer, I proceeded to do so.

Two days prior to the hearing, the SJA, CCDC, and DSJA walked down to my office. The SJA asked what I had been doing and I explained. The SJA and CCDC exchanged looks and, while the DSJA stood by silently, the SJA informed me that my actions were improper. I looked at the DSJA, waiting for him to step forward and take responsibility for telling me to act as I had. Instead, he acted the coward and never said anything. I never regained my respect for the DSJA or asked for or accepted his advice or guidance. That day, I not only learned about the law, but about the flawed character of the man serving as our DSJA. Thinking about my reaction to him made me understand that I must never fail to take responsibility for my actions.

Integrity When No One is Looking

At overseas bases there is no home mail delivery so people frequently go to the post office to check their mailboxes. I was talking with a senior NCO about integrity and he said: "You know what my integrity test is? It's when an Airman goes into the post office in the middle

of the night, when absolutely no one is around, and takes off his cover.” It struck me then that integrity is made up of dozens of small decisions and actions over the course of a day and sometimes we are our only evaluators.

Lack of Honesty Leads to Failure

A problem in an installation-level claims office was identified when numerous claimants called to complain they hadn't received payment for their claims. Investigation revealed that one paralegal was not properly logging, filing, or adjudicating claims.

He had ample opportunities to ask for help, but he failed to do so. Obviously, the paralegal was derelict in his duties, but there was more to it than that. If he had been honest with himself and his supervisor that he was feeling overwhelmed and needed help, the situation could have been addressed early on. His lack of honesty impacted the mission in a variety of ways. Claimants were not paid in a timely fashion and some claims could not be properly adjudicated because their paperwork was missing. Claims had to be paid relying only on the claimants' verbal descriptions, thereby costing the Air Force money. In addition to harming the enlisted member's career, the office morale was injured because of the additional workload on the other paralegals and lack of customer confidence in the claims office.

Appearances Effect Behavior

When I was selected for colonel, my MAJCOM held an orientation. The speaker I remember most is one who told us about integrity and appearances. He said that we must never hint, even in jest, that our standards aren't the highest. He added that we should never imply that we're doing something on the margins of propriety, or wink or laugh when we say we'll do the “right thing.” When we always convey that we always act with integrity, we reinforce the beliefs of those similarly disposed, favor-

ably influence those who are looking for role models, and help deter those with questionable standards from bad behavior.

Honesty Regarding Manpower and Workload

The best positive leadership example from my career was Maj Gen Morehouse's handling of the drawdown in the early '90s, when the Air Force was being cut by more than half. He received his “marching orders” from CSAF that the JAG Department was going to have to take its share of cuts along with everyone else. Instead of just saying “yes sir, we're just going to have to do more with less,” he showed the CSAF which areas of the law that impact commanders on a daily basis would be affected by personnel cuts. CSAF decided that, given the increasing litigiousness of the nation and the needs of commanders, the AF required more TJAGD resources. Commanders have repeatedly supported and echoed his decision over the years, such as the wing commander who gave up an F-15 pilot manpower slot to get a second ADC at his installation. A lawyer needs to tell his or her clients what they need to hear, not what they want to hear.

Honesty in the Courtroom

While a circuit counsel, more than once I struggled internally with the conflicting influences on my behavior brought about by the desire to “win” and the desire to remain a person of integrity. In the heat of advocacy, it can be very challenging to remember and fulfill the obligation to be completely honest and forthcoming to the court. I was tested by situations such as whether or not to disclose evidence detrimental to my case when disclosure was required by discovery rules. And, whether to bring an appellate court decision to the attention of the military judge, when my opposition didn't know about the case and it hurt my motion argument. I kept my perspective by remembering there was life outside of the courtroom, that a “win” at trial level was time wasted

if overturned on appeal, and that a victory at the cost of my integrity would be empty.

PRACTICE TIPS

- Embrace Abraham Lincoln's attitude: "If in your own judgment you cannot be an honest lawyer, resolve to be honest without being a lawyer."
- At a staff meeting, ask the team to analyze what the legal office is doing and can do to maintain a reputation for honesty and integrity internally, within the Air Force and with the public.
- Address integrity violations! If you view inappropriate behavior, immediately raise concern with the individual and notify the chain of command.
- Role-play a scenario that helps people practice what to do when someone's behavior raises suspicions or concerns. Discuss resources available for reporting and why reporting is critical. Scenarios are available on the *I LEAD!* web site.
- Next time you think someone is failing the integrity test, ask yourself whether you assume the best or worst from others. Do you start from the assumption that there are hurtful motives behind an action, or do you tend to give people the benefit of the doubt? Could the problem you are now dealing with simply be a miscommunication?
- Never use the "E" (ethics) word lightly! If you believe someone is acting unethically during a court-martial, speak to your SJA or CCDC prior to making a public allegation. Caution military justice teams against making emotionally charged statements about opposing counsel's ethics.
- Investigate metrics reports to ensure accuracy. If you sense your staff's metrics reports are not 100% accurate, ask hard questions while emphasizing the importance of honesty. Don't accept as an excuse the retort "But everyone in the command does it."
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

INSPIRE TRUST

MAINTAIN OPEN AND PROFESSIONAL RELATIONSHIPS

CHAPTER 6



"Having 'Yes-Men' and 'Yes-Women' around is not very useful. You want people to stand up, and you ought to be like Pershing and you ought not to fire them. You ought to encourage them to speak out."

General Richard B. Myers, U.S. Air Force

Effective teams are built on open, respectful relationships.

Openness is Not Automatic

Effective organizations value openness, but it is not always easily achieved. In the military, the higher in rank and responsibility you move, the more reluctant individuals are to share what's on their minds with you. This hesitation can be based on various reasons, but at its core is a lack of trust. They may want to express themselves openly but don't have the confidence in their supervisors to be candid. They may think: "If I criticize something, they may think I'm negative; if I'm honest, they may view me as insubordinate; if I disagree with others, then I'm not a team player." People are not going to walk blindly into a new work environment and place their trust in you. They must feel comfortable with you, and they will test the waters before diving in.

The Values of Openness

Achieving open relationships takes time but is a worthy goal. Openness facilitates information sharing, conflict resolution, and teamwork. It can help diffuse office tensions and rumors before they take root. Openness decreases the likelihood of leaders' communications being tuned out or misunderstood. It also allows for

more meaningful mentoring and feedback from the staff. That feedback is critical to sound decision-making by providing leaders with additional information, creative options, and different perspectives. In a one-way relationship the leader rarely hears fresh ideas and is confined to only one way of looking at tough problems.

This is why openness is particularly valuable in a legal office. We deal with a constant flow of issues that don't have easy answers. Leaders, regardless of experience or intelligence, should not presume they have a monopoly on right answers. A junior JAG or paralegal may have the one insight or piece of information that will help achieve the best decision. The leader will never hear it if people are discouraged from providing input into the decision-making process. Closed-mindedness is harmful to the flexibility that the 21st Century Air Force requires.

On another level, a good SJA develops goals and a vision for the office and seeks to attain them by inspiring productive action by the staff. Various indicators and work products can gauge the group's progress, but only partly. The only way an SJA can fully assess the impact of his or her influence is to be open to disappointing facts and dissenting opinions.

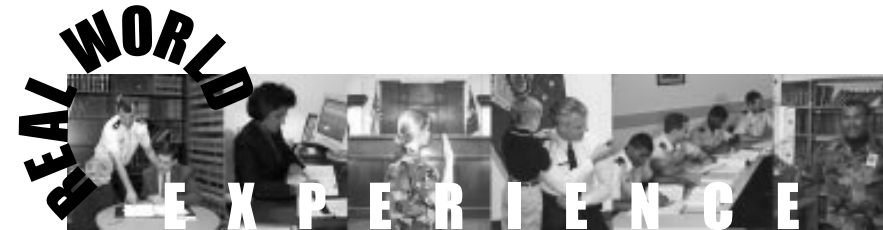
How to Get There

Although generating openness can be challenging in a military environment, your efforts will bear fruit if you remain focused on the fundamentals. Candid, trusting relationships require that individuals be treated fairly and with respect. In your own relations with others, be open and encourage your staff to be open. Start by learning more about each individual. Take time to ask them about their goals and make observations about their work. At the same time, share information about yourself to create an environment in which your coworkers and subordinates will want to be more open with you. A key factor is to accept responsibly presented negative information without criticism or anger.

People will judge whether you are truly open to others' ideas by how you act more than what you say. How many bosses have you heard say "I have an open door policy?" How many of them achieved an open door reality? Actions really do speak louder than words. Ironically, many of the actions that can squelch input are

completely unintentional. Consider this — if you are frowning your way through a vexing problem and someone comes in the door, how will that person interpret your facial expression? When someone asks "do you have a minute" and you tell him or her the three other things you are trying to finish, where will they assume their concerns rank in that list? When someone is talking and you continue staring at your computer screen or typing, what level of attention do they think they are receiving? Such actions are not intended to discourage input, but they will have that effect.

But openness needs boundaries. Leaders must explain not only why openness is desirable, but also when it may be counterproductive. Openness does not include gossip or revealing classified, sensitive, or privacy-protected information. At times, leaders may not be able to tell the staff what they would like to know; in these cases an explanation of why information is being withheld should be enough to avoid eroding trust.



I'm Only Human

I had the privilege of being the guest speaker at a Paralegal Apprenticeship Course graduation. The new paralegals were eager to get to their bases but at the same time were very apprehensive. I was very open and honest about how stressful it could be in a legal office. To drive the point home, I discussed my time as a claims examiner at one of the busiest claims offices in the Air Force. The workload was enormous. As a young staff sergeant, I didn't know too much about how to prioritize my work, which in turn added to my frustrations. It got to the point where I had to go to the restroom and have an emotional breakdown. Once I composed myself, I returned to the office and spoke to my NCOIC who in turn replied, "It's okay!"

I'll show you how to do it." My NCOIC allowed me to be open and not feel ashamed about my frustrations.

After sharing this story, many of the paralegals thanked me for being so open and honest about my past insecurities. It gave them hope that there were others in our JAG Corps who would care enough to help them get through the rough times.

A True Open Door Policy

I was an SJA five times. From day one, I had an open door policy. I told my people they were welcome to come and see me with anything they wanted. I mentioned that I would prefer they use their office supervisory chain if they wanted to complain about somebody else's policies or conduct, but that if they didn't feel comfortable doing that, they were nonetheless welcome in my office to discuss anything.

Of course an open door policy is only as good as the openness of the door. The only time mine was ever closed was when somebody came in and asked to discuss a matter in private...less than five percent of any day. At first, not many came. Then a few people came in and wanted to talk about personal matters. Then some came in with ideas for change. As the word got out that I was sincere in my offer, more people took advantage of it. I got a lot of new and highly productive suggestions. I was able to help some with their personal problems and thus made them more productive for the office, and some supervisors found a need to change their attitude about innovation because they knew if they didn't listen, I would. Perhaps most important was that my people learned that the colonel really cared about them and valued their inputs. Equally important was the fact that I got a reputation for taking care of my people that preceded me at my next assignments.

There is a downside to a true open door policy that one has to accept. I got more work done between 0600 and 0730 and after 1700 than any other time of the day. To me, that's just the cost of doing the job right.

The Closed Suggestion Box

When I was first assigned as an SJA, I put out a suggestion box so that members of the staff could anonymously give me feedback. Although some of what I got was valuable, it rapidly devolved into a vehicle to vent petty gripes or pursue private agendas. I got rid of the box. That meant I had to spend more time and energy seeking feedback, but it improved the quality of the information I got and helped demonstrate my commitment to openness at every level.

Deaf Ears: Perception or Reality?

At my first assignment, there was a DSJA who was intimidating and abusive to the lawyers and paralegals. He was constantly putting us down and criticizing us in an unprofessional manner. The environment got so bad that MEO had to come in and do a formal investigation. He eventually was given nonjudicial punishment and separated. The problem with perceptions occurred between our first complaints to the leadership and the final result. It seemed to us that our complaints initially fell on deaf ears because the DSJA didn't improve his behavior and we didn't see the leadership doing anything about the problem. Perhaps the leadership was engaged in progressive discipline but we didn't see any signs of that so we assumed our concerns were being ignored. As a result, we went to MEO to be heard when the situation became unbearable. If you want your staff to come to you with problems, make sure you are willing to take action and show them you have taken action to alleviate their concerns.

Boundaries on Openness

As an SJA I always tried to keep the entire staff aware of what was going on throughout the office. But, sometimes I had to “compartmentalize” information. In one court-martial case, the report of investigation included revealing photos of an Airman that had been taken without her knowledge. I announced to the staff that only the trial counsel would be authorized to see them and that even I would not look at them. In the meantime, they would be secured. I wanted to make sure no one ever accused our office of acting unprofessionally—and the staff needed to hear that this was our standard.

PRACTICE TIPS

- Practice “analog leadership.” Routinely get out from behind your desk to establish informal lines of communication and avoid leadership by email.
- You take notes on what your boss asks you to do and you get back with him or her on the action you took. Do the same regarding questions and concerns that subordinates share with you. Follow up with them and tell them the outcome of your efforts on their behalf.
- Configure your desk in a way that doesn't unnecessarily separate you from visitors to your office.
- When someone comes in your office, if possible, come from around your desk to talk to them.
- Don't fidget with items on your desk or work on your computer while someone is talking to you.
- Before you make someone look bad — give him or her a chance to look good. Try, for instance, sending a product back to another office with recommended corrections so they can fix the document rather than forwarding your criticism straight to the approval authority.
- Speak positively about others and their organizations at every opportunity.
- Don't shoot the messenger. Maintain composure when people give you bad news or you will discourage honest feedback.
- When subordinates trust you enough to privately make criticisms or suggestions, be sure to follow up with an explanation of what you did in response. Thank them for their inputs. If you disagree with them, reassure them in a manner that will help them feel they can come to you in the future with their concerns.
- Show genuine interest in your people, but do not pry. When they do share something about themselves with you, remember it. For example, ask how their children are, by name.
- Actively discourage gossip and rumor mills.
- Arrange teambuilding exercises at an off-site where members can get to know each other better and build trust. Suggestions for teambuilding exercises are available on the *I LEAD!* web site.
- A note on openness between the SJA and squadron commanders: Use your special relationship with the final decision-maker judiciously. Subordinate commanders may perceive that you have an unfair advantage — you get the last word with the decision-maker because your legal review is on top of the package and you take papers in for signature. Subordinate commanders should have the opportunity to provide their perspectives to the decision-maker. If there is a strong disagreement or if the case is particularly complex (with issues the commander is best equipped to address), consider a joint meeting with the decision-maker.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

INSPIRE TRUST

DEMONSTRATE LOYALTY

CHAPTER 6

"Loyalty is the big thing, the greatest battle asset of all. But no man ever wins the loyalty of troops by preaching loyalty. It is given to him as he proves his possession of the other virtues."

*Brigadier General S. L. A. Marshall,
U.S. Army*

Loyalty is more than a two-way street; it's a multi-lane highway.

We owe many loyalties: to our Constitution, to the institution of the Air Force and its Core Values, to the mission, and to the JAG Corps and its people. While loyalty is initially owed to a leader based on position, the best military leaders focus more on earning and exhibiting loyalty than simply expecting it.

Earned loyalty is far more lasting and dependable than loyalty received solely through rank. Earned loyalty is a product of your character and the loyalty you demonstrate to others. Indeed, the greater the loyalty you give, the more you will receive in return.

A leader has the obligation to demonstrate loyalty up and down. Looking upwards, we show our loyalty to our nation and the Air Force by modeling good followership behaviors, working hard to advance mission objectives, and withholding criticism of superiors outside proper channels. Upwards-directed loyalty does not mean being a "yes man" or making everyone happy all of the time. If an action suggested by a commander is illegal or could reflect poorly on the Air Force, loyalty to the institution and to the supervisor requires you to give an honest assessment of why he or

she shouldn't proceed as proposed and, when possible, to provide alternative courses of action.

Looking downward at your staff, it is better not to think in terms of looking "down" at all. Instead, it is preferable to demonstrate loyalty to your staff by creating a climate that emphasizes mutual respect and reflects that you really care about people — in other words, a sense of "team." The mission may come first, but you must realize that your people are part of the mission. Regardless of their knowledge of the pressures you face as a leader, they still (rightfully) expect you to take care of them and their needs.

By giving them praise, constructive criticism, encouragement, support, and understanding, you will develop their sense of belonging and accomplishment. When their psychological and physical needs are met, they can focus on the mission and on your goals and objectives. When this occurs as a visible result of your efforts, you have earned their willing loyalty and they will stand behind — and with — you.

As with the other attributes of leadership, loyalty is established as the result of dozens of day-to-day events rather than grand statements or gestures. It does not wane under pressure and does not vary based on the leader's mood. Supervisors who regularly touch base with their people to learn more about their goals and problems and who willingly stay late and pitch in to help with tough projects, establish themselves as deserving of loyalty. In a subordinate role, loyalty is demonstrated by making the best of leadership decisions that one may disagree with, unless that decision is illegal, immoral, or unethical. At that point, loyalty to the Core Values and the organization supersedes loyalty to an individual.



Hierarchy of Loyalty

I heard an Air Force general officer talk about loyalty in terms of a three-level hierarchy. He says that the highest loyalty is owed to values — honor, integrity, service, and excellence. The second highest is owed to the mission. Finally, loyalty is owed to people, starting with the individual and extending to co-workers, supervisors, the office staff, the wing, etc. He pointed out that these loyalties usually complement each other, but when they don't, one must apply the hierarchy. In other words, in a case where someone witnesses a co-worker (who may even be a friend), do something inappropriate, even in support of the mission, loyalty to the higher values precedes the other loyalties — therefore, the offense must be dealt with properly.

Forfeited Loyalty

My first two SJAs were very nice, likeable men, but they were not leaders. They would always leave for the day at 1700 hours regardless of what was taking place in the office. As a young captain, on more than one occasion, a court-martial would drag on into the evening and inevitably the only personnel from the legal office still in the building would be me and the NCOIC of military justice (then a SSgt, now a CMSgt). This NCOIC knew, as George Washington once said, "You don't eat until your troops have eaten, you don't sleep until your troops are in bed." While these SJAs didn't "destroy" their offices with their lack of loyalty to their people, they lost the opportunity to earn any; instead, loyalty that should have gone to the SJA went to those who worked the extra hours.

Supporting Your Staff

A newly-assigned senior airman was faced with a difficult situation that wound up calling for a demonstration of SJA loyalty. He was processing the household goods claim of a colonel JAG who was the SJA at a nearby legal office. The Airman noted that a required repair estimate was missing. Upon requesting one from the claimant, the paralegal was told to use a memo of a verbal estimate instead — but a written estimate was clearly required. The paralegal felt he was being pressured to "just pay the claim."

Although it would have been easier to succumb to the pressure, the paralegal went to the NCOIC and ultimately to the base SJA with the matter. The base SJA interceded on behalf of the claims examiner and called the colonel to discuss the need for a written estimate and he supplied one. The colonel's bad example provided the Airman's SJA with an important opportunity to demonstrate, and earn, loyalty.

Secretarial Loyalty

At a MAJCOM legal office my civilian secretary's young child was repeatedly getting ill and the day care center would call and ask her to pick him up (her husband was frequently off the base). She was quite concerned and the doctors couldn't figure out what was wrong. I told her that when she got a call to just go; she didn't have to ask my permission for leave each time. (I did this for a number of reasons; one was that I was concerned, but another was that I realized she wouldn't be particularly productive while she was worrying about her child — she might as well just take him home).

On one occasion, we were about to host the MAJCOM SJA/LOM conference the next day and she had a number of last-minute tasks assigned. However, another call came late in the afternoon and she left while I was out at a

meeting. When I got back, I figured out what she hadn't done yet and assigned the tasks to others. But at about 1930, she rushed back into the office. Her husband had just gotten home and she immediately returned to finish her conference tasks. In fact, she was disappointed that I had assumed she would leave her work undone. She returned our concern about her personal needs with a profound loyalty to the mission.

Loyalty to the Institution

Anyone who reviews investigative reports over time will find them to be replete with vivid examples of misplaced loyalty. A scenario I have seen repeated across the services, career fields, and at all organizational levels is one in which subordinates “turn their heads” or “cover” for the boss for problems ranging from repeatedly overindulging in alcohol, to being abusive, to making a pass at a subordinate. Whether the misconduct goes unaddressed out of misplaced loyalty, an aversion to “get involved,” or out of fear for the impact that confronting the boss might have on one's career, in each case the subordinate lost sight of loyalty to the institution. Reporting or confronting a superior who engages in misconduct is never easy, but it is the right thing to do and every Airman has an obligation to the Air Force as an institution to report and correct misconduct. When the misconduct involves endangering others, such as driving while intoxicated, or victimizing others, such as engaging in sexual harassment, the need for loyalty to the Air Force is critical. Too many investigative reports include testimony by witnesses to misconduct that should have been reported or corrected at the time, but was not. Failure to take the right action often resulted in additional misconduct and victimization. Eventually someone else reported the misconduct, making those that failed to report prior misconduct a part of the problem. Failing to take corrective action often resulted in more severe action against the “boss” and, on occasion, rose to the level of embarrassing the Air Force. Airmen should never forget that their oath is to the Constitution and their loyalty is to the Air Force.

PRACTICE TIPS

- Administer the appropriate oaths at promotion and reenlistment ceremonies.
- Never ask a subordinate to do something you're not willing to do yourself. Get into the trenches to show you understand and value their contributions.
- Stay late on those nights when your team has to stay, such as when getting ready for a court-martial. At a minimum, check in on them, such as when they are pulling an extended mid-shift at the crisis action team center.
- Visit subordinates who are working unusual shifts, such as those manning a mobility line at 0200, or doing taxes on a weekend. Let them know you appreciate what they are doing.
- Go through the food line only after all your staff has been fed.
- Have routine planning meetings with the senior staff to address problems before they arrive and support each other to solve the problems.
- Instruct your team members to always respond professionally when a client starts to berate, yell at, or otherwise abuse them. Tell the staff they should feel free to get you or other leadership team members to assist in defusing such situations.
- Publicly praise your team and give them credit for their hard work, whether via email or conversations with senior leaders.
- Tell your team you expect them to respectfully point out when they have reason to believe your decisions will interfere with mission accomplishment, may be unsafe, or inappropriate.
- Support your boss' decisions, even if you disagree with them (unless they are immoral, unethical, or illegal). Do not bad-mouth the boss or assigned tasks. Gripes go up, not down.
- Discuss at a staff meeting what to do in situations where the hierarchy of loyalty is challenged, such as when a friend or superior is involved in an illegal or unethical activity. See the *I LEAD!* web site for case studies.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

LEAD COURAGEOUSLY

DO THE RIGHT THING

CHAPTER 7

"There is yet another kind of courage that is perhaps even more rare. This could be called by many names: moral courage—the courage of one's convictions. It is the determination to hold to one's principles in the face of ridicule and strife even at the cost of a career. These acts of moral courage are, in a way, even more impressive than flying exploits of sheer physical courage."

General Nathan F. Twining, U.S. Air Force

Leadership is riskier than followership.

Leading courageously means willingly stepping up to decisions and courses of action that involve risk, opposition, adversity, or difficulty. When those challenges arise, the most effective leaders project confidence, persistence, and poise. At times, "doing the right thing" is relatively easy. But when it is not, the need for courage comes into play as a real-world example of the Core Value "Service before Self."

Physical Courage

The most obvious form of courage is physical courage. JAGs and paralegals have found themselves in harm's way both in combat zones during deployments and in violent workplace assaults. These threats, though infrequent for many, are just part of the job of the military member and are to be expected when one dons the uniform.

Deployments can test a JAG's or paralegal's courage in a way that only a veteran of one of those assignments can truly appreciate. For some, being deployed is just working at a fascinating new location for a few months. For many, deploying itself is an act of courage. Many feel the increased tension associated with being in a hostile-fire zone and bear the added weight of making

recommendations and decisions in a life-or-death environment. For example, the judge advocates and paralegals who deployed to Afghanistan and Iraq have been required to wear body armor and carry a sidearm on and off-duty. Judge advocates and paralegals in Baghdad received mortar fire. A judge advocate was in Khobar Towers when it was destroyed by a terrorist attack. One senior judge advocate was even awarded the Navy-Marine Corps Combat Action Ribbon for his joint tour in Iraq. The legal office is not a non-combat zone.

For most Air Force legal professionals, the chances of being confronted by workplace violence are far greater than the likelihood of being engaged in direct combat, but both have occurred. The Judge Advocate Staff Officer Course award for leadership is named in memory of Major Robert L. Lowry, a judge advocate who died from a gunshot wound sustained while confronting a deranged man who entered the 21st AF legal office at McGuire AFB. The court reporters at most bases can remember at least one trial that required security forces to screen personnel entering the courtroom for weapons.

Moral Courage

Challenges to moral courage are much more common for legal professionals — and military justice cases can provide opportunities for a variety of examples.

On one level, pursuing a worthy recommendation for a court-martial that will require a daunting amount of effort requires the courage of persistence. When referring the case to trial will be accompanied by a high risk of acquittal and/or media attention, the courage required may heighten because of the fear of an adverse result. The demand for courage increases another step when the recommendation must be pursued in the face of command reluctance or outright opposition. Whatever the potential outcome, if all factors indicate that a recommendation for preferral is appropriate, then it must be pursued.

Courage is the aspect of leadership where the gulf between words, such as "be courageous!", and actions, such as actually being courageous, is greatest. Preparation is the key. We must anticipate that we may face risks and prepare ourselves to react firmly and

properly. When a situation requiring courage arises, some level of surprise, shock, apprehension, or fear is inevitable, but mental preparation reduces the likelihood of potentially fatal hesitation or misstep.

Preparation and Practice

Should you be tested by such a situation involving physical danger, you will be more likely to respond properly if you have thought through in advance, and even exercised, potentially dangerous scenarios. Such forethought will also help identify where your office is most vulnerable and allow you to limit your risks. For example, many offices now have silent alarm buttons at the front desk, in the SJA's office, in the military justice section, and on the judge's bench.

As for moral courage, preparation begins with practice. You can “get used to” being courageous by stepping beyond your comfort zone in taking on responsibility. Pick a field where you feel uncomfortable and volunteer for a task that will force you to stretch into that area. At the same time, get in the habit of taking personal responsibility for your role in decisions and actions; don't “hide” within the bureaucracy. If you are a supervisor, view and project yourself as being personally responsible for everything within your area of authority. Over time, both your courage and comfort level in taking controlled risks will increase.

This includes accepting responsibility for the actions of subordinates. When you support a subordinate in the face of unfounded opposition or criticism, take responsibility when a subordinate makes a mistake, or give subordinates credit for successes, you lead courageously. The poorest “leader” is one who gladly accepts the accolades for the wins, but who never seems to have had a hand in any of the losses.

Saying “No”

A basic and common test of moral courage is the need of the legal professional to say “no.”

From the beginning of a legal career, aspiring attorneys and paralegals are told not to get a reputation for saying no. Once you join the Air Force team, that expectation is amplified by the constant

drive to execute the mission. These influences will exert great pressure on you to find a legal basis, no matter how tenuous, for every request that comes across your desk. But there will be times when the answer is simply not in a gray area — it's “no.”

Before reaching this point, it is critically important to ensure a sound basis for the negative answer. You must be able to differentiate among clear violations of the law, which cannot be ignored; conflicts with instructions and policies, which may allow for waiver rather than outright disapproval; and your opinion of impropriety, which may be subject to reasonable disagreement. These situations often call for consultation with higher headquarters' legal offices.

If the answer is indeed “no,” try to find a way to get behind the request and find a legal method of accomplishing the underlying purpose. However, there's not always a legal alternative. It is moral courage that allows a person to deliver this “bad news.” A JAG Corps member who, in the face of high-level criticism, stands by correct, yet unpopular, advice leads courageously. When the circumstances require that you correct or challenge your boss, and you rise to the occasion, you lead courageously.

Enforcing Standards

For some people, it takes courage to enforce standards when dealing with a subordinate. When you know of someone who needs to be counseled, you may feel reluctant to say anything because you don't want to offend or make him or her uncomfortable. Remember, by confronting them immediately, you are providing them with the opportunity to correct behavior before it gets worse. If the behavior requires stringent measures, failing to act promptly can lead to an outright degradation of good order in the office. Having the moral courage to deal with problem behavior helps stop it and deters others from going down the same path.



Physical Courage in the Workplace

Then-Captain Charles Wilcox, ADC at Blytheville Air Force Base, Arkansas, was representing a client in an assault and rape case when the individual escaped from pre-trial confinement. The accused managed to put his original victim again at gunpoint, threatening her life. Officials from the base conducted negotiations, during which the accused finally consented to give himself up if Captain Wilcox would come to get him. Captain Wilcox agreed to approach the man and relieve him of his weapon before authorities took him back into custody. He successfully disarmed the man without incident. For his actions, Captain Wilcox was awarded the Airman's Medal for bravery outside of combat.

(Originally published in The First 50 Years: U.S. Air Force Judge Advocate General's Department)

(In an ironic twist, the trial counsel in that case, then-Major Miguel Pereira, would be awarded the Airman's Medal years later for disarming an accused who was attacking his defense counsel with a knife.)

Courage to Publicly Correct the Boss

One Successful Approach

Lawyers sometimes encounter short-notice "courage checks" at commanders' staff meetings. Other members of the JAG Corps can find their courage tested at the SJA's staff meeting, meetings with other clients, or in other similar circumstances. In one case, an O-6 MAJCOM SJA heard a three-star general say that AFIs were simply Air Force-level rules that should not be allowed to stand

in the way of mission accomplishment. This particular general was rather feisty and not someone people would want to disagree with publicly. But the SJA knew that the statement could not be allowed to leave the room without qualification because it would quickly spread throughout the command.

When his turn to speak came the SJA said: "If you find an AFI that is an impediment to what you need to do, check with JA so we can see if the provision is based on something we have to pay attention to, like federal law. If that is the case, we will work with you to find a legal way to get what you need." His approach was successful because he made his point effectively without bluntly (and publicly) disagreeing with the general; it even supported the general's intent...to accomplish the mission.

You Can Use Humor, but Do So Judiciously

At a staff meeting at another base, a commander made a snap critical comment about a local community issue that simply couldn't leave the room — it was too quotable. In this case the SJA said: "When Colonel Doe discussed X, a jet flew over and you may not have heard him clearly." (That had not happened, so the staff knew something was up.) "To repeat it, he said..." (at this point the SJA made an obviously contrived and formalistic re-statement that addressed the commander's point, but in the politest terms possible.) The commander chuckled and said: "The judge is right; that's exactly what I said, and don't you forget it!" Warning: humor can backfire, so carefully assess your deftness, your relationship with the commander, the seriousness of the issue, and the audience, before trying it.

Your Ego May Get Bruised—Be Courageous Anyway

However, a commander does not always second a SJA's rejoinder. A two-star center commander was extremely

forceful about the need to take severe action in cases involving a specific type of offense that had received a lot of adverse publicity in the military. The SJA felt the need to say: “Remember, we must look at each case individually, a LOR offense is still a LOR offense — we should not overreact just because this offense has been in the news lately.” The commander stepped in: “You cannot overreact in these cases.” Analysis: The SJA “lost” the mini-debate, but had made an important point that might have been overlooked by the staff.

In short, the moral of these stories is that regardless of your position in life, there may be occasions when you will need to publicly correct the boss. Do your best to communicate tactfully but accept the challenge and responsibility the courage test has afforded to you.

Courage in the Face of a Challenging Boss

Even when you work for someone who you know is strongly averse to having people disagree with him, you have the responsibility to give honest advice. Such was the situation in the mid '90s when a SJA (major) was in the unenviable position of working for a wing commander (major general) who had a notorious reputation for firing subordinates who disagreed with him.

In response to the Military Honor and Decency Act, DoD established a policy and procedures to remove the most sexually explicit magazines from AAFES. The wing commander, misinterpreting the policy and without consulting his SJA, directed his aide to confiscate all sexually explicit magazines from AAFES facilities on his installation. The AAFES regional manager, understandably upset, informed the SJA that AAFES intended to charge the commander with larceny.

The SJA tactfully advised his commander that procedures existed for removing sexually explicit magazines from AAFES facilities. By ordering his aide to remove these magazines, the commander had wrongfully and

illegally confiscated the magazines. The SJA advised that unless he returned the magazines, AAFES could charge him with larceny. This should have resolved the issue. Unfortunately, it did not.

Rather than acknowledge he was wrong and seek a legitimate resolution, the commander fired his SJA and told him to pack up his belongings. At the lowest point in the SJA's career, he left the commander's office. As he recalled several years later, “I saw my career flash before my eyes and knew my career was over.” As he was planning for his departure, the SJA received a telephone call from his NAF SJA who advised him that the NAF commander (lieutenant general) wanted to know more about the problem with AAFES.

The SJA explained the situation and advised his NAF SJA that he would continue to work to resolve the issue. Before the SJA could reengage, however, his wing commander, likely realizing the error of his ways, ordered the SJA to his office and demanded a way to resolve the issue. The SJA convinced the commander to return the magazines and the AAFES regional manager to drop the issue. From that day forward, the commander had a newfound respect for his SJA and rarely took action without consulting him.

The SJA's commitment to courage served him well. Now a colonel, he continues to enjoy a successful career in the Corps. The wing commander, on the other hand, retired under a cloud of scrutiny at another assignment. What is important to remember is that the wing commander was looking for someone who would do his bidding regardless of legalities — a “yes man” — but his SJA, at personal risk to his career and with tenacity and aplomb, had the conviction to tell him “no.” On a related note, while the SJA in this case did not have the chance to coordinate his advice with his functional chain to get “top cover,” you will find that in many cases, you will have such opportunity. Pick up the phone and ensure your advice

is consistent with the advice your functional command will be providing.

Courage at (Almost) All Costs while Keeping Office Spirits Up

Even when the consequences of providing correct advice appear to be severe, members of the Corps must step up to the challenge. In one such case (though extreme and fortunately rare in JAG Corps experience), the advice destroyed the relationship between the SJA and his commander and resulted in an IG investigation. But still the SJA took the high road, kept his spirits and those of the office positive, and was vindicated in the end.

While serving as the wing SJA in the third year of his second SJA assignment, the then-lieutenant colonel received considerable pressure from his wing commander to provide formal legal advice in a situation the SJA knew was unauthorized. When the SJA advised his commander of the impediments to providing this advice, the commander responded, "It's your official duty." The SJA immediately coordinated with his functional command, but the matter was not resolved.

The situation worsened with time and the commander accused the SJA of being derelict in his duties and uttered the dreaded words: "I've lost confidence in your ability to be my staff judge advocate." The commander began berating his SJA in public settings and gave the SJA the lowest performance review the SJA had received in his approximately 20-year career. Invitations to wing events, once frequent, were no longer extended to the wing SJA and his spouse. The SJA finally filed an IG complaint and the ensuing investigation resolved the issues on behalf of the SJA. The SJA was promoted to colonel and later became a NAF SJA — a validation of his leadership abilities by other commanders and the JAG Corps alike.

During the long and painful ordeal, the SJA remained undaunted, stuck by his convictions, maintained a profes-

sional composure, and, most importantly, continued to provide the outstanding legal services that he customarily provided. He did not bad-talk his commander in the office or wing, and kept his attitude positive with his staff and the rest of the wing. When asked about his experience he offers, "I learned the adage 'attitude is everything' is more than mere words. While I wasn't going to let the commander see it bothered me, I'm human and there's no way to ignore what was happening to me every day. While it did bother me, the decision I made early on, and reminded myself of constantly, to take the high road and remain positive paid huge dividends. I'm certain that a positive attitude and the unwavering support of my family (and my true friends) were the keys to the ultimate outcome."

PRACTICE TIPS

Physical courage

- Go to Self-Aid and Buddy Care training and know what to do if called upon to help an injured person.
- Create a workplace violence response plan. Have a duress button installed in the courtroom, reception and military justice areas, and SJA office. Train for response to an incident. Have the IG exercise your response.
- Have the office team go through a confidence course together.
- Identify something you believe you should tell a superior regarding a potentially sensitive topic (not necessarily a legal issue). Practice what you would say by yourself or with a colleague, then set up a meeting and tell that person what you think.
- Volunteer for a deployment.

Moral courage

- Don't let your boss be ambushed by your mistake. Tell them about it first so he or she can prepare to respond appropriately.
- Acknowledge your mistake honestly and then move on!

SELF ASSESSMENT

KNOW THYSELF

- If a superior insists that you or your staff made a mistake, and you sincerely disagree, respectfully state the reasons for your action one time and then refrain from repeating your reasons unless asked for further clarification.
- Before you convince yourself that your only choice is to fall on your sword, discuss it with a trusted advisor or higher level legal office.
- If you know someone undergoing a courage test, if appropriate, encourage him or her. Leave a note saying, “hang in there!” or send an email with an inspirational quote. Pick up the phone and say “I admire your courage.”
- Remind subordinates to keep you informed about conversations with higher headquarters and other superiors. Explain this will help you guide them and allow you to shield them from negative fallout from good-faith actions.

Preparation and practice

- The JAG Corps is not a “zero defects” organization. If you are the boss and a person admits a mistake, explain you appreciate his or her integrity, are pleased he or she trusts you enough to tell you about the mistake, and ask him or her what was learned to help avoid repeating the mistake.
- Identify the aspects of your life you most wish to change and greatest obstacle to bringing about the change. List the actions you will take to make the change. Review the list each month during your current duty tour.
- Discuss areas with your supervisor in which you should exercise greater independence and take more risks. Then, act confidently and courageously!
- Apply General Patton’s principal: “Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.” Give your staff a task and room to express their creativity. When they give you a workable solution, applaud them, even if it is not the way you would have solved the challenge.
- Delegate to the lowest level possible and discourage upward delegation. Ask subordinates for their research and recommendations prior to making a decision.
- Have a staff member brief the office on the failures and successes of Winston Churchill or Abraham Lincoln.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

CHAPTER 8



“To understand others is to be wise, but to understand one’s self is to be illumined. One who overcomes others is strong, but he who overcomes himself is mighty.”

Lao Tzu, Chinese philosopher

Understand who you are and how you tend to react to various challenging situations — then work to adjust your behavior so you can react best.

Leadership involves human beings — the leader and the led — and leadership success depends upon how effectively their personalities interact depending on the situation. Thus, leaders are obliged to understand both their own personality traits and those of their staffs so they can consistently select the best approach. This is particularly important in the JAG Corps because the size of most of our legal offices allows for regular face-to-face contact with SJAs and LOMs.

Granted, a leader can see to it that tasks are accomplished by running an office with a one-way top-down mentality. But it won’t be a staff that makes the most of its potential, or is best equipped to handle extraordinary demands. We’re talking about the difference between “satisfactory” (maybe) and “great!”

A fundamental step in self-assessment is to understand that we are really three people: who we think we are, who others think we are, and who we really are. The best leaders achieve the highest degree of consonance among those three images by candid introspection and soliciting the impressions of others. They pay particular attention to how they deal with pressure.

Honest self-assessment is not easy, nor is it a one-time procedure. Although many of your traits will remain stable (for better or worse) you will evolve based on your experiences and changes in your life. The results of this self-study should not be accepted as the way things must be. If we detect any truly dysfunctional traits, we have to work to fix them, otherwise our potential as leaders will be significantly diminished. If we find some imperfections or idiosyncrasies, we need to work on them too. But if they are deeply ingrained, as long as we understand them, we can establish work-around (e.g., pointing them out to the staff yourself in a light-hearted way).

Once we have a better idea of who we really are, then we can begin to evaluate how our “person” relates to the variety of different “persons” who make up the staff. Therefore, step two is to apply the same kind of realistic evaluation process to staff members. This means taking the time to get to know them as individuals and avoiding reliance on first impressions and the most prominent aspects of their personalities. Caution! Do not fall into the trap of putting people in simplistic categories to make things easier for you. Each person is a separate combination of attributes and you need only understand what they are and how you can best work with and around them to motivate optimal performance — you don't need a caption for everyone.

Evaluating which approaches work best with others should not be new to you. Nearly everyone has tried to “figure out” their bosses to see how best to work with them. As a leader, you simply reverse the process.

Based on this mutual understanding you can now apply leadership techniques that are most effective considering your capabilities, motivations, and personality traits, those of your staff, and the situation. Because no single method of leadership will work in every circumstance you need to be aware of the full menu of techniques though study and observation.

Thus far we have focused on how self-assessment and the ways we interact with others relates within the legal office. But the same process should be applied to the many situations where legal professionals seek to “lead” others to accept our advice and recom-

mendations. The more contentious the case, the more important it is to understand how we are going to handle it emotionally and how we are likely to be perceived as we walk into a commander's office to state our position. Tailoring the right approach to all the people and circumstances enhances our credibility, persuasiveness, and effectiveness.



Self-Assessment Through Feedback from Your Staff

After about six months as an SJA I asked my staff to tell me, in writing and anonymously, what they perceived as my positive and negative traits. I learned two main things. First, there were some areas where I could improve my leadership skills, and second, as much as I needed to identify those areas for improvement, I really didn't like reading about them.

I took their suggestions to heart. Where their perceptions were inaccurate, I discussed the reasons for my actions with them. When they called it correctly, I made a sincere effort to improve. If the area dealt with an aspect of my personality where I was resistant to change, I tried to deal with it through communication (e.g. I explained that if I wasn't smiling it wasn't because I was angry at them; it's just that my default facial expression is serious).

As for continuing to obtain feedback, I asked people what “the staff” thought I should keep doing, and what things I should change. Asking for suggested changes would probably elicit more candid inputs than asking about negatives such as “weaknesses.” Similarly, asking what “the staff” thought would allow the individuals to discuss their perceptions without necessarily identifying

themselves as the source. I wanted the inputs more than I wanted attribution.

Self-Assessment Through MBTI

While an SJA, a squadron commander and I decided to get our leadership teams together for a fun team-building, yet educational event. We jointly contracted for an expert in the Meyers-Briggs Type Indicator (MBTI) to administer this widely used self-assessment tool to selected members of our staff. I included all the office lawyers, LOM, and NCOICs in the event. We then met for a half-day off-site where the expert gave us the test results and explained what the results meant. We followed up the MBTI session by going to lunch and bowling together. This day helped us better understand ourselves, gain a greater appreciation for each other, and have fun beating the other squadron in bowling! The MBTI has been employed in at least one other JAG Corps setting. A JAG School Commandant administered the MBTI to his staff. Instructors then posted the results on the outside of their offices so the other instructors could see and increase general understanding of themselves and each other. This exercise strengthened their teamwork and further prepared them for follow-on leadership roles.

- Request feedback and improvement suggestions from your subordinates — allow it to be anonymous. Keep the feedback in perspective. Some assessments may not be credible if you're having problems with an employee. Watch for trends in feedback. Validate both positive and negative feedback with a trusted advisor.
- Cultivate a trusting relationship with someone who will give you on-the-spot honest feedback.
- Take a leadership assessment or personality test. The results are worth knowing but one should avoid slavish reliance on them when deciding how to change your behavior.
- Attend a leadership assessment and development course that provides leadership coaches. They assist in the identification of strengths and weaknesses and provide strategies to improve and avoid common leadership failures. Some are available through DE courses such as ICAF, the Office of Personnel Management (<http://www.leadership.opm.gov/courselist.cfm>), Center for Creative Leadership, and Management Research Group, among other organizations.
- See the USAF and Family Support Center-created Air Force One Source website: <http://www.airforceonesource.com/> for self-assessment tools.

PRACTICE TIPS

- Use the leadership self-assessment questions on the *I LEAD!* web site.
- Keep a record or journal of previous leadership challenges and document the positive and negative actions you took and anything you would have done differently. Review this record periodically to refresh your recollection and reinforce lessons learned.
- After a difficult leadership action, determine how you could have better handled the situation. Get a sanity check from someone whose leadership skills you admire.
- Write down the attributes of the leaders you most admire. Use this as a barometer to determine where you need to improve.

FOSTER EFFECTIVE COMMUNICATION

WHAT DID YOU SAY?

CHAPTER 9

"I would rather persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone."

President Dwight D. Eisenhower

Communicate in context by considering the recipient's needs and circumstances.

There are many guides and tools on communication skills and we need not look far to find a particularly good one. The Air Force's *Tongue and Quill* is a comprehensive classic, so this chapter will not attempt to replicate its content. However, those guides do not specifically address the special responsibility and burden that legal professionals bear.

Our special responsibility is that the topics we address daily, from law of armed conflict advice to disciplinary recommendations, are critically important to the Air Force and to individuals. Therefore, our messages must be clear, unambiguous, delivered with conviction, and tailored to the situation. When the issue is contentious or the conclusion not obvious, we need to brainstorm and seek buy-in by asking questions, encouraging input, and reserving judgment until the right moment. We share the responsibility of all leaders to provide clear instructions to our staffs. Our directions should be understandable and delivered calmly and with confidence.

Our burden is the many assumptions and stereotypes that people commonly apply to legal communications, e.g., long-winded, overly complex, jargon-ridden, and impenetrable. Though these

traits are not typical of Air Force legal writing, we must recognize that these perceptions exist. Simply put, we can offset them by concentrating on doing just the opposite.

Acknowledge your Environment

The Air Force has always been a progressive organization that looks to the future more than tradition. Its senior leaders often are pilots who have learned how to convey urgent information in terse radio calls. It follows that Air Force communications are expected to be crisp and conversational rather than lengthy and filled with unnecessary obscure terms.

Appreciate the Moment

The communications product must be tailored to the circumstances. When commanders need urgent legal opinions on issues they will have to discuss with their superiors over the phone, they don't need multi-page treatises. They will prize a concise list of main points, pros and cons, and the conclusion that follows. Provide them with words in the form they will use to communicate with their bosses.

Build Confidence

Legal professionals possess an "automatic" level of credibility based on our special education and presumed experience. But this credibility can be dissipated through communication that contains errors in logic or text. When we are seeking to persuade others on weighty matters, we should not risk losing their confidence with easily avoidable mistakes or omissions. A typo may not mean much in some documents, but it can make the quality of a legal opinion questionable.

Be the Honest Broker

The opinion of the legal office can be highly valued because we do not usually have a direct interest in the outcome of the cases we address. A reputation for being thoughtful and impartial is invaluable and can extend to issues where the legal office does have a strong interest. However, our communications can lose this advantage when they include evident bias, anger, or sarcasm.

Squint with your Ears!

We feel respected and valued when someone listens carefully to us, and we can evoke the same feelings when we are listening. People will be more likely to accept your opinion if they believe you understood and carefully considered their position. You will enhance your credibility by focusing on the speaker's message before you begin forming your response, not interrupting frequently, asking appropriate, open-ended questions, and avoiding body language that indicates a lack of interest.

Negative News

Adherence to the techniques mentioned above makes a reply the recipient doesn't want to hear easier to take, especially if any possible alternatives are offered at the same time. The message is also more acceptable if tone is considered; a direct answer does not have to be harsh.

Your Staff Deserves Equal Attention to Good Communications Skills

In various ways, these techniques apply to communicating with your own staff as well. Avoiding anger, praising in public and criticizing in private, considering the mood and needs of the listener, and respecting their time by organizing your thoughts ahead of time, all contribute to a leader's success.

Email

Be very careful with email, particularly when you have an important message to convey. Email can't convey tone of voice or body language that is important to communication and it can easily be misinterpreted. Don't send an email when you are upset. Write it out, save the draft, and wait until you have cooled down before sending it. Remember, once you hit "send," you have no control over where the message goes. Don't send unless you are willing to have it end up on TJAG's desk, discussed on CNN, or released as part of a FOIA request. Also, avoid slang and expressions like LOL. Include a confidentiality statement on email containing legal advice. Carefully review and edit emails you forward. Do not forward attachments or extra information not needed by the recipient or not intended by the originator for wider distribution. Email

"out of office" replies should include the following: date and time of return, means to obtain immediate assistance, another method to obtain prompt assistance, and complete signature block.



Communicate with Respect, Not Fear

I was midway through my career when I was assigned NCOIC duties in a good-sized legal office. The outgoing SJA had a reputation as a great leader who cared about the team and the office had flourished under his leadership. Unfortunately, that all changed with the new SJA.

It immediately became apparent that communication with him would be one-sided, he spoke and you listened — you didn't question. We knew things would be difficult as soon as he started his newcomer welcome with "I hold the pen and I will destroy you if you don't measure up." His predominately one-sided, coming your way, fast and hard, style of communication was extremely destructive to office morale and harmed his ability to perform in many ways. For example, subordinates would hide or cover up bad news in hope that the SJA would not find out. Others filed complaints that resulted in outside investigations.

They say that through experiences, good and bad, you learn something. What I learned during that time in my career was how fear of your boss stifles effective communication up and down the chain. If your subordinates respect you as an effective communicator, you will get the messages you need, both good and bad, to make sure the office stays on course.

Pay Attention to Details

As a young chief of military justice, I learned an invaluable lesson concerning the importance of attention to detail and personal responsibility. Faced with juggling a docket of several pending courts-martial and an increasing number of cases that needed to be preferred, I asked a member of my staff to prepare the charge sheet for an Airman accused of committing several offenses. Because I wanted to ensure that our metrics “looked good” by getting preferral and referral done on the same day, I gave the sheet a quick review and I headed off to meet with the commander. I didn’t pull out the UCMJ or the ROI to double-check it.

Immediately after giving the commander the charge sheet, he reached for his red pen and started making several check marks. Not only was the Airman’s name misspelled but his rank and social security number were incorrect as well. Additionally, the commander caught what I had missed — the charges were incorrectly drafted, indicating an incorrect time frame for the offenses.

The commander did not say anything for quite a while. Eventually, he looked at me and said, “I expected better from you and your office. You’re dealing with a young man’s future. If you can’t make the effort to ensure this information is accurate, why should I think it’s important enough to prefer charges?” I had a choice to make. I could try and explain that someone else had prepared the document or I could accept the fault for not taking the time to make sure everything was right. The answer was easy: I told the commander that I was ultimately responsible for the mistakes in that document and that the fault was mine. It was easy because it was true.

Moreover, the commander was right on target. As legal professionals, we have a grave and important responsibility to ensure that our advice and our work product are accurate. I had failed in that area because I was trying to push too many things too quickly and didn’t take the

time to remember that each disciplinary action impacts someone’s life.

I had lost the squadron commander’s confidence and respect; attributes which are not easy to regain. As a commander’s legal counsel, our credibility is based on his or her confidence that our judgment is sound and grounded in accurate information. The quality of our communication affects both elements.

PRACTICE TIPS

- Listen 2/3 more than you speak.
- Focus on the individual speaking to you. Refrain from looking at your email or papers on your desk. Ask clarifying questions to make sure you understand what’s being said.
- Actively leave openings for comment or discussion. Take into account the hesitation of a subordinate to risk appearing foolish in front of you and to interrupt you due to military protocol. If it helps, count silently to three after the speaker stops talking before you start.
- If you must interrupt a superior, do so infrequently, respectfully and as politely as possible.
- Focus first on understanding the speaker’s message, not on formulating your response.
- Rather than appear to attack a speaker with comments such as “you don’t understand,” phrase remarks in an inviting form, such as “help me understand.”
- Ask appropriate open-ended questions to gain insight, invite a response, and show interest.
- Give verbal and non-verbal feedback such as “that’s interesting, go on,” or an understanding nod.
- Mirror back what you heard like “What I heard you say...” or “As I understand your concern...”.
- Fatigue, hunger, stress, and other distractions are barriers to listening. Schedule conversations to reduce the impact of those factors.
- It is not wise to respond when you are upset or angry. Give yourself time to cool down.

- Praise in public and criticize in private.
- Get out of your office and talk to subordinates on their turf.
- Limit meetings to approximately 50 minutes.
- If you don't have time to talk to someone now, promise to find them later, then keep that promise.
- Don't relay important messages through third parties as that can distort the message.
- It ought to be the exception that you send a letter or an email without a second set of eyes reviewing what you wrote, especially if you're angry. Don't push send until you have had time to calm down and reflect on the message.
- Speak into a mirror, on video, or on audiotape when you practice your remarks. Ask a friend to listen to your tape and give you feedback on your pronunciation, grammar, inflection, and enunciation.
- Invite the reserve TRIALS team to your office. Their focused training on speaking in court will strengthen your staff's communication skills across the board.
- Have inexperienced counsel practice voir dire or a court argument in front of other office members.
- Arrange for a Public Affairs officer to provide training on speaking with the media. Videotape practice interviews.
- Brief your staff on proper use and format of email. See slide briefing on *I LEAD!* web site.
- See the USAF and Family Support Center created Air Force One Source web site <http://www.airforceonesource.com>.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

Treatment, Tone, and Inspiration

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instructions and give commands in such a manner and such a tone of voice as to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them respect for himself while he who feels, and hence manifests disrespect toward others, especially his subordinates, cannot fail to inspire hatred against himself.

*Major General John Schofield,
U.S. Army*

SECTION 3 **Leading People & Teams**



DRIVE PERFORMANCE THROUGH SHARED VISION

CREATE A VISION

CHAPTER 10

"Vision is a sense of the future. It is an imagined possibility, stretching beyond today's capability, providing an intellectual bridge from today to tomorrow, and forming a basis for looking ahead, not for affirming the past or the status quo."

General Gordon R. Sullivan, U.S. Army

Create and communicate a clear vision based upon values.

We all confront pressing issues that require immediate attention and if we are not careful, we find ourselves swept along in the day-to-day business of life. Before we realize it, a week has disappeared into a month and a month into a year. Anyone who has spent any time at all in a JAG Corps legal office knows that the job can feel like fighting brushfires — just as you put one out, another pops up to demand attention.

Each of us has to decide whether we want to spend our careers driven by the in-box and simply survive a stint in a supervisory position, or whether we want to apply an overarching purpose and direction to our efforts and thereby...lead.

Without a sense of vision, individuals and organizations risk focusing only on discrete transitory tasks to the exclusion of broader, more lasting pursuits. But vision has a day-to-day value too; without it you can find your staff working at cross-purposes and

inadvertently creating policies and processes you never would have approved of — but that's what happens when people work in a conceptual vacuum. A shared vision contributes to personal and organizational excellence by generating and sustaining an "organizational consciousness."

Creating a Vision

At many times during your career you probably have thought: "If I were running things I would do it this way; not the way they're doing it now." Leaders act on those thoughts. And, true leaders don't wait until they are in supervisory positions. They try to influence change from wherever they work. Suggestions for improvements do not make a vision, but they are the first step.

Creating a vision requires understanding organizational values, culture, purpose, and strategic objectives through the perspective of your experience and talents. More specifically, as you examine areas that need improvement you look beyond immediate processes and focus on the organizational and structural (e.g., manpower and resources) changes that would have to be made to improve the environment in which those processes are carried out. Sometimes those changes can be made locally, but in other cases they are JAG Corps issues. If so, elevating sound recommendations may help improve the same processes throughout the Corps.

Thus, a vision is not simply an esoteric statement. It is a concept of how things should be, and as such, provides a foundation for changes that will serve to make that vision a reality. For a legal office SJA, this means articulating what kind of office you want to create. This is more than coming up with a slogan or catchy phrase. It means developing a brief description of the basic elements you think should describe how your staff will approach its mission. These will serve as a roadmap for the leader, guidance for the staff, and a message to clients.

For example, an office-level vision can include statements like:

- We will help administer a just and fair disciplinary system promptly, but without expediency.
- We will consider the needs and dignity of each individual while keeping the Core Values and interests of the Air Force first.

- Our work products, including opinions, claims adjudications, and recommendations will show careful attention to detail without losing sight of sound legal reasoning and common sense.

Sharing and Implementing the Vision

Discuss the vision with your staff and have them contribute to its refinement. If you are met with resistance, don't automatically assume that you are right or wrong. You may need to find a better way to articulate your vision or you may need to clarify it. In this generation of instant fixes, help your team realize that attaining a vision requires constant attention; there are no short-term, one-time measures that complete the process. If your vision requires assistance from others, seek it. It is remarkable how much more support you will receive when you persuade them you are working toward a greater plan.

Keep the organization's vision and values at the forefront of setting priorities and making decisions. Seize opportunities to explain how your alignment of resources and people supports the vision. Inspire and influence others to translate vision into action through day-to-day activities and behaviors. Have the courage and persistence to maintain enthusiasm and continue working towards achieving that vision even when the brushfires keep popping up.

Finally, think beyond your current job. Constantly reassess your vision for what a legal office and the JAG Corps should be, and update it as appropriate. Keep track of previous versions and develop them over the years, sharing them with those in authority as appropriate and consistently refining them. As you move up in levels of responsibility, you will develop an experience-validated, career-long philosophy as a touchstone for decisions of increasing impact and importance.



JAG Corps Vision

The Judge Advocate General's Corps' Vision document was first published in pamphlet format. The vision statement: Full-Spectrum Legal Services — Ready for the Challenges of the 21st Century, was further described to mean “We will reach beyond today's frontiers to provide full-spectrum legal services throughout the entire aerospace continuum — from deployed locations to the depths of space — from traditional warfare to battlefields yet undreamed of...”. The Vision document used Air Force Vision 2020 as its guide, and the JAG Corps history and current operations as its bedrock. TJAG described the Vision as “a description of who we are, what we do, and where we're headed.” The document lists and defines the core aspects of the vision. The foundation is our people and our values. The domain we work in ranges from “forward deployed operations to the halls of the United States Supreme Court and anywhere else the Air Force goes.” The method requires us to be “ready to respond at a moment's notice to protect national interests any-time, anywhere...”. TJAGC Core Competencies are described and linked to AF Core Competencies. The future of TJAGC is described as innovative and adaptive. Our commitment is to “keep the trust” and never forsake the trust our Air Force clients and the American people place in us as we stand with our fellow Airmen in protecting our nation's ideals, security, and prosperity.

Junior Team Members Have Vision Too

While a young man, then-Captain Joseph R. Lowry (who retired as a brigadier general) identified an area ripe for improvement, developed a vision of how to improve

legal services to the Air Force, and worked throughout his career to bring that vision to life. “[H]e was the first attorney assigned to [the HQ Claims Division] who had actually been a claims officer ‘in the field.’ As a result, his boss relied heavily on his practical experience and he was given wide latitude to suggest and make procedural changes. Captain Lowry uncovered major problems with standardization in claims procedures and embarked on an aggressive program to rewrite all of the existing claims regulations with a view toward standardizing and coordinating them. Upon completion of this project, he wrote the Claims Manual (*Air Force Manual 112-1*), which explained and implemented the series of newly promulgated claims regulations. He also identified the absence of settlement authority outside of Washington as a key roadblock to rapid claims disposition. At that time, all household goods claims and claims other than those arising under the Federal Tort Claims Act and Foreign Claims Act had to be settled in Washington. Even simple automobile accident claims under the Federal Tort Claims Act had to be forwarded to Washington if they exceeded \$1,000. Finally, toward the end of his four-year tour in the Claims Division, he became involved with what he would later consider his most important work for the Department — data automation in the Claims Division.” He continued to search for ways to improve the Department and later, then-Major Lowry prepared a detailed proposal to automate military justice case management. The proposal was tabled at that time but not forgotten. Seven years later, what was to become known as AMJAMS was implemented worldwide to replace manual reporting of Article 15 and courts-martial statistics.

(Originally published in The First 50 Years: U.S. Air Force Judge Advocate General's Department)

Vision on the Tactical Level

Upon arriving at my new legal office, I was assigned to work administrative discharges. I quickly realized the

metrics and process were in shambles. However, it was late in the year and nothing could change the results before the end of year close-out. Instead of trying to make everything perfect immediately, we took our time to clarify our vision of excellence for the program and set goals and objectives to achieve that vision. At the start of the year we charged in prepared and brought the program around so that we were proud to call it our own.

PRACTICE TIPS

- Resist the temptation to react only to crises and the inbox. Calendar time for reflection and strategic thinking. This can be as simple as projecting when you might need reserve support due to manning shortages, or as complex as figuring out how to recapitalize your aging office equipment. Leaders who can only think “tactically” can keep their heads above water but can’t make long-term improvements.
- Write down what you would like your life to look like in 2, 5, 10, and 20 years. Set goals and objectives. If there is something that you can do now to achieve those goals, start today. For example, if you need further education, map out a plan now.
- Write down a brief summary of your best office processes and share them with other offices.
- Imagine the perfect legal office. Write down three things that would help your office approach “perfection” then strive to attain them.
- Meet with staff to formulate a vision statement for your organization. Follow up by defining exactly what steps each of you can take to help achieve it as a group and as individuals.
- Use the vision statement on posters, on publication covers, and on office newsletters and web page.
- Understand that a vision is dynamic. Don’t be afraid to change it when the situation warrants.
- Articulate office-related decisions to your team in terms of that vision.
- Allot time for the office to identify specific improvements. Act as moderator and encourage input. Put all ideas on the table. Be willing to stop doing ineffective things. Look for themes and priorities. Tie priorities to your office and unit mission and vision.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

DRIVE PERFORMANCE THROUGH SHARED VISION

WORK TOWARDS YOUR VISION

CHAPTER 10

"I find that the great thing in this world is not so much where we stand as in what direction we are moving."

Justice Oliver Wendell Holmes, Jr.

Build goals and objectives as the path to walk upon while moving toward your vision.

The translation of vision into action begins through setting goals. Goals then flow into measurable objectives and are implemented by creating work strategies to achieve the desired result. The JAG Corps has long recognized the value of goals and objectives. For example, many senior leaders require an office brief to include information on goals and objectives during staff assistance or Article 6 visits. Major General Moorman described these as the "roadmap for success." The excerpt below is taken from one of his *TJAG Online News* essays.

"Well-designed goals and objectives not only help us prepare for what we expect, they also encourage us to develop the capabilities and resources we will need to quickly and effectively deal with the unexpected — the essence of readiness. Goals are particularly valuable to the attainment of readiness because they are broad, long-term statements describing

a desired future condition or achievement, without being specific about how much or when. For example, an office goal might be to ensure that everyone is trained on new developments in military justice, without specifying how that training would be conducted. (And, by the way, without knowing what those new developments will be). While goals are not necessarily specific, they should be designed in a way that allows you to determine whether you achieved them or not. In some cases this can be done by determining whether all associated objectives were attained."

"Objectives are more specific and usually include easily measurable end results to be accomplished within specified time limits. They are typically assigned to specific people or groups. Thus, a possible objective that would accompany the goal mentioned in the previous paragraph would be to conduct a military justice training session monthly. Another might be to collect and disseminate 'new developments' information weekly."

"Everyone can, and should, establish goals and objectives. Everybody in your office should be able to tell others what his or her goals and objectives are. They should not be thought of as merely 'office-wide' and can be created on a number of additional levels: personal, job-specific, and organizational (such as branch or division)."

"When working on an individual level, consult with your superiors to see what they think. When working on an organizational level, consult with your superiors too, but make sure you get input from your co-workers and subordinates."

"It has been my experience that establishing office goals and objectives improves morale and productivity. People naturally like to know what is expected of them and it enhances teamwork to work toward a common goal. Assigning objectives to individuals leads to feelings of ownership and responsibility — and pride. Failing to meet goals and objectives naturally leads to finding out why and improving processes. Tracking performance throughout the year allows you to assess progress along the way."

When people in your office understand office goals and objectives and, most importantly, their role in achieving them, you will have established a sense of personal accountability for success.

This is a positive form of ‘accountability’ because you will have enabled them to answer proudly and with specifics when their wing commander, MAJCOM SJA, or TJAG asks them. “What do you contribute—what value do you add?”



Setting Goals and Objectives as a Team

The senior leaders at an average-sized legal office viewed the process of setting goals as one that crossed the various sections. They instituted an office-wide team process for setting goals and objectives. After each section’s OIC, civilian leader, and NCOIC drafted their proposed section goals and objectives, they provided the draft document to the other sections and then to the office senior leadership for review and comment. This process of cross-feeding goals and objectives between sections had several benefits. First, it emphasized that the legal office was one team, not a series of discrete entities. It provided a forum for individuals in one section to better appreciate the work being done in other sections. Second, it gave everyone a chance to have input into all the goals and objectives, resulting in a better product overall. Each section could determine if they needed to modify or change their own practices to support the goals of another section. Finally, it improved relationships among sections since everyone had a say in the overall vision and goals for the office.

Goals and Objectives as a Checklist, Not Wall Art

The best use of goals and objectives I experienced was by an SJA who developed them using terminology that was more like a checklist than a series of abstract statements. Each month (at least), she would go through the list to

review accomplishments and progress. She never made them into a poster because she thought that would make them too inflexible. Instead she kept a “living list” on her computer, revising and updating it as circumstances changed. No, changes were not constant; most objectives were pretty stable. Those that changed usually involved large projects that had a lot of stages, which required deletions and additions as the project progressed.

The staff was aware of the list because they had helped develop it, were given copies of changes, and, most importantly, were the ones who responded to the monthly update requests. This all required a reasonable amount of self-discipline by the SJA, but the results were worth it.

Once a Quarter

One way I tried to incorporate the office “vision” was to meet with every staff member at the beginning of each quarter and ask them to think about what they wanted to accomplish individually and for their particular division. Through that discussion, I also advised them of what I would like to see accomplished, and assured them that I was ready to assist them in any way possible. In this way, all those in the organization felt invested in the goals and vision for the office.

Picking the Right Goals

I’ve seen a fair number of bosses who are exceedingly good at execution, but exceedingly poor at picking the important things to execute. They have an impressive record of achievement on trivial matters and even counterproductive efforts. One reason had been that they set those goals without a broader context. A vision gives you the “big picture.” By considering how a goal fits into the overall sense of what kind of an office the SJA is trying to build, the goal is “automatically” tested for value and practicality. The most successful SJAs seem to do it instinctively. But this isn’t an innate skill. Typically, they have been developing their vision of what a legal office

should be over their entire career. They get to the point where they don't have to refer to a written document any more; it is second nature to them.

Sample Legal Office Goal and Objectives

There is no "school solution" to setting goals and objectives and the example below serves as a point of departure for discussion only. Legal office sections should have goals and objectives that are derived from the greater legal office goals.

Goal: Proactively interact with (Base X) personnel, thereby enabling early identification of legal issues and minimizing legal problems.

Objectives:

- a. Publish at least one article in the base paper per month; always close with a reminder about our legal office web site.
- b. Review the legal office web site the first of each month and update as needed.
- c. Publish a newsletter for the commanders and first sergeants on a quarterly basis.
- d. Publish a newsletter for the airmen in the dorms on a monthly basis.
- e. Conduct an annual workshop for commanders and first sergeants.
- f. Brief topics of interest to Airman Leadership School classes, commander's calls, and NCO Enhancement Courses. Ensure we are included on the list of regular speakers.

PRACTICE TIPS

- Privately ask senior team members if they would be willing to discuss their personal short and long-term goals and what you can do to enable them to reach those goals. If a suggestion is offered, and you can do what they ask, take action to move forward. Schedule reviews of how they are doing toward reaching their goals and objectives.

- Kenneth Blanchard, co-author of *The One Minute Manager*, the second best-selling management book of all time, offers good advice. He suggests we develop SMART goals. Although he combines goals and objectives together and calls them goals, his SMART reminders will help as you and your team develop your goals and objectives.

S...Specific. Define exactly what performance is expected.

M...Measurable. If you can't measure it, you can't influence it or attain it.

A...Attainable. Effective goals must be meaningful yet attainable.

R...Relevant. Is the goal important for accomplishing the unit's mission?

T...Trackable. Can interim progress be measured? Successful goal accomplishment is composed of small steps along the way.

- If you don't have a legal office vision, goals or objectives, sketch out some ideas. Then, get together with a group and brainstorm. Use the wing mission, office mission, and JAG Corps mission to guide you. Make the goals and objectives realistic.
- Create an interoffice survey asking your staff about the office. Ask them to list five problems that need to be addressed, areas that need improvement, and the office strengths and weaknesses.
- Track performance. Make wall charts and post them in appropriate sections. For example, just as a maintenance squadron or group posts trend charts of mission capable rates, a legal office section can frame and post trend charts. These are easily retrievable from TJAGC data management systems.
- Develop a long-term office calendar. Schedule annual major events such as law day, commander and first sergeant training seminars, and advocacy or field training into the current and next year. Either distribute the calendar or post it so the team can see it.
- Evaluate performance. Schedule and hold review sessions to examine how far you have moved toward achieving your goals and what you need to do to continue to move forward.
- Update the office Article 6 inspection slides every quarter and use that as a means to assess how you are doing in reaching your goals.
- Encourage each of your OICs and NCOICs to talk to their subordinates regarding goals as you have done with your senior staff.
- Have staff members write down personal and organizational goals and have them review and update them every 6 months.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

INFLUENCE THROUGH WIN/WIN SITUATIONS

FIND COMMON GROUND

CHAPTER 11

“People talk about the middle of the road as though it were unacceptable. Actually, all human problems, excepting morals, come into the gray areas. Things are not all black and white. There have to be compromises. The middle of the road is all of the usable surface. The extremes, right and left, are in the gutters.”

President Dwight D. Eisenhower

Striving for win/win solutions means more time is spent on accomplishing the mission and less time is wasted on keeping score.

The practice of law tends to put us in a “scorekeeper” mindset because we do many things that can be counted as wins or losses, like courts-martial and administrative hearings. From there we can easily fall into the habit of considering virtually anything we do in terms of victory or defeat. For lawyers, many of whom are competitive by nature, this is not much of a stretch.

In this way of thinking, if a commander refuses to accept our recommendation as given, we “lose;” if a claimant’s request for reconsideration is granted at a higher level, we “lose;” if a court-martial panel adjudges a sentence equal to or higher than a trial counsel sought, we “win.” At its worst, winning is defined as doing something the way you originally wanted to, and anything less is a defeat. “Victories” are accompanied by congratulations and happiness, and “losses” are treated as failures. Predictably, this attitude conflicts with achieving win/win solutions.

Why do we want to strive for win/win solutions? Because the process of striving for them forces us to identify all the affected parties, determine their legitimate needs and interests, and accommodate them to the degree possible. A win/win solution seeks to serve many stakeholders, from individuals to organizations. And, because legal professionals are often called upon to negotiate solutions to challenging problems, we may find ourselves leading the search.

Parties and Interests

Being in the Air Force gives us a starting point because it is always a stakeholder, and its organizational interests begin with our Core Values of integrity, service, and excellence. In JAG Corps matters, we add justice and fairness as critical considerations. If a proposed result is consistent with all these standards, then the Air Force is being served. From that point we narrow our examination of interests to specific parties.

These parties can be found solely within your office or base but can extend well beyond, including outside the Air Force and the United States. They can include your own staff members, clients, commanders, other Airmen, and members of the public. Identifying parties and their interests accurately is not only valuable to the win/win process, it is also essential to foreseeing the consequences of a course of action and perhaps averting unfavorable ones.

Accurate recognition of another’s perspective requires careful thought and inquiry, not assumptions. Do not assume that what is important to you is also important to others. Even the definition of a “win” will vary among individuals. For example, one person may be motivated by financial rewards, another by public recognition, and a third by more time with their family. Learn what is important by using your listening and observational skills.

Communication

To the extent possible, the parties should communicate their perspectives to each other. When you and they describe their expectations concisely — with logical rather than emotional arguments — other parties will recognize the value in other team members’

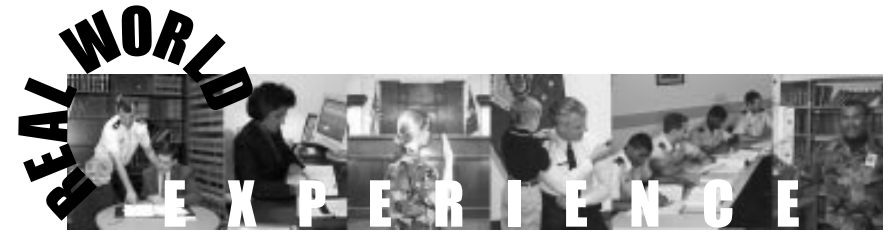
positions. When you are trying to gain “buy in” for your position, this may be as simple as providing an explanation or a rationale for your actions. You are expected to make a convincing case for your position, but realize that once you adopt the attitude of “it’s my way or the highway,” the chance for a win/win solution can be totally lost.

In this process, your consensus and cooperation building skills will be employed — and tested — both inside and outside your office. But the search for win/win solutions is not simply an effort to achieve compromise. Realistically, you won’t always be able to reach negotiated solutions that please everyone. That is especially so in the most contentious cases or in cases where a decision will clearly benefit one side or another. At these times, the best you may be able to do is to have carefully and sincerely considered everyone’s interests before acting. They may not be happy with the result, but at least they will feel they were treated fairly.

Techniques

When issues requiring discussion arise, consider the best location. Sometimes you will want to bring people to your office to voice their concerns. In other situations, you will want to let them feel more comfortable on their “turf.” Also consider whether you will mediate the dispute most effectively one-on-one or in a group setting with other stakeholders.

It will be beneficial in some sessions to start by explaining rules of engagement such as: each party has a turn to express his or her perspective, interrupting or other disrespectful behavior is prohibited, accusatory language is prohibited; and the conversation will be put on pause if emotions run high. Listen, but don’t necessarily react when the parties blow off steam. Ask open-ended questions to help everyone identify any underlying concerns and desires, such as “What did you mean when you said X?” or “Why do you feel like that?” “Mirror” or restate what you hear, such as “What I heard you say was...”. Identify common points, assumptions, and “deal stoppers.” Gain agreement on small points that are not central to the dispute. See what, if any, “trades” can be made. Don’t try to rush the solution by giving the parties your answer. The solution is more likely to be effective if they come up with the answer themselves, and that can take time.



A Road Too Far – Proactive Conflict Resolution

While at an overseas base, I confronted a challenging fiscal issue. The wing commander was adamant that he wanted to put a new road right through the local town in order to eliminate some of the congestion during rush hour. This seemed like a daunting task because it had to be staffed through the chain of command to the Department of Defense for approval and funding. He had tasked the civil engineering squadron commander to take on this task. The CE commander seemed to be dragging his feet because he was dumbfounded at where to begin. The wing commander was becoming more impatient with the lack of progress. I did not want to point to the CE commander as not doing his job, so I went to the CE commander and told him to give me everything he had on the project — maps, photos, estimates, drawings. I handed everything to one of the captains in my office and told him to write up a legal review. He put together a 12-page report, similar to that of an accident investigation board report, for the legal review. His “legal review” became the “package” that was staffed up through the NAF, USAFE, and DoD. Our base eventually got the new road. My captain got a great bullet in his OPR and the CE commander was able to save face with the wing commander. Importantly, my captain knew he significantly contributed to the mission. Everyone came out a winner.

You Can Pay a Little Now or a Lot Later

Regardless of the morale in the office, conflict will arise. If you are uncomfortable with dealing with conflict, you may find that you hesitate to get involved. How and when

you choose to address it affects the speed of resolution and office morale. Make no mistake; it will have to be addressed — now or later.

Over the years, some of the ideas stemming from the Total Quality Air Force program have been helpful in resolving conflict before it becomes an issue. One method is “off-site” get-togethers where we, as an office, discuss ways to improve mission accomplishment. However, on one occasion, an off-site turned into a free-for-all bashing against the civilian employees in the office. The staff complained about how civilians only do their jobs and don’t help out anyone else. This was absolutely not a good sign. Any successful office relies on its civilian staff to carry the load in many ways, and they are an integral and key component of our Corps.

Sometimes when people say things in jest, it is an indicator of how they really feel. I knew, as the LOM, that to allow unfettered attacks disguised as “jokes” to go on, would result in disaster down the road. As remarks at the off-site had been made in front of the civilians, I decided to talk directly with the civilians to calm things down and assure them that I would handle the situation. I had one-on-one discussions with the most vocal of the enlisted members. My goal was to determine what their grievances were, and if they were valid, how best to resolve any conflict, and to educate them on what our civilian employees actually did that they might not have noticed.

I started our meetings by helping each individual understand that first, and foremost, I have always demanded professionalism from the staff. There are ways to bring up perceived problem areas and address them — professionally, without personal attacks. Once the ground rules were known, our discussion was productive. They vented and then we discussed their concerns and they learned that the civilians had duties that were not known

to everyone. Once the staff became aware of the scope of the civilian employees’ duties and began to appreciate what they brought to the team effort, there were no further negative comments.

Resolve Conflict With a Boss

As part of the operational expertise of our unit, our commander sprung into action and immediately hosted a planning conference to plot several potential courses of action to present through the Air Staff to National Command Authorities. The commander delivered the opening remarks in the unit’s auditorium to an audience of approximately 200 war planners, mostly from the Air Force, but including individuals from other services and other federal agencies. The commander, as an aggressive forward leaning individual, began to “pump up” the audience to inspire them for the duties ahead. In the course of his remarks, as he was giving the audience guidance and generating enthusiasm, he made the following declaration: “I want you to go out there and plan the most aggressive campaign possible and I don’t want you to even consider what a damn JAG might say!”

I spent what seemed like an eternity, but was actually only a second or two, reviewing my fast declining credibility with the command and my once-promising Air Force career. Realizing the bolstering of one could mean the end of the other, I jumped to my feet to interrupt the commander while trying to decide what to say. In the spirit of the moment, I yelled out “You’re damn right sir!” Then, addressing the larger audience, I stated, “Your job is to plan what you think is the most efficient means of defeating the enemy. And, we don’t want you stopping even one inch short of the line of what is permissible thinking that what you want to do is illegal when it really isn’t. Your job is not to anticipate or determine legal restraints, that’s our job. You plan the most aggressive plan you can think of and then bring it to us. Then, we’ll review it and draw the line making sure that we include

everything possible within that line of legality to defeat the enemy.”

The commander's first words after my interruption were “Yeah, that's right!” Thereafter, I had his confidence, we reviewed all plans, and he referred to me as his “Combat JAG.”

Some Win/Wins are Really Easy if You're Flexible

The OIC and NCOIC of a military justice section had planned to hold a meeting at the end of every duty day in order to reflect on what had gone on during the day. However, after discussing the meetings with the staff, the OIC and NCOIC discovered that one of the NCOs, a single parent, would have to pay additional money for childcare every time one of the meetings went past the duty day. She was always willing to work late when needed, such as for a court, but hoped not to have to do that every day. Simply changing the meetings to an hour earlier in the day eliminated additional stress on the NCO and showed the staff team that the OIC and NCOIC understood and respected their needs.

PRACTICE TIPS

- Learn each team member's priorities, such as time with family, awards and recognition, or positive feedback.
- Where possible, involve key team members in major decisions such as office rotations and deployments. Their input will lead to more creative solutions and obtain their buy-in. It will then become “our” decision and not an edict from the front office.
- Imagine a conflict resolution conversation as a three-legged race, not a boxing match. If you are more concerned about convincing others you are right, you will listen less and cause communication to break down.
- When confronting a problem, invite other affected parties to speak first and remain intensely focused on the content of their concerns, not the personal manner in which they are expressed.
- If you have to be “pushy” to get others to accept your position, it is possible others are being irrationally stubborn. More likely, however,

your position is weak, or you have done a poor job articulating your position. Look at yourself first!

- Understand how actions and body language create perceptions during conflict resolution discussions. For example, “When you look away [action] from me when I am speaking with you, it makes me feel [perception] that you are dismissing what I have to say and are being disrespectful.”
- When ending conversations following a challenging partnering effort, affirm the value of the partnership: its shared objectives, mutual sacrifices, and reciprocal gains.
- Think twice before you insert yourself in resolving a conflict that doesn't involve you directly. Discuss the problem and various solutions, and then send them back to solve the problem. Then, check back in to assess their progress and provide vectors as appropriate.
- Develop a specific written plan of action addressing alternate ways to resolve a particular conflict.
- Create a situation where a person with hostility toward another “walks in the shoes” of the other. For example, if a paralegal is angry with the front desk receptionist for being called to assist with wills, have him or her assist in the creation and implementation of the schedule. They will learn the difficulty of the task and to appreciate the receptionist. But do so with sensitivity — it should not appear to be a “punishment” for voicing concerns.
- Remind team members to be sensitive about appearing to tell commanders what they “must” do in a disciplinary case. Have new JAGs practice briefing a commander on options and explaining the recommendation.
- Bring in a team to provide alternative dispute resolution training.
- Learn about negotiating skills through books such as *Getting to Yes*.
- Use role players in a conflict resolution scenario, videotape it, and then have all parties review and discuss the tape. See the *I LEAD!* web site for ideas.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

TAKE THEM TO NEW HEIGHTS

GROW YOUR TROOPS

CHAPTER 12

"If you want one year of prosperity, grow grain. If you want ten years of prosperity, grow trees. If you want 100 years of prosperity, grow people."

Ancient Chinese Proverb

Mentoring can improve performance today and build leaders for tomorrow.

General Omar Bradley was quick to remind his staff that "an essential qualification of a good leader is the ability to recognize, select, and train junior leaders." Mentoring is part of that process. Mentors use their acquired wisdom and greater experience to guide others toward fuller personal and professional development. It is also a tool of mission accomplishment because it helps others deal with the challenges they face in performing their duties, which may include personal issues that can distract them from concentrating on the mission.

Take the Time to Mentor Proactively

Mentoring requires time and effort. Although members of the JAG Corps are typically very busy, good leaders at any level understand the value of getting away from their desks and talking with their people. Effective mentoring is proactive and is based on looking for opportunities to inform, explain, and guide — and you can't do that by working on your email. It requires the effort to understand people's concerns and needs and to learn enough about their cir-

cumstances and the Air Force to be able to give them useful advice. Baseless conjecture or outright misinformation is far worse than no advice.

Leaders should make it obvious they are eager to mentor by willingly responding to requests for advice and especially by volunteering guidance when appropriate. Mentors must practice good listening skills to better understand an individual's needs and thus provide targeted information that is both respectful and well-suited to the beneficiary.

Mentors must also foster inclusiveness. That means viewing the entire Corps as potential beneficiaries of mentoring and avoiding "selective" mentoring. It is particularly important for mentors to reach out to those who do not mirror their attitudes, generation, gender, or race. When someone mentors a person who doesn't necessarily look or think like them, both parties benefit. One of those benefits is learning more about how to supervise and interact with a diverse workforce.

A particularly effective form of mentoring is by the example of the mentor. Sometimes a mentor can make a greater impact by simply doing something than by talking about it. This can be done intentionally to make a point. However, everyone must be aware that they are constantly "mentoring by example," even if inadvertently. Those who adhere to Air Force Core Values send an important message to the rest of the force.

The Scope of Mentoring

While the primary focus of mentoring is on professional development, it should, where appropriate, extend to the "whole person" when topics relate to military duties, personal development, or conduct. A mentoring relationship might be very brief and limited to a single situation, or it might encompass a variety of areas and continue throughout or beyond an assignment. But it is important to emphasize that mentoring is not intended to create a network of sponsors and protégés. Nor is its goal to "groom" handpicked individuals for career success. To the contrary, counseling a person who has just experienced a disappointment, such as not being promoted, can be one of the most valuable and appreciated forms of mentoring.

When They Come to You First

Potential beneficiaries of mentoring should always be willing to seek out and learn from those who can mentor them. Accordingly, mentoring is not just about conveying information, it is also about asking for information.

When subordinates have a tough topic to discuss with you, especially a personal one, it takes them time to think about what to say. To clear that hurdle, they have to build up the courage to stick their head in the door to talk to you. At this point, they are ready to open up and put the whole matter on the table. If you seem inattentive, or put them off repeatedly, they will fear they are burdening you and may never return. Not only will you miss out on an opportunity to help someone, and perhaps fail to receive an important piece of information, you may also gain the reputation as someone who really doesn't care about the staff. By contrast, when your actions show your staff that they are important to you, you plant the seeds for effective office relationships.

Mentoring is a Win/Win for Mission Accomplishment

Mentoring can help develop the communication, leadership, and problem-solving skills staff members need in their jobs. It can also identify strengths and weaknesses as well as training and educational requirements. When mentoring sessions are dialogues rather than lectures, leaders can gather suggestions, observations, and perceptions that may be helpful in areas that can help leaders perform their jobs more effectively — even in areas far removed from the original purpose of the mentoring.

In addition, when you take the time to explain how and why you did things, you build support and help subordinates develop thinking patterns that are aligned with your leadership objectives. Moreover, once you have developed solid mentoring relationships, subordinates will tend to be more understanding with you. When faced with pressing matters, you may only need to say: "I understand your concerns, but please trust me, and I will explain later." If you honor your word, you will be surprised at the level of trust they extend to you. This trust will usually be reflected in improved morale and performance.

Trophies and Legacies

As a leader, determine what you want to leave behind. "Trophies" (such as individual and office awards) are normally the result of individual or team accomplishments. They are worth striving for and should be a source of great pride. But even if you are successful in winning many trophies for yourself and your office, you shouldn't stop there.

Think also in terms of a legacy. Trophies are transitory. Next year, or quarter, a new set of people will win them. A legacy carries on after you are gone. One of the best legacies is creating the leaders of tomorrow through dedicated mentoring. Souvenirs and trophies are part of who we are, but a legacy becomes part of who others are. Our true success as a leader is manifested when we are absent from our office. The office continues to excel because we have prepared others to lead. When they, in turn, move on to other offices, they carry with them the lessons learned and begin to build leaders themselves.



From the Ground Up

When the trial judiciary was in its infancy, military judges worked out of base legal offices. At Lackland AFB, where we were trying in excess of 150 courts a year, this arrangement presented the captains the unique opportunity to try a case in the morning and discuss it with the trial judge later that day. One judge in particular was always receptive to retrying cases in an informal debrief. In fact he rather insisted on it. His method was purely Socratic and consisted of pointed questions like, "There were three theories for admission of the character evidence at that point in the trial and you only tried two. What was

the third and what facts would have caused me to admit the evidence?" Often we found this technique excruciatingly painful because we couldn't even think of a third theory, let alone the facts that supported it. After floundering, someone would inevitably ask him to tell us what the theory was. Invariably, he wouldn't tell us. Instead he'd say, "Think about it and come and see me tomorrow." Our pride would "kick in" at this point and cause us to hit the books that night in search of the answer.

Most of the time we found the answers. However, those times when we just "didn't get it," he'd very patiently walk us through the solution. When I left Lackland AFB, I made the mistake of making the rather intemperate remark that the "judge" was the smartest JAG I'd ever met, but I didn't ever want to work for him because he was too demanding.

As luck would have it, within a year of my PCS to a deputy job at another base, who should be assigned as my SJA but the "judge." Needless to say my education continued. The "judge" would come into my office and hand me a court-martial order or a discharge review and say, "There are three errors in this order (review). What are they and how should they be corrected?" He would then sit patiently as I would scan frantically for the errors. If I identified an error and proposed a fix, his next question was, "why?" If I failed to explain "why," he'd cite the applicable paragraph of the AFI, MCM, or UCMJ, and have me back brief him later. Although maddening, he simply would not tell me the specifics of what was wrong with my work or correct it himself.

As time went on, this iterative process caused me to become so familiar with the MCM, UCMJ, and discharge AFIs that I could literally recite portions of them. What's more, I found myself understanding more and more of their interrelationships and nuances. It was only some years later in my career that I fully appreciated just how much I had learned and how much of it "stuck with me."

Rather than taking the easy way out and simply correcting my work as he certainly could have, the "judge" did me the favor of holding me accountable to do my own work and learn my job. He was the best teacher I've ever encountered, always calling me on my mistakes, and always there should I be unable to find an answer. I can honestly say that I never learned more from anyone who told me so little.

Selective Mentoring

A wing SJA mentored all of his attorneys, but took significantly more time to mentor two members of the staff. He often spent time behind closed doors talking to them about their future. He supported them so they were the first to complete in-residence SOS, deploy, and apply for advanced schooling. Although all of the lawyers were mentored, the appearance of favoritism was detrimental to the morale of the other lawyers. The situation could have been even worse had it spawned rumors about unprofessional relationships. It could have been prevented had he thought about how his actions would be perceived by those who were not his favorites. At another base, an attorney PCS'ed into an office run by a person he had never worked for before but had known socially and professionally for many years. In the past, the attorneys had socialized and exercised together. When the junior attorney arrived at the new location the two started up the routine of jogging together over lunch, as they had in the past. Shortly, they realized that although there was nothing unprofessional about their behavior, an appearance could arise of favoritism. Thereafter they exercised together when other officer members were included and they carefully maintained a professional relationship.

Failed Accountability

As an NCOIC in military justice, I had a new staff sergeant PCS into my section who had been certified on all of her core tasks while assigned to her previous office. While providing her with her initial feedback session, I told her

she would be handling courts-martial because she was certified in that area, and I believed it would help refresh her justice knowledge and prepare her for 7-level school. She agreed. However, the next day, when the staff sergeant brought me a preferral package for review, I found several basic errors in the documents. I sat down with her and asked her simple questions on courts-martial processes, and about her actual experience.

When I discovered she had never processed a case from start to finish, I pulled out the training record and asked her questions pertaining to the core tasks that were signed off by her previous trainer. I was dismayed to find she had limited knowledge, and even more distressed when the NCO admitted that the core tasks were “pencil whipped” so that the NCO could deploy. I annotated the training form, decertified her, and provided her with training in the core tasks. The prior trainer had failed to properly train the NCO, thereby failing the NCO as an individual and the system as a whole. Sending this untrained NCO on deployment was the wrong thing for both the NCO and the Air Force. The prior trainer also failed the NCO by modeling a lack of integrity, responsibility, and accountability.

PRACTICE TIPS

- Get your team involved in mentoring opportunities out of the office, e.g., Air Force Cadet Officer Mentor Action Program, the Company Grade Officer Council, and Judge Advocate Association Inn of Court.
- Give subordinates needed flexibility to attend college classes.
- Bring in experts to mentor your staff. For example, bring in the command chief master sergeant to discuss career progression or a senior person on base who has sat on a Management Level Review (MLR) or promotion board.
- Use staff meetings and other opportunities to explain your decisions, the decisions of your superiors, and the big picture perspective behind the decisions.
- Begin every staff meeting with a leadership lesson or example.
- Give your staff opportunities to brief your superiors, such as a senior airman or civilian paralegal briefing the SJA, or civilian or military staff members briefing the wing commander on a current issue or case.
- Allow team members to sit in on meetings for which they have helped you prepare.
- Use the Socratic method. Ask questions to lead team members to figure out solutions.
- Adjust your communication style to help the person you are mentoring hear (or read) your input. For example, some people want to talk through problems and others need a written product and time to think through the feedback. For some, red pen marks help them find areas needing correction. For others, the red on a page is harsh and they spend more time thinking about that than your feedback.
- Don't assume the person being mentored understands your message. Get feedback during the mentoring to help you adjust your communication style.
- Resist the temptation to say “I told you so” when they try something different than what you had discussed and it fails. Use this opportunity to help them evaluate what happened. Put yourself in their shoes to understand their point of view. If appropriate, reflect together upon what went wrong and why. Be cautious not to come across as patronizing.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

TAKE THEM TO NEW HEIGHTS

GIVE FEEDBACK

CHAPTER 12

“You must get around and show interest in what your subordinates are doing even if you don’t know much about the technique of their work. And when you are making these visits, try to pass out praise when due, as well as corrections or criticisms.”

General Omar N. Bradley, U.S. Army

Subordinates need quality feedback to meet expectations.

People are starved for feedback and will welcome virtually anything as long as it is offered in a respectful, constructive way. Many people do not believe they receive enough feedback. Yet there seems to be a fundamental reluctance to provide it, even by supervisors who themselves want feedback from their own supervisors. And it’s not just that people don’t want to tell others something negative; we often hear of situations where supervisors don’t even give positive feedback. Whatever the reasons for this reluctance, it must be overcome because the ability to provide fair, accurate, and timely feedback is a fundamental requirement of a good leader.

Feedback Basics

Feedback is more than giving occasional, general praise for an individual job or team effort. It involves specific observations that are tailored to individuals and targeted on particular objectives and behaviors. Good feedback provides people with a clear understanding of how they are measuring up. In specific, it should

begin by reviewing expectations and explaining what they are doing well, and why. Next, specifically point out where they need improvement, and why it is important. Include the basis for the observations to allow the individual to clear up misunderstandings or incorrect impressions.

Positive feedback is a significant motivator and something most people strive to obtain. It builds confidence and reassures them that they are on track. Negative feedback, when appropriate, lets people know when they are not meeting standards and what they need to do to meet them. Note that when a feedback session includes recommendations on how to improve, this doesn’t mean it was “negative” feedback. Advising people of how they can improve should be part of their continual development process rather than always being presented as an indicator of a current deficiency. As a whole, effective feedback helps people understand their own potential and where they can fit within the JAG Corps of the future.

Timing and Techniques

Formal feedback sessions are part of the performance reporting process but good leaders provide feedback in a variety of ways far more than a few times a reporting period. While different people vary in their needs and desires for feedback, you should always err on the side of too much feedback rather than too little. If you consider what level of feedback best motivates each individual and tailor your feedback accordingly, you will achieve the greatest effect. (If someone resists or doesn’t desire feedback, you must still provide it — they are sometimes the people who need it most.)

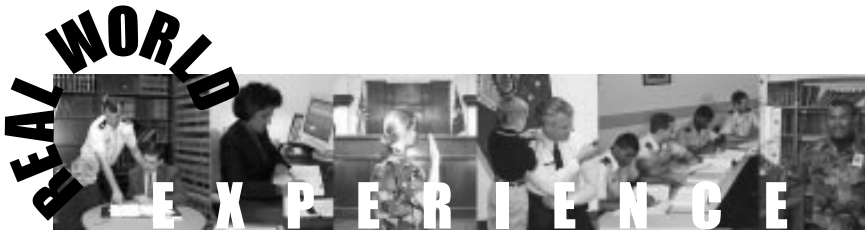
Providing positive feedback is easy for most people and it should be offered regularly. It can be as simple as taking time to walk into a section and saying: “Great job on your implementation of the changes we discussed!” or “Your (AFCIMS, AMJAMS) stats have been improving every month this year!” Positive feedback can be public or private, but for greatest impact, consider doing it both publicly and privately.

Negative feedback is more difficult, and in some cases, more important. Negative feedback should be timely, focused on well-defined behaviors, delivered with a combination of concern and encouragement, and given in private.

Evaluating Yourself as the Source of Feedback

Finally, never forget that the way your feedback will be received and applied turns on your followers' perception of you as a leader. Are you viewed as credible and sincere? Is your feedback mechanical and only offered when "required" or does it arise spontaneously and frequently from opportunities presented by different situations? Do they feel they are important to you and that you are trying to help them? Are your comments constructive and based on careful observation and inquiry rather than superficial impressions and unverified second-hand reports?

Generally, if your staff senses that your sole agenda is the best interests of the Air Force, the legal office, and your people, you will be trusted and your comments will be valued and acted upon enthusiastically.



It's the Little Things that Matter

An award should not and cannot be given for every success, but it is nice to hear "thank you" or "you did a good job" for the small things. I am responsible for scheduling numerous conferences, sometimes with very little notice. I call such times "miracle moments" because my quick work turns what could be a bitter moment into a sweet one. For people who are good at their job, it is times like this that are often overlooked. My superiors expect that I will get the task accomplished, and I will. I don't work for the praise, but when someone takes a moment to notice that I got the job done, particularly under a short deadline, it makes me feel valuable to the team.

The Power of Targeted Praise

One of the most motivating pieces of positive feedback I received came from my SJA upon the completion of a higher headquarters review of my medical malpractice tort claim seven-point memorandum. This is a difficult area to receive meaningful, global feedback because the base claims officer only does the initial investigation then specialty reviewers take over. However, my SJA, in passing, mentioned that the "fact section" of my seven-point memorandum was taken verbatim and imported into the higher headquarters opinion sent to Department of Justice. To me, that meant he was paying attention to my work and cared enough to let me know I had been successful. It also reassured me that my research and writing abilities were on track.

Mentoring Other Members of the Corps

As a young CTC, I was fortunate to practice in front of a wonderful judge who had been a numbered Air Force SJA but, due to health issues, was now in his last job before retirement. One day we were traveling back home after having finished a case, and he asked me what job I was hoping for next. I really hadn't thought about it and told him I was just enjoying litigation.

He seized the mentoring opportunity and explained that it was important to keep doing the very best I could in the position I was presently filling and that I should start thinking two assignments ahead. He took the time to explain that, while I should remain flexible in my career path, I should learn about various jobs available and help the JAG Corps match those skills and interests with the needs of the Air Force in the long term. He illustrated the point by discussing various career progression opportunities, using himself as an example, as well as explaining that other paths were equally appropriate. His simple conversation that day helped me start thinking of myself as a long-term member of the JAG Corps. It made me feel valued as a team member and respect him all the more

for passing on his knowledge. And, it modeled leadership behavior that I now try to emulate with those junior to me.

Lost in the Dark: Unstated Expectations

Many years ago, I was supervising two other attorneys in a detached office several hundred miles away from our higher command JAG office, which visited us only a few times per year. On one occasion I was given two days notice that the senior SJA would be in our town and wanted to visit our office, which he had never seen. I explained to him that the day of his visit was an official day off for the entire unit, that most of us lived an hour away from the office, and that my wife had fallen a few days before and broken both legs, so I was trying to maximize my time at home to help her and take care of our children.

I volunteered nevertheless to pick him up from his hotel and show him our office and answer any questions he had about our work. I stopped by the hotel as I had promised, and we drove over to my office and spent about an hour discussing what my office did and how well it was performing. He smiled and seemed satisfied with that, and then I took him back to his hotel, where he had the afternoon free to relax and see some of the local tourist destinations before his flight back.

I only learned several weeks later that in his written report, my superior had criticized my lack of a formal presentation, the lack of any meal or other hospitality, the fact that the other members of the office were not present, and the fact that I was taking time off to take care of my wife. He had expressed none of those views when I warned him about the situation beforehand, nor when he was with me.

A few years before, I had spent a year working directly for this SJA at his previous assignment, and I thought we were on good terms with each other. I felt betrayed because he had not expressed his true expectations

when he first called (when I still had time to try to meet some of them), and because he had not said anything to my face when I could have explained the situation and at least have profited from the exhortation. Instead, the criticisms did no good for him, for my organization, or me and only became a negative item in the official records. He was still my superior, but I no longer viewed him as a leader.

Continue to Challenge with Positive Feedback

Consider daily how to challenge your subordinates, even if you get the impression they don't want to be challenged. As an example, I had a paralegal working for me who was exceptional in claims and civil law but dreaded military justice. When the announcement about upcoming rotations was brought up, she came to my office, practically in tears, asking me not to assign her to military justice.

I considered her request and was initially inclined to grant it, but in thinking about her current rank and the probability that she would be a section NCOIC at her next assignment, I had to consider her best interest, even if she disagreed.

I called her back into my office and explained my thoughts about what the future held for her and that she needed her time in military justice. I told her that she wasn't giving herself enough credit, that she was a phenomenal paralegal and NCO, and that she could handle the challenge. This decision hit her hard. She was so upset that I thought I would have to send her home. It seemed from our discussion that she was deathly afraid of making a mistake in justice. I assured her that we, the justice team, were there for her, and we would not let her fail.

During her first few months in justice we sat together, informally, about once a week to gauge how things were going. It wasn't long before she had mastered all aspects of the military justice world. Her case preparation and processing were top notch. She had garnered the respect

of the commanders and first sergeants on base, as well as her teammates in the office. She had it in her all the time, but she just didn't believe it.

The following year, she was selected for a NAF military justice assignment. Prior to leaving, she came and thanked me for pushing her into military justice. I had full confidence that she would knock their socks off at the NAF. After a while, I checked in with her supervisor to see how things were going. Without relating any of the past discussions, I wanted the NAF superintendent's impression of our military justice training program based on the arrival of this paralegal. The NAF superintendent had nothing but praise for the drive and ability of this paralegal, leading me to believe that she will make an outstanding senior NCO.

Honest Feedback

I had been a civilian paralegal for over two decades when I was promoted to LOM. Although I was honored by the promotion and responsibility, I also knew I would have to address a personnel problem head on that had been festering in that office for years and had become a morale issue. One of our well-liked civilian paralegals had personal problems and would routinely "call in sick," usually on Mondays, or call that she would be coming in late because "she had overslept," and then would report at noon. This had been going on for quite some time, and although it was brought up to the colonel in charge, the paralegal was never confronted. We all liked her and knew she had personal problems. The consensus was that we didn't want to "hurt" her in any way. I couldn't accept the status quo because productivity and morale was affected by her behavior. Although I initially got some pushback, I contacted Civilian Personnel and received excellent advice on how best to proceed. The hardest

part was to confront her face-to-face about her pattern of behavior and express our concerns. She denied there was a problem at home but promised to improve her attendance. That only worked for a few weeks before she was back to her old behavior. She failed to call in one day and that's when I decided to take disciplinary actions that included mandatory counseling. I felt second-guessed and questioned about perhaps going "too far" with her. It was difficult but I stuck to the plan. Fortunately, there was a happy ending. We no longer had an attendance problem and, after several months, the paralegal came to me and thanked me for making her recognize that she needed help.

PRACTICE TIPS

- Make it a personal goal to provide positive feedback in some form to at least one person every day. Don't act as if "pats on the back" are in short supply.
- Be aware that deviations in your behavior can be misinterpreted by your staff. For example, if you greet staff members each morning and chat with them, but stop for a few days because you are very busy or not feeling well, one or more of them may assume you are upset with them.
- Frequently mentor informally, e.g. visit with each team member every Monday during the first hour or take the team to the club at 1500 on Friday.
- Walk around your facility and take opportunities to mentor people in their workspace.
- Rather than correcting numerous mistakes in a document, return it and identify the number of errors, challenging the author to find them and improve attention to detail.
- Conduct a "hotwash" following major projects similar to how pilots conduct a flight debrief: Offer candid input on the good and the bad, with focus on how people can improve performance next time.

- Assess, on a scale of 1 to 10, how often you want and need feedback and to feel appreciated. Understand that others may need more or less feedback than you. Consider the needs of your staff and tailor your interactions appropriately.
- Conduct an initial feedback session upon the arrival of new members to your office.
- When a team member asks for feedback, take the time to sit down and talk with him or her. Even if you think you have been giving enough feedback, he or she is telling you more is needed.
- Formally meet with each person whom you rate at least every six months. Use the calendar to schedule mentoring time. Come out from behind your desk or go to their office to make them more comfortable.
- If you have never conducted civilian employee feedback or evaluations, learn about it from civilian personnel (CPO). A long-term trusted civilian, such as the wing commander's administrative assistant can also give you tips on taking care of your civilians. If you have to provide negative feedback, make sure you are obtaining guidance from CPO.
- Provide feedback after you have written a performance report. Show them the report and discuss it with them. Don't make them go to the personnel office to find out what you think of their duty performance.
- Make sure you are giving feedback to the reservists who work for you.
- See the *I LEAD!* web site for sample feedback topics, and OPR, EPR, and PRF writing guides.
- Ask team members receiving feedback to identify their shortcomings and strengths, and what they are doing to minimize their weaknesses and maximize their strengths. Instruct them to think through these issues prior to the feedback and then start the feedback with a discussion of their self-analysis. One method is to have team members fill out a performance feedback worksheet on themselves. This helps subordinates recognize their own weaknesses, validates what the leader observed, and makes it easier to discuss and work toward improving.
- Find out if your installation has an EPR or OPR writing course. Attend and encourage your staff to attend.
- Have the LOS/NCOIC conduct a training session with attorneys on supervision of enlisted personnel, including performance feedback and EPR writing.
- If you have been noticing behavior or performance problems in a team member, make sure they understand the job requirements, are properly trained, provide them feedback, and document it.
- Before calling someone in for negative feedback that isn't urgent, try to get a sense of the kind of day (or week) they're having and schedule accordingly. When you do talk to them, make some positive comments to keep the session from being entirely negative.
- When you have to chastise someone, do so privately and in a professional tone of voice. If you publicly humiliate them or use a snide or degrading tone, you have built a wall between you and that person. It will take time and a great deal of effort to tear down that wall and allow you to have free and open communication with that person again.
- Be cautious with providing feedback via email. Negative remarks can be easily misunderstood.
- It should be very rare that you mark someone down on an EPR or OPR unless you have provided feedback long before that indicated a need for improvement, suggested methods or ways to improve, and gave them an opportunity to improve.
- Ask for feedback from your superiors. Ask for their perception of the areas where you can grow and improve.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

WE'RE IN THIS TOGETHER

BUILD A TEAM

CHAPTER 13



"We must all hang together or assuredly we will all hang separately."

Benjamin Franklin, founding father

A well-led, motivated team will consistently outperform several hardworking individuals.

Teamwork is important to accomplishment of the JAG Corps mission. That's because legal offices are made up of a series of teams within teams, all of which combine to form the legal office team. The legal office in turn supports the command team, and so on. Some of these teams are permanent and organizational, such as the claims or military justice sections. Other types are recurring but their membership changes, such as the JAGs and paralegals who partner to prepare courts-martial. SJAs and LOMs often set up temporary project teams for specific tasks, which may range from handling a major investigation to arranging to move furniture or planning a DV visit. Some teams develop informally and on their own when a few people who work well together repeatedly assist each other on routine work or special projects.

Legal Professionals and Teams

These teams are made up of JAG Corps members, who tend to be hard working, competitive, self-starters who excel at individual work and enjoy taking on and conquering challenges. Thus, the

challenge for JAG Corps leaders is to take people who may favor individuality and make them comfortable working in teams. Then, once the teams are formed, the continuing challenge is to ensure they operate successfully.

The first step is for leaders to accept the fact that the individualistic "action officer" approach to duty that propelled them into a supervisory position is no longer fully effective. In other words, no matter how smart you are or how hard you work, you can't do it all. In today's dynamic environment the only sure way to get the job done well is to work with others: peers, superiors, and subordinates alike.

Working in teams leads to the accomplishment of tasks far beyond the ability, expertise, or productivity of any one person. Successful teamwork capitalizes on combined strengths, fosters lasting and personal bonds, and improves morale. But just forming teams isn't enough. You will find that team members perform better if they trust and respect each other and are motivated to support the team's goals and each other. Ensuring this happens is the leader's job.

Techniques

You must clearly communicate the mission, goals, objectives, and responsibilities of each permanent or temporary team and ensure the members understand them. Regular follow-up will keep members focused and allow for feedback that can identify the need for mid-course corrections. But this monitoring must not evolve into micromanagement. By trying to do their work for them, you will defeat the value of putting together a team in the first place, plus you inhibit their ability to develop their teamwork skills.

A vital aspect of monitoring involves assessing the performance of individuals within the team. If anyone is disruptive or not doing their share, the team's productivity and morale will suffer. Similarly, if someone is not equipped to handle his or her role for whatever reason, it will affect the group. Counseling the individual is the first step but replacement may be required if problems cannot be resolved.

Team formation and maintenance require constant attention as people come and go in our offices. Teams work best when new

members are quickly made to feel part of the team whatever its size or duration. Pay particular attention to the way you welcome and orient new members. Then, help team members trust themselves and each other by encouraging them to become, and feel, more confident in their work proficiency. This can be accomplished through positive feedback and specific training. Use morale boosting efforts such as finding fun things to do outside the office to help them enjoy and take pride in “their team.” These measures develop the interpersonal skills and relationships necessary to secure lasting cooperation. Team members are less likely to passively allow teammates to fail if they have a personal relationship with them.



Welcome Meals and Annual Dinners

As a new JAG, I really appreciated being invited over to the SJA's home with my wife and family. It was a wonderful welcome to the career field, to the military, and to the new base. Later, I had a boss who would have an annual Christmas dinner. He would fill his basement with chairs and tables and invite every person in the legal office (and spouses or dates) to come to his home for a nice meal. These kinds of hospitality create a wonderful amount of good will.

Showing Others You Care

When I arrived at my first duty assignment as a judge advocate, I was already several months pregnant. Shortly after I arrived, I left TDY for almost 3 months. When I returned to the office, I was only back a few weeks before I was put on bed rest for a few days as a result of a few complications. The first afternoon home, all the other captains in the office placed a conference call just

to see how I was doing. It meant so much that they took the time to call, and it went a long way to solidifying the friendships we still have today. It also showed that they cared about me outside of work.

Making It Happen Through Teamwork

Shortly after I arrived at my first JAG assignment, I was selected to “deploy” as part of a field exercise in preparation for an upcoming ORI. Despite an initial cloud of panic and uncertainty, our deployed teams flourished. Although the “deployed” paralegals were also new to the legal profession, their willingness to teach us how to survive in the deployed environment by donning chem gear and sweeping for unexploded ordinance was immeasurable. Under the guidance and leadership of the SJA and LOM, our office rallied to ensure we had the best support to do our jobs in the field. Experienced reservists developed detailed guidance on drafting ROEs and understanding SOFAs. Each section in the office trained us on the latest information on everything from the SSCRA to claims jurisdiction. This team effort led us to earn one of only two “Outstanding” ratings awarded during the ORI, and the IG report specifically lauded our teamwork. I know our success was a direct result of the entire office's efforts...we could never have done it alone.

Taking Time to Assess Morale

One of the things that surprised me when I became a SJA was just how happy everyone was when I was around — no one shared “bad news” with me. Subordinates often want you to believe that everything affecting them and around them is A-Okay. This can isolate a SJA from issues and personnel problems that, over time, could have an impact on the mission.

Assessing Morale by Running for Governor

One excellent JAG Corps leader I worked for made personal contact on a regular basis with all his troops. He called it “running for governor.” The main point was to get out among the folks, shake hands, and talk...not necessarily about work (and better if not), but if work issues needed to be resolved, that was fine too. He had to make a concerted effort to put off paperwork and emails to get out on the floors, over to the Pentagon and Bolling AFB, and out to his locations in the field to keep his troops eager, engaged, and motivated. My observations were that the troops were motivated by the fact that the big boss cared about them...and it helped them keep a good attitude regarding all their struggles.

Manage by Walking Around

While serving as a First Sergeant, I quickly learned that the most effective way of getting to know my troops and assessing workload, stress, and morale was through unscheduled visits. Prying a computer programmer's eyes from their monitor became easier with each successive visit. As a LOM, I use the same approach in my current office and have found it just as successful. I take a sincere interest in their latest claim, Article 15 or court-martial. More importantly, I keep abreast of their latest challenges, such as parenting issues — listening to and laughing at stories of the latest antics of children of office members. I found that easy, casual conversations assisted me in effectively taking care of my people as well as my mission.

Sharing the Wealth Will Foster Teamwork

The ongoing decrease in home station manning due to force shaping and increasing deployments is emphasizing a point that has long been true: teamwork among sections of a legal office is essential to accomplish the mission.

Look for and immediately stamp out any perceived notions that justice, claims, and civil law staff members work just their assigned areas and are not required to assist others in need. This mentality occurs more often in larger rather than smaller offices. Having worked both types of offices and having seen the dynamics of both, it is evident that everyone is busy, but in the smaller office, the need for all to pull together as a team is done usually on an unofficial basis without the need for direct leadership intervention.

Make it clear that all staff members will be asked to help during times of high ops tempo. As an example, a practice of asking claims or civil law paralegals to assist military justice in the logistics of processing a litigated case with multiple witnesses and experts is a must. Because most offices have annual paralegal rotations, this teamwork effort will usually receive “buy in” from all of the paralegals because they too will be in military justice helping to facilitate a complex court-martial. In civil law, staff from other sections should help in deployment legal processing of a unit prior to the deployment date. The claims staff will require help during times of Disaster Control Group exercises or after an incident on base, such as a tornado or fire that will pull out the claims staff to do inspections. Taking on briefings for sections where manning is short due to leaves, TDYs, or deployments is another area where teamwork will ensure that the mission gets done.

Camaraderie will increase among your staff when they are asked to assist other sections. It may begin as a leadership-driven request (with a bit of grumbling at first), but in no time, the informal leaders in the office will step up and ensure things get done.

PRACTICE TIPS

- Refer to your office and sub-sections as teams to create a sense of unity and belonging.
- Conduct teambuilding exercises. See the *I LEAD!* web site for ideas.
- Create a team identity for your office. Challenge each section to design a slogan or logo and have the office select the winner. Order t-shirts and wear them during activities such as intramurals, group fitness training, or social events. Order office coins.
- Inspire yourself and share your enthusiasm. When you successfully communicate your own passion for something you care about, it motivates others.
- Pay attention to the office “ambient” noise. Relaxed conversations and occasional laughter can indicate a good working environment. Sharp comments, loud voices, or absolute silence may indicate the opposite and typically warrant a closer look.
- Ask the MEO office to conduct a climate assessment for the office to help you determine office morale.
- Socialize with your staff while at the office. For example, organize a monthly birthday celebration or potluck lunch. Go to lunch with a different team of people each month or have an office movie night. End work early on a Friday, make popcorn, and watch a military movie such as the *Court-Martial of Billy Mitchell*, *Breaker Morant*, or *A Few Good Men*.
- Welcome new arrivals to overseas locations by gathering office members and assembling at the airport.
- In overseas locations, take newcomers out for dinner on their first night in country and put simple breakfast foods in their lodging room for their first morning.
- Welcome individuals returning from a deployment by meeting them at the airport or having a party upon their return.
- Bring hot meals to members involved in a military exercise.
- Organize an office morale fund to provide small gifts, flowers, etc., for occasions such as births, deaths, extended illness or injury. Take the time to visit your people in the hospital, at home, etc., during these occasions.
- Start a team recognition program within the office to shift the recognition and reward system to collaboration and teamwork rather than solely based on individual achievement.
- At your next staff meeting, hand out pieces of paper and ask that people anonymously identify one thing that generally hurts office morale and suggest a way to improve.
- Set up a rotating schedule for office volunteers to check on and assist spouses of deployed or remote JAG family members.
- Appoint a “morale officer” to ensure fun activities are periodically organized.
- Treat all visiting JAG Family members as VIPs (circuit counsel, judges, inspection teams) — put welcome notes in their rooms, provide the best available quarters, and, as available, provide them transportation.
- Take time to have fun with your team outside of the office. Organize a sporting or social event for the office, including athletic events, community service projects, and other activities.
- Volunteer as an office for community service projects.
- Promote friendly competition. For instance, set a physical fitness challenge for the office, such as which section can run the most miles in a week, and give up your parking spot to the winning section for a week.
- Have an employee appreciation day and a family day. This is a perfect opportunity for the staff to know you care about them and their family.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

WE'RE IN THIS TOGETHER

SHARE THE SPOTLIGHT

CHAPTER 13



“There is no limit to what you can accomplish if you don't care who gets the credit.”

Numerous sources

Share the spotlight — better yet, let others stand in your place.

In truth, it is a simple expectation. Even the most motivated, selfless people need to be reminded that you value their hard work and contributions. Consequently, control the spotlight from above, don't stand in the glow yourself. Because your success comes from the combined efforts of those around you, recognition of their contributions will reinforce teamwork and nourish the morale critical to mission accomplishment.

Formal Recognition

Point the spotlight often on deserving team members and sing their praises. As one JAG Corps leader put it, “Work hard for me and I'll work hard for you.” As subordinates meet their half of the bargain, ensure you are meeting yours. Aside from its mentoring value, publicly recognizing positive accomplishments and behaviors reinforces excellence and inspires others to emulate it. Promotion and medal ceremonies, performance evaluations and appraisals, reenlistments, and farewell luncheons all offer a perfect opportunity to broadcast the outstanding contributions team

members have made. Regularly nominate your people for wing, TJAGC, and other awards, and hand out letters of appreciation during office meetings.

As a leader, you will find that recognizing your people is time-consuming and requires you to stay engaged with your people to know when outstanding work is being done. It takes many hours to write an appropriate OPR, EPR, or PRF, and days to write a persuasive award package. But it's worth the investment of time because even if your folks don't win the award or other recognition, at least they know you met your half of the bargain.

Informal Recognition

While formal opportunities to honor people are limited in life, never underestimate the value of a simple thank-you note or email. Find creative ways to thank team members, individually and collectively, for their day-to-day support. Moreover, while creativity is important, heartfelt thanks is most meaningful — as opposed to a bland, general, “Thanks for a great job” comment at a weekly staff meeting. The effort you take to make it personal and specific will be noted and underscores the sincerity of your comments. Frequency and sincerity are key to making informal recognition valuable and valued.

Team accomplishments should include recognition of all team members with special attention on those who have made the most significant contributions. Doing so will foster continued teamwork without causing divisiveness. For example, if the Article 15 on-time processing rates are up from last month, credit the paralegals responsible for the day-to-day processing along with the chief of adverse actions. On the other hand, don't give credit where credit is not due. Underserved credit offends those truly responsible and can undermine your credibility as a knowledgeable leader or create the impression that you're playing favorites.

Recognize Families

Sharing credit also means recognizing the sacrifices and caring for the families of your office personnel. From holding down the home-front during a deployment to frequent PCS moves, spouses, children, and parents make tremendous sacrifices on our behalf.

Warmly thank them for their efforts and make them a part of your office family. Invite them to office gatherings, especially when it's to recognize their military family members and use such gatherings to recognize their contributions too. These efforts help make the JAG family a reality.



Caring for the Family During Deployments and TDYs

The DSJA at my first assignment was great at caring for those family members left behind during deployments and TDYs. During one 3-month period we had several people deployed and on extended TDYs that left their pregnant spouses home alone. She created a rotating schedule for people in the office to check on each spouse twice a week during their military spouse's absence. While it started as a telephone call, it developed into inviting them to group dinners and social hours. It was a great boost to our office morale, and I know the spouses appreciated the fact that we included them.

Going Above and Beyond to Ensure Your Troops Shine

To this day, I clearly remember when my SJA came into my office and told me he was going to nominate me for CGO of the Quarter. Obviously, I was flattered, but I had no idea what was involved in the process. Although he was on leave and in the middle of preparing a required paper for Air War College, he enthusiastically took the time to explain the process to me. When it came time to write the nomination package, he wrote the package without my input because he knew everything I had done over that quarter. When I asked what I needed to do to prepare for the face-to-face board, he went several steps

beyond the standard response, purchasing the most current news magazines and highlighting what he thought was important in order to face the board. Two days prior, he set up a mock board with the DSJA, the chief of justice and himself. Although this mock board was grueling, I knew that if I succeeded in that effort, the actual board would be no problem. On the day of the board he came into my office with a ruler. The first thing he did was measure my hair. Although I'd gotten my hair cut the night prior, he asked me if I had a problem getting a better hair cut. While I was gone to get the haircut, he took that ruler to my service dress jacket, ensuring everything on my jacket was according to the regulations.

When I returned, he performed an inspection. He then drove me to the board and joked with me to keep my nervousness down. As I entered the boardroom I was determined to do my best to make him proud. I wanted to win for him, not for me. Even today, when I think about the best ways to motivate myself, my staff, or even my eight-year old daughter, I think about how he motivated me to be proud of who I am, proud of being an Air Force officer, and proud of being a Judge Advocate. Although I did win at the board, even if I had not, I won a great deal every day that I worked for him and continue to win by his example.

The "Whatever Award"

My first SJA came up with a recognition program designed for coworkers to recognize each other for a job well done. It was called the "Whatever Award." It is a white coffee cup with a blue background that had the word "whatever" written on it. Each week at our staff meeting, the last recipient of the Whatever Award presented the award to someone in the office who had done a good job, helped with something...whatever. It was presented to "Whoever" for "Whatever." We tried to keep it moving around the office on a regular basis. The person presenting the award filled the cup with "whatever." At times it was filled with candy, little trinkets, toys, or Slim Jims.

The goal was to fill the cup with something the awardees would enjoy. The “Whatever Award” was a great way for peers to recognize peers, rather than the normal “boss” recognizing the “worker.” Recognition from your peers is one of the finest forms of a compliment you can receive. It means a lot to each person that receives it, and you get a chance to give that to someone else as well. The best part of the “Whatever Award” is that you give it for...whatever!

PRACTICE TIPS

- Arrange for the commander to stop by the office for a walk-around to thank your staff for the work they've done. Provide the commander with information on a few individuals to single out for specific praise.
- Post award winners' photographs and trophies at a recognition corner or in a trophy case.
- Create an office “brag book.” Microsoft Publisher provides an easy-to-use format. Include photos of the staff and their accomplishments. Collect and include notes, emails, and quotes from clients praising their work. Provide copies to your commander and DVs at the start of their visit.
- Write thank you and congratulation notes for accomplishments.
- Get simulator time or incentive flights for team members.
- Have staff members provide you five bullets a month describing accomplishments.
- Submit your good performers for awards at the wing and JAG Corps levels, and other awards, even if you don't expect them to win. See the JAX web site and the local bar association for award ideas.
- Include team members in the awards nomination process. For example, have the OICs get together and discuss who is the best NCOIC for a quarterly award and draft the nomination package. Personally write or review each nomination. Never ask someone to write his or her own nomination package.
- See the *I LEAD!* web site for OPR, EPR, and PRF writing guides.
- Critically review award nominations you have submitted. What are the strengths and weaknesses of the write-ups? How did your nominee(s) perform at the board? Did you take enough time to prepare the nomination and the individual? How could you have improved their chance for success? Write down steps that you will take to strengthen your next nominee's write-up and appearance before the board.
- Have team members serve on awards boards, e.g., the LOS/NCOIC on the wing quarterly award board. Then, have them review previous office submissions and provide feedback on ways to improve your submissions.
- Recognize your reservists. Since they don't PCS as often as active duty personnel, periodic records/awards reviews are essential.
- Recognize your civilian employees. They can be awarded medals, time-off, pay incentives, TJAGC awards, wing awards, and more.
- Submit medal and ribbon awards packages for deserving staff members. Points from the awards help make enlisted members more competitive for promotion. The Achievement Medal earns one point, Commendation Medal earns three points, and the Meritorious Service Medal earns five points.
- Recognize your office teams, e.g., legal assistance team of the year and provide information to the wing for use in unit award submissions.
- Give a one-day pass for a job well done on a particularly time-consuming project.
- Organize an office picnic. Publicly recognize each family with a thank you for their support.
- Create a flyer or thank you note that tells the children of your staff thanks for supporting our Nation through supporting their parents, and good luck in the new school year. Have the entire office staff sign the flyer and mail it to each child at the start of the school year.
- With permission, send a news release to the hometown newspapers of your people following significant accomplishments, such as quarterly awards, or deployments. Send a copy to the family.
- During senior officer visits, such as Article 6 inspections, have staff members brief their work and accomplishments. Ask the visitor to present awards, such as medals.
- Take the attorney or paralegal that worked a project with you to the commander's office so the commander can see who did the work.
- Have attorneys and paralegals prepare documents with their names on them. The supervisor can sign to concur or put the action officer's name as the point of contact.

PARTNER TO MAXIMIZE RESULTS

SYNERGY — AIR FORCE STYLE

CHAPTER 14



“The best way to destroy an enemy is to make him a friend.”

President Abraham Lincoln

Make friends and get along with others.

One of our former TJAGs used to say: “If you’re going to be a lawyer in Iowa, you’d better know the price of corn.” That was his way of getting across the message that we need to understand our clients’ perspectives, needs, and concerns. The most effective way to gain a deep understanding of those factors is to “partner” with them.

Partnering

Partnering is an extension of the teamwork concept and offers many of the same benefits. In essence, it helps overcome limitations in our expertise and experience and can provide a sense of common purpose that can reduce friction, reinforce areas of agreement, and enable a more efficient use of resources. You can partner with entities within and outside of the Air Force, and the relationship does not have to be formalized in any way. In fact, if you view and interact with others and perceive them as partners in a common mission, it is not absolutely necessary that they view you in the same way. You can get the benefits of partnering simply by entering a relationship with a cooperative frame of mind

— this attitude will likely rub off on the other party and create a de facto partnership if not more.

Understanding Drives Cooperation

The JAG Corps has always encouraged its members to become involved in the missions of the organizations we serve and work with, from flying squadrons to support units. There are many ways to do this. You can attend mission briefings and commanders’ calls, attend and perhaps brief their staff meetings periodically, informally appoint a legal office point of contact or liaison for every squadron and staff agency, “shadow” the commander and other key personnel, or spend a day or half-day in various shops and mission areas. You will find that the vast majority of Airmen will be thrilled that the legal office has taken an interest in their operations and will welcome your attention. Similarly, while JAG Corps members may be reluctant to divert themselves from their inboxes, if sufficiently encouraged they will often be excited to get away from their routines. They will also soon recognize that the increased understanding they gain will be invaluable immediately and throughout their careers.

This increased understanding becomes the foundation for an appreciation of the clients’ position when specific tasks or problems require working together closely. For example, recommendations on disciplinary actions are received far more readily when they are made by JAGs who understand the unit’s environment. Or, a disagreement over what terms are required in a contract can be resolved, and perhaps avoided, when the two parties perceive themselves as cooperative from the beginning of their relationship. Through partnerships, excellent outcomes increase as good relationships are deepened and poor relationships are transformed.

The Partner Universe

You can extend the partnering mentality to any organization you deal with frequently, either directly or by working with individual members, such as squadrons, staff offices, and NCO organizations. As mentioned earlier, an expansive view of partnering can lead to enhanced relationships outside the Air Force, as with local prosecutors, administrative agencies, and bar associations. This approach can prove invaluable overseas if you develop productive ties with host-nation officials and criminal justice offices.

Recognize that all these potential partners represent a staggering diversity in terms of backgrounds, personalities, viewpoints, resources, concerns, and objectives. Reflect on ways to interact effectively with these persons and groups. Commonly recognized “tribes” each have their own styles, perspectives, and even terminology, and you need to be able to relate to them. The more you understand and embrace these differences, the more effectively you will work together.

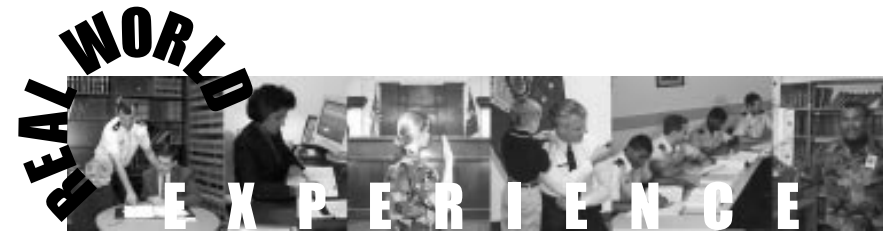
Once you can communicate, you can strive to create a relaxed, professional atmosphere for discussions. When problems arise, assess the interests and temperament of affected partners and consider ways to decrease tensions and increase confidence. Also avoid interpreting disagreements as personal attacks. As General Colin Powell said, “Never let your ego get so close to your position that when your position goes, your ego goes with it.” Similarly, avoid the temptation to allow territorial instincts to guide your interactions. Ask yourself what is the best for the Nation and the Air Force, not merely your office or the JAG Corps. Overall, do not limit your focus to resolving current pressing issues but also consider the long-term implications of proposed solutions on the partnership.

Networking

Networking is related to partnering — maintaining contact with a set of people or organizations whose cooperation can be expected based on mutual interest and goodwill. Networking provides the ability to reach out to these key contacts at critical moments to obtain needed information, action, and advice. Networking benefits are most obvious in that they are often “just a phone call away.”

Synergy

The overarching goal of partnering and networking is to achieve an effect greater than the effects of each partner acting independently or in isolation. In other words, combining forces (or at least comparing information and perspectives), tends to produce a better product. If done well, partnering can repeatedly get the best results possible under varying circumstances.



Going the Extra Mile: Availability and Transparency

As a base-level SJA, I understood that my ability to influence intelligent outcomes base-wide depended not only on my relationship with the wing commander, but just as importantly, my partnership relations with squadron commanders. Rightly or wrongly, squadron commanders sometimes resent JAGs for their perceived special access to wing leadership and suspect JAGs of not fairly representing their views when in discussions behind closed doors. Sensitive to the need for credibility with squadron commanders, I made myself constantly available to them whenever they wished to talk, which, more often than not, was after normal duty hours. By partnering with a focus on dialogue and transparency, I helped contribute to a healthy leadership atmosphere for making tough decisions.

Reaping Incalculable Benefits from Wise Partnership Management

As both a stateside and a deployed SJA, I learned how complicated, yet gratifying, partnering could be. Stateside, most functions at my base were actually handled by contract personnel. Shortly before arriving at the base, the base was, for lack of a better word, “raided” by FBI and EPA agents. During the formal investigation that followed the raid, the Air Force had interests in maintaining good relations with all contract personnel for purposes of mission accomplishment while not protecting any contract supervisor or employee who may have run afoul of the law. This proved a dicey task! However, my evenhandedness toward all parties ultimately resulted

in the FBI and EPA dropping the case, confident that all truthful information had been disclosed, and with no embittered contract personnel, since they were confident that the Air Force had not been indifferent to them. The result was deeply satisfying — second only to my most memorable partnering opportunity, which arose as a part of Operation JOINT ENDEAVOR (peacekeeping in the Former Republic of Yugoslavia). After the fall of the Iron Curtain, I deployed to Tazsar and quickly sought out the local prosecutor to hammer out notification procedures in the event a unit member was arrested. Much to my surprise, the old Soviet-style prosecutor I encountered was shaking as I entered his office: he confessed that he had never seen an American before. Suddenly, I felt that I was representing so many things to this new partner, and I honored him, as he honored me. Together, we ironed out clear procedures we both hoped would never be used, and thankfully, though we were ready, no need for their use ever arose.

Seizing Opportunities to Maximize Readiness

At my base where I serve as LOM, we set up “satellite” legal assistance as soon as we receive notice of a unit’s AEF deployment. To ensure deploying members and their families are as prepared as possible for the deployment, we join Unit Deployment Managers, Family Support Center personnel, and Personnel Readiness Unit personnel from MPF in going directly to the unit to provide necessary support services. While the other base agencies address needs within their areas of expertise, we provide legal assistance. This comprehensive team approach has produced great results by giving spouses of deploying members the peace of mind they crave that their legal affairs are in order prior to the deployment, and by decreasing the number of people needing legal services on the mobility processing line. Both our office and our base partners view this effort as a critical opportunity not to be missed!

Understanding and Serving the Air Force Client

As a multi-time SJA, I discovered there was always enough work to keep me occupied in my office. I also recognized that confining myself to my office made me less effective for my AF clients as I knew little or nothing about what they did. Thus, early in my SJA career, I began calling my squadron commanders and asking them for a tour of their operations so I could better understand their problems. The response was rapid and enthusiastic. Many of them told me no JAG had ever asked to see what they did. For my part, I was amazed at the depth and breadth of the squadrons’ missions, not to mention the professionalism of the NCOs and Airmen I met in the shops. From that point on, my relationship with these commanders changed dramatically. They felt that my knowledge of their operations helped me better grasp why certain misconduct was a problem to them, and we grew in respect for one another. I also stressed to these commanders my willingness to continue visiting their offices as needed: an offer appreciated for its sincerity. ADCs, chiefs of justice, LOMs, and others in the legal office will enjoy their work more and actually get more done if they adopt the same approach.

PRACTICE TIPS

- Prior to your arrival on base, learn the base mission and weapon systems, organization, and key personnel.
- Give those who answer the phones a list of key personnel who are important to recognize immediately (e.g., senior commanders, TJAG, the MAJCOM and NAF SJAs).
- Continually remind your staff to get out of their offices and engage with the other organizations on base. Encourage staff to get involved with non-JAG organizations, such as Honor Guard, Top 3, Company Grade Officer’s Council, and intramural sports.
- Attend installation team events, such as hail and farewells, award and promotion ceremonies, retirements, and ALS graduations even if you don’t have an office member being recognized.

- Hold office training meetings at non-office locations such as 1530 on a Friday at the O'Club or NCO Club. Encourage staff to stay for the follow-on social hour to get to know others on the base.
- List six AF and non-AF organizations whose work impacts your office or mission. Get together with individuals from at least one organization per month for an O'Club lunch, an O'Club or NCO Club social hour, a tour of their facility, and/or a tour for them of the installation.
- Assign staff members to brief at various on- and off-base forums. Brief groups such as first sergeants' and senior NCO organizations, Company Grade Officers Council, and at commanders' calls.
- Find off-base speaking opportunities, such as local service organizations, through the base public affairs office.
- If your base has a standing team of persons who brief visitors on the base mission, assign some staff members to this team.
- Encourage members of your office to visit maintenance workshops, ride along with security forces at night, and interact with ops squadrons to learn what they do.
- Challenge other organizations to some friendly Crud, bowling, or volleyball competitions.
- Consider whether you should adopt the squadron JAG and paralegal representative concept.
- Attend appropriate level Developmental Education with a view toward learning more about your client.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

Vision to Action

Oliver Wendell Holmes once said, “The great thing in this world is not so much where we are, but in what direction we are moving.” Effective leaders combine an understanding of where an organization has been, and is, with a vision of where it must go. More is required, however, for progress to be made. The vision must be imparted to the organization’s members in such a way that they not only understand the vision but are inspired and become committed to move forward to achieve it. While a vision may be very ambitious, realism must be a factor. Therefore, the process of developing the vision and moving the organization forward requires that the leader consider available resources, start the process, and identify and recruit the talent needed for implementation.

*Brigadier General
Wilma L. Vaught, U.S. Air Force*

SECTION 4 Leading the Institution



SHAPE STRATEGY AND DIRECTION

LONG-RANGE GOALS

CHAPTER 15



“It strikes me that there are two ways to achieve success. First, we can wait for opportunities and challenges to appear at our door. With good fortune, some will be in the right place, at the right time, and will have prepared themselves adequately to handle whatever comes their way. Far more of us, though, will experience success by following a second path, which is the one I urge you all to take. This path focuses on defining a plan.”

*Major General William A. Moorman,
U.S. Air Force*

Establish critical, long-range, success factors and goals designed to achieve mission and organizational advantage.

We often hear the phrase, “Flexibility is the key to air power.” Certainly, one aspect of surviving in today’s high-speed and technology-driven environment is flexibility — the ability to make rapid changes when faced with unforeseen circumstances that threaten the success of the mission. But merely reacting to situations as they occur is an inefficient and inadequate substitute for deliberate planning. Deliberate, long-range, or strategic planning identifies requirements and potential roadblocks in advance, and postures the organization for success in the future environment. In the last few years, organizational transformation has been the product of our senior leaders’ vision and strategic planning. This has enabled the Air Force, including the JAG Corps, to successfully perform in an ever-developing landscape of national security scenarios.

Long-range planning involves attempting to forecast the future. This does not mean “predicting” the future, which implies near certainty and is impossible. Instead, forecasting focuses on likelihoods — that which is likely to happen if current trends continue. The forecasting process involves four major steps. First, identify what things might happen in the future, e.g., the possible future. Identifying what might happen requires you to look at international, domestic, military, and legal drivers of future events. There are many drivers, e.g., demographics, technology, environment, social issues and trends, statutory or regulatory restrictions, international agreements, threats, and evolving legal theories and practice areas.

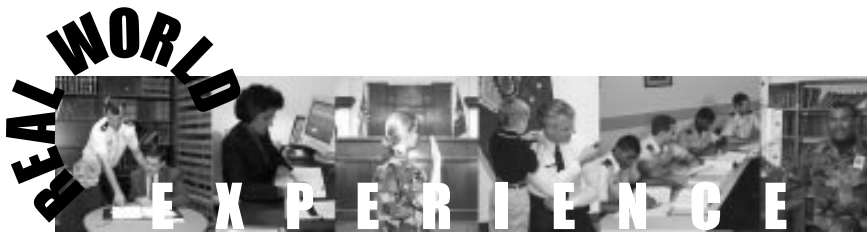
Then, describe the potential consequences of those futures for the Air Force. Next, do a probability analysis to sort out which of these states are most likely to happen, i.e. the probable futures. Given this set of futures, review the consequences you described earlier and determine which are likely to have an impact on the JAG Corps and what that impact would be (e.g., specific actions, increases in work load, and expanded roles).

This process positions you to answer the “ultimate question.” If a particular future state is highly likely, and it has a sufficiently high impact on the JAG Corps, then what should we be doing or planning to achieve a favorable future, or at least to minimize the impacts of an undesirable future? This will require a comprehensive review of which JAG Corps areas would be affected by the future state, including personnel, education and training, technology, operational readiness, fields of practice, and structure and organization. At the end of this process, the things that need doing and the areas they involve comprise your strategic plan.

Inextricably linked with strategic planning is the concept of goals and objectives. Planning provides the conceptual framework within which goals and objectives are established. While the plan provides an overall direction, goals are more tangible and discreet “destinations” along the way. It follows that to successfully develop and implement a strategic plan, it must be refined into supporting goals and objectives. Another aspect of the relationship between goals and strategic planning is that the goals do not exist

independently. They are a means in furtherance of the plan for the organization's future, not ends in and of themselves.

Strategic planning and the corresponding long-range goals contemplate an organizational, as opposed to individual, perspective. Similarly, the time aspect for strategic planning is 10 to 20 years out, not one year at a time. Developing a strategic focus and perspective from which to accomplish this type of planning requires staying informed of the direction of senior Air Force leadership, DoD leadership, as well as Congress and the President. For example, comprehensive strategic planning is not possible without an understanding of The National Security Strategy of the United States of America as announced by the President. This document helps answer the question of what will be expected of America's military forces in the future. From there, strategic planners can begin to try to answer the question of how the JAG Corps can best prepare to contribute to the Nation's defense.



Broad Understanding Helps

As a MAJCOM and Unified Command SJA, I gained a broad understanding of how Air Force and JAG Corps senior leaders plan for the future. I had the opportunity to personally interact with Air Force senior leadership and listen as they articulated their vision for the Air Force. Additionally, I participated in discussions with my counterparts in other services as the unified command also endeavored to define its role in the future. Notably, senior leaders, regardless of service, contemplated what national defense should look like two decades from now. They focused first on national defense strategy and then on service or command strategy to meet mission requirements. As I was exposed to the vision of leaders

at this level, I applied the information to my concept of the JAG Corps of the future. I asked questions, such as: How should the Corps look? What should the major focus areas be? Where should we commit our resources? Do the actions we are taking today support the force of tomorrow?

As a participant in JAG Corps executive conferences and NAF SJA conferences, I took seriously my position and my responsibility to prepare the Corps for what it would be asked to do in the future. As I supported wing- and NAF-level SJAs with assignments, budgets, and training, my overarching purpose was to ensure each action supported the overall Air Force Vision.

Strategic Thinking Gave Organization Purpose and Served Others

In 1961, the Air Force Accounting and Finance Center (AFAFC) SJA, Colonel Calvin Vos, became interested in the possibility of performing legal research by computer. According to Colonel Vos, he was concerned about his staff of 12-15 civilian attorneys, thinking that the AFAFC commander might not always support their then-existing mission. He wanted to find another role for the office and believed they could make a mark in the field of computer-assisted research. In 1962, Colonel Vos submitted a proposal to Headquarters USAF for the development and testing of a system comprised of magnetic tape storage which would permit document retrieval based on key words.

Not everyone in the Department was as excited about the idea as he was. Major General Kuhfeld, the TJAG, told him the idea was crazy and that adopting it would "take bread and butter" from the Department's attorneys. Nevertheless, Colonel Vos managed to sell the idea to him. The proposal was approved in 1963 and the Air Force's first computerized legal research system was born. In that year, the Air Force contracted with the University of Pittsburgh and LITE (the precursor to the current FLITE)

was born. The Air Force and as the project continued, the Air Force JAG Department was firmly at the forefront of computerized legal research in the country, a position it would occupy for decades.

(Originally published in The First 50 Years: U.S. Air Force Judge Advocate General's Department)

NCOs with Persistence and Vision Help Shape the Corps

Senior NCOs in the early days of the JAG Department petitioned for improvement to their career field for years. When General Cheney became TJAG, he recognized the many contributions of legal specialists and took several steps to ensure they were full team members. The 1970 PACAF NCOIC annual conference developed “many concrete suggestions..., including the need for training, recognition in the form of an awards program, and a badge, more control by the Department over assignments, and a senior legal specialist representative in the Office of TJAG.” These suggestions were passed to General Cheney who was already in the process of establishing the position of “Special Assistant to TJAG for Legal Airmen Affairs.”

Chief Master Sergeant Steve Swigonski was hired for the position and given complete authority to fix the problem of a zero percent retention rate for first-termers. During his two years in the position, Chief Swigonski proceeded to influence the adoption of several of the ideas that the PACAF NCOICs had proposed. He obtained paralegal training for legal specialists, a two-line nametag to allow others to recognize the special contributions of legal specialists, added a legal specialist liaison at the assignment center at Randolph Air Force Base, held the first-ever MAJCOM NCOIC Conference, and obtained a reenlistment bonus for legal specialists and authorization to establish an Outstanding Paralegal Airman of the Year award (later renamed in his honor as the Swigonski Award).

(Extracted from The First 50 Years: U.S. Air Force Judge Advocate General's Department)

PRACTICE TIPS

- Resist the temptation to only react to crises and respond to the inbox and set aside time to plan — actively think about what the future will likely bring and what the JAG Corps needs to do to prepare. Adopt a variation of the practice of a Fortune 500 CEO who made a point of taking a few day trips each year by himself. He didn't take a computer, phone or books, and instead spent the time just reflecting on his organization and its future.
- Adopt a practice used by Gen Gordon R. Sullivan (Chief of Staff, USA, 1991-1995) and imagine yourself in the JAG Corps 20 and then 50 years in the future. Disregard constraints and resist the urge to view something as impossible. Look back and see the roads that lead to that destination. Collaborate with other members of the JAG Corps to discuss what the organization should be doing. Ask yourself what you can do to bring the JAG Corps into the future.
- Routinely collect ideas from military and national leaders' speeches and incorporate them into planning sessions.
- Compare the likely future scenarios with the JAG Corps Core Competencies and plan to overcome deficiencies, acquire new skills, and redirect resources as appropriate.
- Set tangible, achievable goals that are in furtherance of the strategic plan and develop ways to measure progress toward meeting those goals.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

SHAPE STRATEGY AND DIRECTION

UNDERSTAND TRENDS

CHAPTER 15



“Victory smiles upon those who anticipate the change in the character of war; not upon those who wait to adapt themselves after the changes occur.”

Giulio Douhet, air strategist

Think long term, watch for trends, and shape the Corps accordingly.

JAG Corps leaders synthesize the information available today and forecast what will be required of the organization in the future. That forecast leads to a strategic plan. But the plan is nothing more than a piece of paper unless you then prepare the organization to successfully operate in that future environment. Said another way, implementing the plan requires you to (1) identify specific requirements that affect your organization, and (2) evaluate the capability of the organization to meet those needs. Studying external and internal trends can help you accomplish both these steps.

By recognizing internal trends, organizations can make decisions and put programs into place to either correct a downward trend (i.e. by emphasizing training in an area that is lacking) or capitalize on an upward trend (i.e. by cross-feeding the successful programs of a base or NAF to all other bases). This improves the capabilities that will be required now and in the future.

An equally important focus is on events taking place outside the organization. Look at external trends on many different levels to better posture the organization to meet future challenges. For example, an understanding of Air Force trends in terms of deployment taskings and schedules is key to ensuring the right numbers of people are appropriately prepared with adequate training and experience for these assignments. On a much broader level, an understanding of the future national military strategy in Europe and Asia can help determine how the JAG Corps will staff legal offices in USAFE and PACAF. Monitoring these trends can also lead to updates and revisions of the strategic plan.



Preparing to Develop Organizational Strategy

As a MAJCOM and Unified Command SJA, I found myself using many of the same leadership skills that had served me well at the base and numbered Air Force level. However, to effectively plan at the MAJCOM level the best way to prepare all the units to meet the missions required for the next several years, I recognized the need to be aware of external issues on a much larger scale. My focus became not only longer range, but also joint. I began thinking not only about next year, but about 5 and 10 years out.

As I learned the business of the unified command in some detail, I looked for ways to ensure that the legal office serving that unified command was poised for future challenges. Wearing my MAJCOM SJA hat, I learned as much as I could about how the MAJCOM fit within the larger Air Force vision. From there, I analyzed how the legal teams at the MAJCOM, and at the NAF and installation levels could best support that effort. I looked for trends

that would have an impact on manning, budgeting, and mission requirements.

To help me predict what our legal offices would be asked to do in the future, I paid close attention to my bosses' long-term outlook and also talked to the other directors (personnel, logistics, operations, etc.) about what new missions or changes they anticipated. I took notes back to my staff to ask what trends or issues they saw in their areas of subject-matter expertise. I talked to the SJAs and LOMs in the field about what their commanders and senior enlisted advisors were saying about the future of Air Force operations. These activities helped me to develop long-term strategies and to guide my subordinates in their decision-making and resource allocation. I was also able to provide the subordinate legal offices with my perspective of the Air Force senior leadership's vision. In this way, I tried to mentor SJAs and LOMs, passing on skills they would need as they assumed higher levels of responsibility.

PRACTICE TIPS

- Be familiar with the National Defense Strategy, National Military Strategy, and Quadrennial Defense Review.
- Read *The First 50 Years*, the history book of the JAG Corps.
- Join military and legal professional associations, including historical groups. Attend their conventions and events, which under certain circumstances can be attended in a permissive TDY status.
- Read online or print versions of news services and journals, including the Early Bird and Aim Points. Remain informed about international, national, DoD and service activities that may impact your mission.
- Attend Air Force and other briefings on new military developments.
- Discuss the strategy and future of the Air Force within your office. Share speeches from Air Force leaders with the staff and discuss how the direction of the Air Force may impact Air Force legal practice.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

SHAPE STRATEGY AND DIRECTION

ENERGIZE YOUR ORGANIZATION

CHAPTER 15



“Leadership is an analog skill in this digital world we live in. There’s no substitute for getting off your butt and getting out there, face-to-face, human-to-human. Contact, that’s leadership.”

General John P. Jumper, U.S. Air Force

Ways to energize your people are limited only by professionalism and imagination.

The key to any successful organization is its people — their energy, talent, skills, devotion, and integrity. Energizing an organization is another way of saying: “Motivate your people.” On a day-to-day basis at the office level, motivating individuals involves letting them know they are appreciated and ensuring they know why their job is important to the organization. Over the long term, leadership is more than just motivating subordinates to do good work. It also involves encouraging them to pursue their interests, take on challenges to improve their skills, think creatively, and suggest better ways to do things. The impact of this encouragement is enhanced when you provide them with a sense of how they will contribute to the JAG Corps’ future.

The Air Force experience offers diverse opportunities for personal achievement and career enhancement at every career level for enlisted personnel, officers and civilians. Leaders must encourage development of the whole person, which includes guiding subordinates to establish a healthy balance between work-related duties and personal responsibilities and interests.

There are a vast number of ways to energize team members. Tailor your approach based upon each person's perspective and what they value. Recognition, awards, encouraging them to volunteer to assist in ceremonies and social events, and granting members increased job responsibility or autonomy based on performance all serve to refresh enthusiasm. Long-term positive changes in the culture will occur with your constant reinforcement. These changes will produce the personal and professional development that is essential to the JAG Corps' ability to deal with future challenges.



The Lasting Effects of Creative Leadership

One of the leadership traits that I've learned is to thank your staff in creative ways. For example, when I was a first-time SJA, I was asked to reenlist one of our office's paralegals. It was the first time that I had reenlisted someone, and I called her previous bosses and co-workers for some small story that would make the ceremony special. In addition, I had met a retired officer who had started a glass etching business for awards and plaques. I called him to ask if he could etch the reenlistment oath on a plaque along with the name of the NCO and reenlistment date. He told me he could and so it was done. At the reenlistment ceremony, I presented the etched plaque to her and her eyes welled with tears, she was so grateful. I had not intended to evoke that type of reaction but it made an impression on me and in the next few days, every enlisted member of our office stopped in my office or in the hallway to tell me what a meaningful gesture it was.

Think creatively — you'll never know what it will mean to someone, and as an aside, it's great for office morale.

Challenges Lead to Enthusiastic Responses

Two enlisted members shared their experiences with the way people are motivated and become enthused when given a challenge outside of traditional duties. A former LOM reported that she used to read each medal and ribbon decoration during legal office presentations. One day, she found out that a paralegal in the office was taking a speech class. The LOM challenged the paralegal to read the decorations. The paralegal agreed and "she really blossomed." Another paralegal expressed an interest in contract law. He was allowed to work with the contracts attorney once he finished his primary duties. The opportunity motivated and energized him to work quickly and more efficiently so he could work at something he enjoyed. He looked forward to the contract law work and learned a great deal that helped him and the Air Force.

Energizing the Office

As a leader, I was faced with an office of individuals who, although they had the Air Force in common, had different personalities, diverse backgrounds, and varied personal and professional interests. I made it a priority to spend time with each of them routinely. I went to their offices and engaged in "small talk." I asked about their families and hobbies. I wanted each of my folks to know I cared. I also wanted to convey to them an appreciation for the importance of their role in the organization.

One of the more challenging, although critical, aspects for me, was to identify each individual's strengths and weaknesses. Why was this so important? People are motivated by success. I wanted to poise people to succeed by giving them opportunities that would play to their strengths and showcase their abilities in a positive light. Once I identified the areas in which they were not as skilled, I would also give them tasks that would help them to develop these areas. Sometimes I would team two people with opposing skill sets to complement each other and learn from each other.

As the office leader, I pictured my role as removing the obstacles that prevented people from succeeding. That is, I tried to identify what was frustrating them or sapping their motivation. Was it a lack of training, another office's lack of cooperation, a family situation? I tried to intervene where I could to remove these barriers to success. For my part, I found I needed to be decisive. Waiting to make decisions only prolonged uncertainty for my folks and frustrated them. I also learned to effectively delegate. To me that meant giving subordinates the tools they needed and letting them do the tasks I assigned without interference. My folks knew that I counted on them to do the work, but that they could count on my support. By maintaining personal responsibility for the work product of the office, I gave them a safe environment in which to work, learn, and make mistakes.

I did my best to provide an atmosphere in which people could succeed. I believe providing day-to-day job satisfaction is largely the key to motivating your people. On a larger scale, I also encouraged my folks to compete for the opportunities the Air Force gives, be it in-residence education, commissioning programs, or an intern program. Overall, the first and most important step was to know my people. With that knowledge, I could give them challenging and rewarding assignments and opportunities and then stand back and watch them excel.

- Talk to those who are struggling with motivation or certain skill sets. Encourage these persons and find jobs for them that will build their confidence and skills.
- Ask staff members what they like and what motivates them. People generally don't mind telling you or talking about the things they enjoy. Then try to find a way to support those requests.
- Encourage subordinates to participate in career broadening opportunities such as in-residence PME or DE. Help them understand the benefits of such programs.
- Discuss exciting JAG Corps assignment opportunities with subordinates. This includes specialized jobs that would appeal to those with particular interests. If you don't know much about JAG Corps assignments, ask those who do.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

PRACTICE TIPS

- Even when the organization is going through difficult times, refrain from publicly criticizing or complaining. Morale can plummet if team members feel pessimistic about the future of the Air Force and the JAG Corps.
- Stay engaged with your subordinate office or division leaders and their senior NCOs to learn what questions or concerns they have with new or suggested programs and initiatives; encourage feedback and open discussion. Call and talk to them at various times, not just when you have a problem or concern with their office.

ALIGN CAPABILITIES WITH MISSION

THE PLATE IS ALWAYS FULL

CHAPTER 16



*"It is not enough to be busy; so are the ants.
The question is: What are we busy about?"*

*Henry David Thoreau,
author and philosopher*

Identify and prioritize demands; dedicate resources to achieving the office vision, goals, and objectives in the time available.

We function in a resource-constrained environment, yet the demands placed on a legal office can seem endless. Finding the most efficient ways to integrate various tasks, processes, and resources bolsters the organization's performance. But in the typical legal office, even if it is organized optimally, you will still be left with more demands than time, people, and resources available. Thus you will constantly need to identify and prioritize demands to then apply the right resources.

Consciously Set Priorities

Too often, our organizational priorities are unconscious; that is, we set them without intent or analysis. As Stephen A. Covey, author of books including *Seven Habits of Highly Effective People* explains, prioritization should be an active, thoughtful process. Covey recommends a two-pronged approach involving both leadership

and management. He defines the leadership aspect as setting the organization's course by deciding what matters most, and the management aspect as navigating the actual journey by using resources to implement those decisions.

Identify Demands and Allocate Resources

Set your organizational course by recognizing what others expect of your organization. In other words, rather than choosing courses of action based on internal considerations such as the leader's interests or the organization's structure, the leader should first examine the external environment to identify existing needs.

For a wing SJA, the external environment typically consists of various elements including the wing legal office, the wing commander, the installation, the community, and the higher headquarters legal offices. Because we serve multiple clients at multiple locations and levels, there is a virtually endless supply of needs. Therefore, the next step in prioritizing is all the more critical: sort through the demands and decide which must be done most urgently and which are of a lower priority. Each task will have its own suspense date. At this point, it may be possible to identify tasks that need not be done at all or should be transferred to another office.

The remaining tasks must next be arrayed on a calendar to allocate time and personnel to them. Here, a creative application of resources can maximize productivity. For example, some of the "must-do" items may have natural gaps when no work can be done on them by the legal office. These gaps can be filled with lower-priority tasks. As work progresses, regular monitoring allows the supervisor to determine whether the resource allocations are appropriate, e.g., not too little or too much. When demands are high, whether a particular activity is truly worthy of the resources being expended on it is an increasingly critical question.

Review Broad Priorities

In addition to "task-based" monitoring, periodically discuss overall office priorities with the staff to determine whether the organization is meeting clients' needs. Ask them what they believe their priorities are, then ask them to reevaluate from the perspective of various clients such as the wing commander, claimants, first ser-

geants, etc. Would they agree or disagree with the priorities your office has established? If not, whose priorities should prevail? Then ask whether the way you do business is the most effective means of achieving the right priorities. Should you shift personnel? Spend more time training? Reprioritize certain services?

Keep in mind that while importance is the backbone of prioritization, importance is not equivalent to urgency. Obviously, short-term crises must be handled in a timely and competent matter, but they should not always trump essential, long-term mission objectives. Proactive planning of tasks can eliminate many such crises, and paying attention to building and maintaining capabilities can make them far less disruptive to your normal course of business.

In the end, SJAs have only limited control over the demands placed on their offices. Because external forces largely dictate assignments, course selections, budgets and available technology, they have only slightly more control over the capabilities within their offices. Continual prioritization and reprioritization is the SJA's best tool for rationally applying available capabilities to the demands.



Sacrificing Short-Term Success

For the first six months of my tenure as a SJA, I focused on preparing my office for the expeditionary environment by focusing on building redundant skills among the personnel through frequent duty rotations, carving out mandatory physical fitness periods, and arranging Airmanship (e.g., first aid, attack response, etc.) training. However, as the second six months began, I called for an increased focus on efficiency and continuity. Thus, I was suddenly paying much more attention to our metrics, especially in military justice. Within a matter of only a

few weeks, I learned that our court reporter was facing a massive transcription of our most recent court during the same period she had previously committed to taking a fully-litigated court at another base in the area that had no court reporter assigned. It quickly became obvious that she could not possibly finish the record of trial before the other base's court, and that by the time she returned from her TDY, we would have no chance of meeting the metric. Members of the justice staff, eager to preserve their outstanding record, suggested we (meaning I) would have to call the other base and beg off, but I fought back the beads of sweat on my brow and said firmly and calmly, "Better to be a good neighbor with some bad numbers than the other way around. Go take their court. Ours will wait." Before actually being confronted with the question of busting a metric or breaking a promise, I don't know how I would have advised anyone else in the same situation, but I do know I've never second-guessed that decision.

Sending the Right Message

In the middle of a war, I arrived at an operational base and found the legal office had no operations law division. LOAC training and issues related to operations were instead handled by civil law. Though the mission was clearly being accomplished, I quickly determined that the office structure was perhaps sending the message that we did not give operational issues high priority. I created a chief and NCOIC of operations law and tasked them to serve as the OPR for training the base on LOAC, but also for arranging training of our own personnel in chemical warfare, marksmanship, etc. They also served as the focal point for JA participation in all exercises, maintained legal guidance on immediate response and other domestic operations, and reviewed conscientious objector applications, security violations, and similar issues. I reasoned that if we wanted other base agencies to see us as part of the warfighting team, we needed to structure ourselves accordingly.

Identify, Prioritize, and Reconcile Demands

Years ago, shortly after my arrival at a huge operational base with a MAJCOM HQ as the most important “tenant,” I learned from operators and support people — very pointedly — that JA didn’t participate in exercises. People in the office confirmed — even defended it — on grounds that “that’s not what lawyers and paralegals do and even if we did, headquarters would make us stay open for business and we can’t do both.” I disagreed, so we provided limited JA presence on a trial basis for the next exercise. We scaled back on claims and legal assistance for a couple of days, resulting in several complaints to the MAJCOM/JA office by headquarters personnel that they couldn’t get any service at the base office. That generated some pretty strong direction to me from the MAJCOM DSJA to “stay open during exercises” (what he obviously really meant was, “don’t scale back on services during exercises.”)

As members of a very busy operational wing, we were conspicuous by our absence during exercises. The wing commander wanted us to participate. On the other hand, we had some pretty strong guidance as to priorities from headquarters. Here’s how things worked out (advising the wing commander to complain to the MAJCOM SJA obviously wasn’t an option).

I tried to resolve the matter face-to-face with the DSJA. He wouldn’t budge, so I talked with the MAJCOM SJA. The SJA was appalled that our office wasn’t participating in the exercises as they had real-world preparedness implications with functions JAGs and paralegals could handle well (targeting cell, intel debriefing, and processing and care of captured enemy prisoners). I then volunteered to serve as command post night shift SRC director. The wing commander took me up on the offer.

At an office meeting, I announced my new exercise job, told them I would be out for a while for training, and touted the benefits of participation and explained how it

related to our officer and NCO responsibilities as well as our legal responsibilities. I told them we needed to participate, that they’d benefit personally and professionally from it, that the MAJCOM wouldn’t be a problem, and that we’d restructure office processes as necessary.

All military personnel ended up participating in all exercises — at first skeptically, later enthusiastically. Of course, we used all the available public information media to make sure the huge military community knew we’d be closed during exercises. I relished my SRC position, and found that the critical thinking and problem-solving skills we JAGs pride ourselves in had direct applicability to things like runway repair priorities, workforce reconstitution, etc.

The JAGs and paralegals came up with a plan to do legal assistance on a walk-in basis, and mass claims briefings instead of individual presubmission appointments, initiatives they had previously fiercely resisted. The result was better service, far less wasted time due to no-shows and late cancellations, etc. Better yet, the JA action officers had a sense of ownership regarding these new processes and their pride manifested itself in a number of beneficial ways as time went on.

Complaints to the MAJCOM went to the SJA himself, who politely but pointedly explained that the legal office is part of an operational wing and their priorities are the same as their wing commander’s. There were few if any complaints after the second exercise.

Our JAGs and paralegals conspicuously excelled at their tasks, particularly as intel debriefers. I received lots of senior officer and senior NCO compliments and relayed them back to the individuals and to the office generally. It didn’t take long before JA team members who had resisted playing in what they previously termed “Mickey Mouse exercises and games” now looked forward to the next one. And, everyone in JA had far better access to commanders and staff than previously enjoyed.

PRACTICE TIPS

- Keep informed of your boss's top five objectives and how your team can support meeting them.
- Ensure your boss has an understanding of the diverse work the legal office accomplishes and brief him or her periodically on trends you see within the organization such as military justice and claims metrics and legal assistance statistics and the benefits these services provide.
- Keep an eye on manpower needs and experience levels in your office and subordinate offices. You need to anticipate issues well in advance given the lead-time necessary for assignment actions.
- Develop a long-term office calendar — what you did by month last year, and what you intend to do each month over the next year.
- Schedule long-term planning meetings with your senior staff.
- Do not prioritize your schedule — schedule your priorities. In other words, requirements should dictate tasks, not vice versa.
- Establish weekly objectives. Assign each to a category denoted by a letter based on relative importance (usually A, B, and C are sufficient), then rank by precedence or urgency using numerals. Implement this practice throughout the office, with each individual creating his or her own weekly schedule.
- Once you have a schedule, follow it to the extent practicable by working each goal in order to its full completion before moving to the next. (However, parallel efforts are often necessary.) Chances are good there will be many items at the bottom of the list still undone come closing time, but that will almost certainly be true regardless of the task management system utilized.
- Ask your subordinates to identify as many pending projects or tasks as they can, then have them identify the most important and the most urgent. Consolidate and coordinate the lists, then prioritize them.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

THE ONLY CONSTANT IS CHANGE

WORK SMARTER

CHAPTER 17



“Change is about different! Thinking different! Doing different! Getting different results!”

Rolf Smith, author and leadership consultant

Set the tone for the rest of your tour during your first 100 days.

What you do within the first 100 days at your new office will have a profound effect on your success. This is especially true regarding what you criticize and change. The “new broom” effect can have a chilling effect on office harmony, so be cautious. You may not want to initiate many major changes within your first 30 days in the office. Although you are in charge of the office, people will initially look at you as an outsider. The people working in the office already do things a certain way, and they will naturally resent their world being turned upside down if you start making changes immediately. People want to do well and want to be proud of what they do. This is fine, but when “doing well” is replaced by “doing better” (whether it’s streamlining to improve processes or adopting best practices), people may see this as an attack on what they have been doing and their pride can become counterproductive. The key to making improvements is to select them carefully and then mitigate the impacts that the ensuing changes will create.

You will likely see a lot of potential for change and opportunities for improvements. You will have a lot of new ideas, so write them down. You may later have to turn them into changes — especially if immediate changes are indicated.

What to Change

Remember, you are not necessarily familiar with the specific situation you face at your new location. There may be a good reason for the way things are done at that particular base. What do you do? For now, focus on the “what” that makes up the job and on doing it effectively and efficiently. “What’s next” can come later.

Determining what needs to be done is a gradual, intensive process. In a legal office, that means understanding the mission, the staff and their capabilities, the processes they administer, and the clients and their needs. In some cases, understanding the processes requires more than a superficial understanding of the tools used to accomplish them. For example, the JAG Corps has many data automation programs, and it is difficult to propose better ways of using them without hands-on experience in how they work.

A necessary step when considering change is to question your own motives for doing so. Is there a clear requirement for what you are doing? Does it serve your organization’s purposes, or are you making changes for the sake of change or primarily serving your career goals?

Once a basic understanding is achieved, the analysis can begin. Ask questions, listen to your staff, and listen to clients and customers. Encourage subordinates to question procedures and to search for opportunities to streamline and improve established methods and processes. This not only can provide good ideas, it also begins to introduce the potential for change gradually and based on inputs from the staff, rather than just you. Ask people from other offices around base how you and the staff can do the job better and improve the processes that affect them.

As ideas surface and solidify, vet them with fellow leaders and higher headquarters legal offices. Finally, you will reach a point where you will be on the verge of making a change. Now is the time to focus on minimizing the adverse effects of change.

Setting the Stage

Set the stage for change by creating a culture that supports change. That includes regularly acknowledging the value of the current practices, whether or not you expect to modify them, and describing any changes that may occur will be built upon the foundation that already exists. This way you respect the accomplishments and contributions of your staff and avoid the harsh impression of disapproving of and rejecting past practices. At other times you can comment in general terms on the inevitable and potential value of change.

Finally, if you are on the verge of changing something significant, introduce it as a proposal to those who will be most affected. You don’t need a vote, but you do need buy-in, and you will get it if people feel they had an input into the final decision. Integrate your own ideas into their suggestions and be sure to give the staff credit for their ideas. By introducing the change in stages with generous staff contributions, you reduce the “shock value” of the change.

Making Change Happen

You will need courage and persistence to see proposed changes through to completion. You will need to avoid the temptation to criticize those likely to oppose your initiative. If progress is slow, avoid lashing out in frustration. Antagonism and anger only add to the stress that change creates.

Recognize that change is disruptive and that good planning is necessary to keep disruptions to a minimum. Develop your plan with the assistance of knowledgeable, trusted superiors and staff. The plan must be clear on 1) the factual rationale for change, 2) how change will occur, 3) who will be affected by the change, 4) how people and resources will be readjusted to accommodate the change, and 5) when the change will occur (and why at this point in time). Communicate the plan to people personally; most people appreciate learning about change face-to-face, which makes them feel included and affords them the opportunity to ask questions.

Once the change is implemented, encourage your people to give you their opinions of how well it’s working, including any prob-

lems. Dispel any perception of “shooting the messenger.” You need to know of any problems so you can fix them. Your staff will embrace change more quickly and participate more willingly after they see that criticizing a change is not a risky proposition for them.

Of course, if a process is clearly broken, some changes must be made immediately. If an immediate change is necessary, make the changes deliberately, and only after consultation with as many of the staff to be affected as possible, particularly your “leadership team.” (For a SJA, the leadership team typically includes the LOS/NCOIC and the DSJA.) It may be necessary for you to rely on an unknown, such as when to make a new person responsible for a process without fully knowing their capabilities. You should, of course, try to minimize unknowns; however, it is never possible to completely eliminate them.

Finally, be prepared for changes that are directed from elsewhere. If circumstances permit, discuss your questions and concerns with the proponent, including pointing out any potential adverse impacts not previously addressed.

If the decision stands, present it in a positive manner and help the staff prepare for the change and its impacts. Focus on remaining professional and upbeat.

If handled sensitively, any changes, especially those made within the first 100 days of a leader’s tour, can be the springboard for a successful assignment for the leader and staff alike.



Best Practices — New Beginnings

When I was an SJA, I walked into an office with great military justice stats and a reputation as a great office. I am not putting down the stats — they were excellent — but we worked very hard and creatively to get them. These stats were earned, that is for sure. However, I saw other areas that had been neglected. There were areas that would take a while to improve. I also saw some things that needed to be changed right away.

In my first staff meeting I talked about the importance of being on time to work in the morning. That week we had several people late. So we counseled them, and at the next staff meeting I reemphasized the importance of being on time. From time to time, someone was late. We talked, listened, etc., but the message was still that we must be on time. I talked to the captains about leadership and its importance to them and subordinates. They embraced this. I gathered there had been no requirement to be on time before!

As I was learning about the office, I noticed that we had no sign-in, sign-out board and no intercom or paging system. The office was very spread out so we needed these tools and I implemented them. I felt some initial resistance, but then the folks got used to it.

We had no suspense program. There was no system to know what was in the office, who had it, how long it had been in the office, when it left the office, etc. We implemented a suspense program right away for obvious reasons. I worked these urgent issues very early in my tour. The other areas where I saw a need for change, I waited.

Streamlining — Automated Self-Service Power of Attorney Program

With the size of the retirement population surrounding our base, legal assistance represented a significant workload for this office. One area that was ripe for improvement was our power of attorney (POA) program. The office averaged more than 40 POA requests per day. With the unpredictable nature of walk-in POAs, the rush would invariably hit the office at the worst possible time and make it all but impossible for us to respond to the clients as quickly as they desired. To combat this, the original plan was that the clients would come in, fill out a POA worksheet, leave it for us to draft, and would then return in several days to have the POA notarized. This, however, meant that clients had to make multiple visits to our office, did not get their legal documents immediately, and even resulted in us drafting documents that were never picked up.

Our legal assistance attorney realized that there was a much better way to do business and brought the problem to the attention of the SJA. Their solution was to allow the clients — through a simple question and answer format — to draft the POA themselves in the lobby. The clients would use a computer program that would walk them through all of the questions and print out a final product. When clients had printed out their POA they would take it up to the front desk to have it reviewed and notarized. This reduced the amount of time that the front desk and an attorney were required to spend with each client — permitting us to institute a true one-day, first-come, first-served, walk-in POA program that maximized convenience and accessibility for our clients.

Our LOM was able to secure an older, unused computer to place in the legal office waiting area. The front desk made handouts and an instructional pamphlet for the self-service POA program. Our legal assistance attorney drafted the POA program and installed it on the com-

puter. The impact was immediate. The program collectively saved our clients 156 hours of waiting each month and over 1,872 hours throughout the year. It also saved our attorneys and front desk personnel numerous hours drafting documents — time that is now better used assisting our clients in other areas.

PRACTICE TIPS

Plan your first 100 days

- Learn as much as you can about the office prior to your arrival. Ask your predecessor but recognize that this is only one person's perspective. For example, ask about manpower authorizations, scheduled personnel rotations, and current hot issues. Other suggested questions are available on the *I LEAD!* web site.
- Likewise, when you are leaving the office, help your successor get up to speed as quickly as possible.
- Prior to taking over an office or section leadership role, sketch out what you will say at your first staff meeting.
- Refrain from making significant changes for at least 30 days. When you do make a change, do not criticize the prior administration. Heed the adage that "you cannot fairly critique your predecessor or successor."

What to change

- Write down your ideas for improvement. Have your staff do so as well. Brainstorming can be conducted in a group setting or individually.
- Emphasize that a good idea is a good idea, regardless of who or where it comes from. This approach blunts a group's natural disposition to squelch imaginative, if sometimes vocal, participants. It also avoids the "not invented here" attitude (when individuals dismiss an idea they did not come up with).
- Ask people to explain their processes — how things work and why things are done the way they are.
- Seek feedback — ask your customers and clients and your staff how you can serve them better. Use formal collection tools such as surveys, along with informal methods, such as candid discussions.

Set the stage

- When communicating change, rehearse what you will say. Highlight the problem points calling for change. Consider likely questions and have prepared answers.
- Use a trusted superior or staff member as a sounding board to ensure your proposals for changes are positive and make sense.
- When it is time for you to leave a job, make it easier on your successor by telling your staff you are pleased about who was chosen to be your replacement and you know that he or she will help the team continue to improve and refine their processes.

Make things happen

- Provide all personnel with as much advance notice of changes as possible.
- Explain how changes fit into the office vision and priorities.
- Be watchful for negative attitudes towards change and consider meeting with staff members individually to ask for their feedback and support.

THE ONLY CONSTANT IS CHANGE

ENCOURAGE CREATIVITY

CHAPTER 17



“Objects at rest tend to remain at rest.”

Sir Isaac Newton, scientist

Keep an open mind.

Newton's First Law of Motion states that bodies at rest tend to remain at rest, and that bodies in motion tend to remain in motion. They only change when a force is applied to make them move, or if they are moving, to make them stop. The same is largely true of people and organizations — they will seldom change their way of doing things unless something happens that causes them to reevaluate what they are doing and how they are doing it. Change is hard — it involves questioning what you think you know and reworking your relationships with others, both inside and outside of your own organization.

As a JAG Corps leader, send a message that you encourage and support innovation and are willing to support proposals that challenge existing ways of doing business. Such proposals need to be well thought out, however, and proponents must demonstrate a reasonable chance of success. Suggestion boxes and other formal suggestion programs are useful, but they tend to be dismissed by staff over time because they are often viewed as a visible management tool that no one takes seriously.

Your job is to encourage people to use these management tools (particularly for things that extend beyond the legal office, but

also to encourage people to come to you or the LOS/NCOIC informally with their ideas). When given a suggestion, sit down and discuss the idea with the individual and determine if the resources are there to support it. If they are not, but the idea is still worth pursuing, figure out how to get the resources. Even if the idea is not useable, give the presenter credit for bringing it to you. If others see you as “blowing off” an idea without really considering it, you have just failed your staff and yourself.

Talk the Talk, and Walk the Walk

Change is a process, and creating a culture of change is a journey that takes time. To create an environment conducive to positive change, it is necessary to talk about it — perhaps a lot. Understand technology and be excited about how it can make your (or your client's) life better. Attitude is contagious, and you have to make sure that yours is worth catching. But you also have to be seen as acting to further progress — not just talking about it. Communication must be open and real. If individuals bring suggestions, you have to provide feedback. Some ideas can be implemented quickly, while others will require months of investigation and preparation.

Some decisions can be made locally while others will require approval from higher authorities. Some decisions will even require changes in governing directives. If there are resource or regulatory constraints that are preventing immediate adoption of what appears to be a good idea, let the individual or team that made the suggestion know what the problem is, and let them know what you are doing to overcome it. If there are obstacles that can be overcome with the application of some personal persuasion on your part, either within the organization or outside it, don't be afraid to use your influence. Once people realize that honest efforts at innovation will be rewarded while resistance will not be, most of them will get on board.

Be Flexible

Continuous improvement is a process and not everything you try is going to work — and certainly not right “out of the box.” Don't be afraid to modify, or even abandon, a project that is not working. The trick is doing the right thing at the right time. Realize

that people have different comfort levels with change and provide additional support, such as formal training on new equipment or procedures when needed. You must be seen as supporting positive changes by using the new equipment or following the new procedures — if you don't, don't expect anyone else to. Above all, be friendly and positive!

Embrace Failure for Good Faith Efforts

As the person who made IBM the dominant force in the computer world for many years, Thomas Watson, Sr., said, “The fastest way to succeed is to double your failure rate.” Robert Shapiro at Monsanto explained to his employees that every product and project was an experiment and they fail only if their experiment was halfhearted. But a deliberate, well thought out effort that didn't succeed was not only excusable but also worthwhile. While this concept is fine in print, it is hard to implement in the “real world.” However, if you are going to lead an organization that embraces and supports change, you need to make it a reality. To do that, you have to do better than tolerate “honest failure;” you have to reward it. The first time you don't will be the last time anyone in your organization takes a risk they can avoid.



Some Pain in Exchange for Lasting Gain

When the Air Force was changing from dedicated word processors to a system based on personal computers, an early integrated software suite was the order of the day. The intention was that all offices would use this program so that files could easily be transferred from place to place. However, many of the people who were comfortable with the older systems were reluctant to change, and because of the difficulties of converting files from one system to the other, many times it was necessary to

run both systems side by side for a time. This provided the opportunity for those people who did not like the new system to continue to use the old one for almost all of their work.

As a young supervisor and medical law consultant, I first attempted to address the problem by making sure that my secretary had the opportunity to attend all the formal training that was available for the new computers and software, and then by giving small assignments that needed to be done on the computer. However, my secretary continued to resist the new system. When given a hard copy of a document with changes marked on it, she would retype it in the old system instead of making the changes on the disk copy. Eventually I had to resort to giving her work only on disk, which forced her to use the computer, and giving direct orders to use the new system.

It was a rocky period and resulted in the secretary receiving a “fully successful” rating with a major mark down in adaptability to change. Once it became clear that obstruction would not be rewarded, the secretary began to use the system and found that it actually made things easier as reports from the field did not have to be retyped, but could be expanded upon and corrected electronically. She even eventually admitted that she liked the new system better.

Get Excited When Someone Offers a Better Solution

Creative people can be found at every duty station and on every base throughout the Air Force — it's our job as leaders to encourage and nurture our folks' creativity. One particular example sticks out in my mind. The law office manager recognized that my duties required that I solicit, collect, and compile — by hand — vast amounts of information in conjunction with Corps-wide conferences. He came to me and told me he could help make this part of my job much easier by writing a web-based computer program that would allow individual attendees to input their information directly. All I would have to do is download the information into various reports and

spreadsheets, a process that I previously had to complete manually. Naturally I was interested in this program and asked him to try to develop it. The program he created completely revolutionized the way that I performed that aspect of my job. It was his vision and creativity that made this program a reality.

PRACTICE TIPS

- Solicit suggestions from your team, and look for those that can be quickly and easily implemented. A quick taste of success will fuel the desire for more.
- Make innovation (and support for innovators) a regular part of your feedback sessions and final evaluations.
- Establish a system to recognize ideas — whether implemented or not. Praise every improvement, even minor ones.
- Sponsor an “Idea Day.” Have team members think about improvements that can be made and bring them together to discuss and prioritize those ideas.
- Actively refrain from giving someone a task and then taking it back to redo yourself. Accept a product that is different than you would have produced but still accomplishes the mission.
- Publicly reward those who try, yet fail, and use the occasion to explain that we learn as much from failure as we do from success.
- Use the *I LEAD!* web site change and teambuilding tools.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

DRIVE EXECUTION

FROM NOTIONS TO CONCRETE REALITY

CHAPTER 18



“There are three types of leaders: Those who make things happen; those who watch things happen; and those who wonder what happened!”

Anonymous

Successful execution of an idea occurs, not instantly, but as a series of carefully devised, deliberate actions.

Leaders are expected to take ideas, translate them into working strategies, and implement those strategies to achieve the desired result. Driving execution is the primary component to leading your legal office or section from strategy to success.

Identify Tasks and Resources

Setting and translating strategies into operational results require identifying major supporting tasks. These supporting tasks can be established by you alone, but will more often be the result of a group planning session. In all cases, attention to detail and persistence are required to make sure all the necessary tasks are identified and that they do indeed support the broader goals.

After you have identified the major tasks, further divide them into supporting subtasks. Pay particular attention to the details as the more detailed your list of tasks, the easier it will be for you to monitor progress to completion. Checklists in Air Force Instructions and other documents may help, as will notes from previous similar tasks. Remember, mission accomplishment is your ultimate goal

and this objective must not be lost amid the details. It is at this point that you reach the next step in setting the stage for success, aligning the people and resources needed to accomplish the entire range of tasks.

Aligning People and Resources

The nature of the tasks and who is to perform them must be absolutely clear. When assigning tasks, ensure your personnel receive adequate instructions and have the training, capabilities, and resources needed for the job. Further, ensure your people have the authority to accomplish their tasks and know that they are accountable for outcomes. Not only must the people doing a particular task understand their responsibilities, they must know what others are doing to avoid overlap and to maximize cooperation. This is accomplished through constant communication from the leadership to all who are involved.

In addition, as a leader, it is your responsibility to clearly convey your ideas, strategy, and plan in a manner that engages and motivates your people. You must help them understand their important role in the overall organizational objective and inspire them to act as a team. But in driving execution, communication must go in both directions in order to fulfill an execution and track implementation.

Track Implementation

As work progresses, hold “think tank” sessions with key staff members to discuss progress, identify problems, and devise solutions. Check with those affected by the tasks for their observations and suggestions. But in terms of monitoring progress, more is required.

You must ensure that a measurement system is in place to effectively track the implementation of your organization’s objectives. A simple checklist or a timeline may suffice. For more complicated objectives, such as the timely administration of military justice, standard JAG Corps tracking metrics are used to maintain program awareness. If metrics do not already exist, suggest additions or devise your own. Whatever measurement system you choose, it should allow you to assess your progress and make timely and continuous improvements to your plan.

Metrics

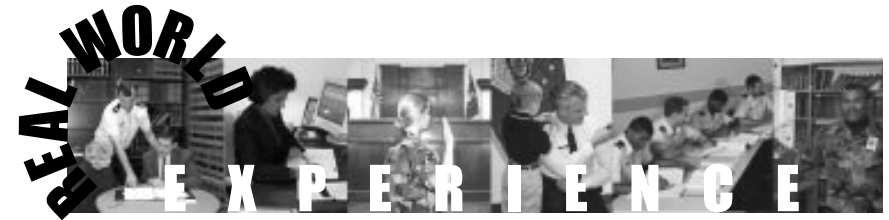
A few words are in order about the proper use of and emphasis on metrics. The JAG Corps has used statistical tracking mechanisms for many years and they will always be with us because they serve a useful purpose in enabling your move from strategy to execution. However, if you emphasize metrics for their own sake or excessively, you may lose sight of their purpose and even drive the wrong behaviors from your staff.

Metrics simply measure performance by analyzing data in a number of the areas that the Air Force has designated as critical tasks. But they are only a shorthand history of our performance — they may not, by themselves, provide us with sufficient detail to fully assess performance. That is especially so if we look at them as individual data points. However, when we put them together over time, they become trend lines that permit us to assess the overall health of our programs.

Metrics are only a starting point. It falls to those who own the processes to determine what is really happening — what events are actually driving the metrics. The metrics have told us there may be a problem or a favorable trend, but the real diagnosis requires a more thorough examination. If your analysis of the work that is behind your metrics indicates there is a weakness in some aspect of your legal office activities, then attempt to identify what changes are needed.

If none are apparent, you should then look to other legal offices at similar levels to see if their metrics indicate greater success in that area. If you find such an office, call them to find out what they are doing to achieve those results. They will willingly share their “best practices” in building solid legal processes. By doing this kind of analysis, you can assure that their core work is being done in a manner that reflects your commitment to excellence, your attention to detail, and your interest in improvement.

Driving execution simply means transforming ideas into results. Develop a strategy to implement ideas and systematically organize your strategy into supporting tasks. Align personnel and resources to each task. Empower your people and watch them dazzle you. Implement a measurement system that allows you to make needed corrections if your performance strays off course. If you do, you will have created an effective strategy-execution-feedback cycle.



Envisioning and Realizing the Promise of AMJAMS

Arguably, until 1998, AMJAMS did not fulfill its potential as a Corps-wide military justice management system. However, that year, then Brigadier General William Moorman, while serving as the SJA of Air Combat Command, took dramatic steps to revise a management tool that had routinely been viewed by the field as ineffective. As a member of his staff, I recall the unwillingness of ACC SJAs to use AMJAMS, opting instead to use “home grown” systems to manage their military justice program or, worse yet, opting not to track their military justice program process at all. The Air Force JAG community simply did not embrace AMJAMS.

It would have been far easier for General Moorman to be content with the “status quo” and conclude that AMJAMS was “broken,” that little could be done to fix it, and that it was therefore left to individual legal offices to develop tools to best manage their military justice processes. After all, few in the JAG Corps were willing to expend the necessary resources and manpower to “fix” AMJAMS. Yet, he knew AMJAMS could become the tool it was intended to be. With “dogged determination,” and with the help of AFLSA/JAS, he undertook to “fix” AMJAMS. Over the course of a year, AMJAMS showed steady improvement. By the time General Moorman became TJAG, he and JAS had resolved the technological challenges and transformed AMJAMS into a world-class management tool that the field embraced. His persistence turned notions into results!

PRACTICE TIPS

- Know your own agenda and priorities — if you don't, you can't convincingly articulate them to your team.
- Don't get emotionally attached to your plan. Be prepared to significantly modify it after receiving staff inputs. Assess your progress often and don't be afraid to make changes to your original version. Keep focused on the ultimate objective as you modify your plan.
- Jot down your weekly accomplishments in light of office and section goals and objectives. Discuss office and section accomplishments regularly at office and section meetings.
- Get organized early. Objectively create a list of all tasks that must be accomplished and when. Sticking to your list allows you to make the needed progress without being overwhelmed with the enormity of the objective.
- Have realistic expectations about the time necessary to work your plan. Don't let setbacks deter you. Encourage and reward staff members for incremental successes.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

ATTRACT, RETAIN, AND DEVELOP TALENT

BUILDING TOMORROW'S JAG CORPS

CHAPTER 19



"We can positively counsel and encourage our young people, but the motivation to stay in the military must come from within. We need to show our people what the Air Force has to offer and give them every option and as much information as they need to make an educated decision."

*Chief Master Sergeant of the Air Force
James M. McCoy, U.S. Air Force*

Attaining, retaining, and developing talent is one of the fundamental duties of a leader.

The future of the JAG Corps is in its people. Not just who is on board today, but who we keep for tomorrow, and who we recruit and develop to replace us as leaders someday.

Attract Talent

TJAG Policy Memorandum TJS-1, *TJAGC Core Principles*, states it clearly: "Active participation in our recruiting and retention efforts is the responsibility of everyone in the Corps. We are all recruiters and must work together to attract quality applicants." We need the kind of people who are attracted by and will adhere to the Air Force Core Values and who have the talents to master our core competencies. The TJAGC Policy Memorandums on JAG and paralegal recruiting are valuable guides to the process.

Actively recruit hard-working, bright, and dedicated direct appointees and those already serving in the military to enter our career fields, including Reservists and Guard members. Our Total Force has a wealth of outstanding Airmen who will thrive in the JAG Corps. There are a variety of programs to assist officers in at-

tending law school. Many opportunities also exist for individuals to join our ranks as paralegals. Some ARC members who cross-trained have even come on active duty to serve in the JAG Corps.

Retain Talent

The people we have now and those we will gain in the future will not stay with us long if our organization and people do not fulfill their expectations. That is one of the reasons why outstanding leadership is so important to the Corps. The leaders who themselves adhere to the Core Values, the principles discussed in this book, and others will create an environment that is welcoming and attractive to people of high standards. Your role is to create an environment for individuals under your supervision that encourages retention.

Develop Talent

An environment that serves to retain talent encourages personal achievement, continuous learning and creativity, and provides opportunities for advancement. Why? Because people like doing what they're good at. If you give people a chance to develop their skills, they will enjoy using them — and they'll probably want to stick with the organization that helped them develop those skills in the first place.

Developing skills may mean getting people to work outside their comfort zones. One good technique is to give someone a task to do that you think is just above his or her current capability. Then, check the performance against your expectations, evaluate strengths and weaknesses, and provide feedback and training as needed. Fortunately, JAG Corps individuals who put service before self and take on new work, even though they would prefer not to, almost always learn to enjoy and take pride in their new expertise as much, if not more than the prior work.

Creation of a developmental environment also requires leaders to identify and correct counterproductive people and routines. The daily climate fostered by a section OIC or NCOIC can be as important as the SJA in retention and development. If an SJA is unaware of a problem, or is aware but doesn't act to remedy it, the problem will likely undermine his or her best efforts.

And finally, don't just do this once. Missions change, personnel transfer, and people rotate. Like many processes in leadership, this task is never totally finished. Some aspects require constant work, while others may remain stable for months or years. But if you ever think you're completely finished with attaining, retaining and developing talent, then it's time to reinvigorate yourself, because this responsibility is too important to neglect.



Shape the Corps

Constantly look for individuals to recruit who have talent, dedication, and integrity. Seek out only the very best — continue the long line of excellence established and maintained since the foundation of the Air Force. “Despite several years of serious manning shortages, General Harmon [the first TJAG] insisted on emphasizing quality over quantity when it came to his staff even if that meant that the Department would remain undermanned. While this policy led to very slow growth in the number of the Department’s attorneys, it ensured that the Department, at a time when it was under considerable scrutiny, never faltered in the performance of its most important functions.

(Originally published in The First 50 Years: U.S. Air Force Judge Advocate General's Department)

Personally Ask Them to Stay

Actively look for JAG Corps members who would serve the Corps well should they stay in the service. Include everyone in your “search” from those in their first term of service through those nearing retirement. Then, take the time to tell them you value them and hope they will stay on the team.

The first person to fill the position of Special Assistant to TJAG for Legal Airmen Affairs was Chief Master Sergeant Steve Swigonski. “In the summer of 1970, [he] was ready to retire from his 20-year military career, having relocated his family to Tucson, Arizona, for his last assignment as the NCOIC of the legal office at Davis-Monthan Air Force Base. Unexpectedly, he was asked to withdraw his retirement papers so he could be considered for the Special Assistant position. Initially, he was not interested in staying on active duty, but a number of people convinced him to change his mind. One of those was General Vague himself. Chief Swigonski had previously worked for General Vague and frequently had asked for his help in making improvements to the career field. Now General Vague told the Chief that he had a chance and therefore a responsibility to do something about it. Chief Swigonski agreed to go to Washington to interview for the position” and was selected.

(Originally published in The First 50 Years: U.S. Air Force Judge Advocate General's Department)

Know Your Subordinates' Retention Goals

I began my career knowing that I was going to give the Air Force at least 20 years — regardless of any difficulties I might encounter. Doesn't everyone feel that way?

The answer is “no,” but not always an unqualified or unchangeable “no.” It's a fact that for most people, approaching the 10-year point is a decision point — “do I stay in or go?” Sometimes a decision can be driven by circumstances in an office. For example, a JAG Corps member may be leaning towards retention and have a goal to attend specialized courses or work in a particular area of the law. If you, as a supervisor, are not aware of your subordinates' goals and desires in these areas, then you may, in your management decision-making process, inadvertently cause them to change their position on retention.

After taking over as a section NCOIC, and while doing initial feedback, I had both a senior airman and a staff sergeant tell me they had decided to leave the Air Force. I had observed these paralegals for 60 days, so I knew their level of commitment and their abilities — both were very sharp. But, in talking with them about their decision to separate, I learned that they felt unappreciated and were burned out.

In reviewing the section roles and responsibilities, I realized that everyone in the section needed to try new things. They, like most JAG Corps professionals, were hard charging, Type-A personalities, who enjoyed career broadening opportunities. I implemented a gradual process to shift duties among the section staff and saw some real excitement and a boost in morale. Giving them new challenges, which was really a small thing from management's point of view, gave them an opportunity to reevaluate their decision to separate.

PRACTICE TIPS

Attract talent

- Provide summer interns and volunteers with training and challenging work. Use the opportunity to promote the Air Force and the JAG Corps.
- If your office recruits at a large number of schools, let JAX know you'd like to serve on a Direct Accession Board.
- Meet the law school Career Service Officers (CSOs) in your area of responsibility. Hold a CSO day. Invite them to your installation; take them to the flight line, childcare center, family housing, and courtroom.
- Produce and distribute pamphlets on the paralegal career field. See samples on FLITE.
- When briefing or speaking with other organizations, bring and distribute recruiting brochures, regardless of the topic of your presentation.
- Pay attention to those in other career fields who appear hard working, bright, and dedicated. Talk to them about joining our ranks. Give them recruiting material and then follow up with discussions.

- Select your recruiters carefully: only sharp, motivated people will do! Provide your recruiters with media training so they are ready for challenges.
- Create opportunities for informal discussion. For example, invite an individual who has come to the base for his or her SJA interview to lunch.
- Let the interviewees speak to several team members close to their age and experiences. Have interviewees speak individually with your best captains and the LOS/NCOIC.
- Be honest in LOS/NCOIC and SJA interviews. Discuss actual duty hours, deployments, and frequency of moves, along with breadth of practice and extensive opportunities for early responsibility, among other topics.
- Be honest in writing SJA recommendations — TJAG reads your report and forms opinions about the applicant — and about you.
- Call and congratulate individuals selected for the JAG Corps. Encourage non-selects who you consider competitive to seek reconsideration and recommend that they reapply. JAX can assist with these details.

Retain talent

- Make people proud to be part of the JAG Corps by constantly demonstrating Core Values.
- Talk to team members about what job they would be interested in for the next assignment, and the one thereafter. Discuss specialization versus generalization. Examples abound of individuals who followed either approach and had extremely successful careers.
- List, by individual, your personnel's strengths and weaknesses. Then ask for their perceptions of their strengths and weaknesses. Compare and discuss the lists and jointly create an improvement plan.
- Make a concerted effort to mentor first-term airmen. Many face challenges not typical to older people while adapting to their new roles in the AF and as paralegals. Most live in the dorms, putting them in close contact with people on whom they may have to draft Article 15s or process courts-martial.
- If you have a top performer who is going to separate, discuss the excellent opportunities for continued service in the Guard and Reserves. Invite ARC members to speak with him or her.

Develop talent

- Develop leadership skills through a variety of means, to include readings, briefings, case study discussions, and experience. Use the online *I LEAD!* multi-media resources.
- Provide junior personnel leadership opportunities. Give them responsibility when a NCOIC or OIC is absent, put them in charge of a team designed to celebrate Law Day, draft office OIs, or host a field-training weekend.
- Align rater and supervisory responsibilities in order to maximize leadership training and opportunities.
- See the *I LEAD!* web site for OPR, EPR, and PRF writing guides.
- See also materials on the USAF Force Development web site (<https://www.dp.hq.af.mil/dpx/dpxf/>) and Air War College Center for Strategic Leadership Studies web site (<http://leadership.au.af.mil/index.htm>).

*Words from a sign that was
in Mother Theresa's office*

DO IT ANYWAY

People are unreasonable,
illogical, and self-centered,

LOVE THEM ANYWAY

If you do good, people will accuse
you of selfish, ulterior motives,

DO GOOD ANYWAY

If you are successful, you win
false friends and true enemies,

SUCCEED ANYWAY

The good you do will be
forgotten tomorrow,

DO GOOD ANYWAY

Honesty and frankness
make you vulnerable,

BE HONEST AND FRANK ANYWAY

What you spent years building
may be destroyed overnight,

BUILD ANYWAY

People really need help but may
attack you if you help them,

HELP PEOPLE ANYWAY

Give the world the best you have
and you'll get kicked in the teeth,

GIVE THE WORLD THE BEST

YOU'VE GOT ANYWAY.

SECTION 5

Leadership Actions



LEAD

INFLUENCE, IMPROVE, ACCOMPLISH

CHAPTER 20

“The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.”

*Secretary of State and General
Colin Powell, U.S. Army*

Influence, improve, and accomplish on a daily basis.

All of the leadership competencies discussed in Air Force Doctrine and in this book can be encompassed by three fundamental leadership actions: influence, improve, and accomplish. These actions are not sequential, one-time occurrences, but rather overlapping, continual, and reinforcing.

As a leader you are called to influence, improve, and accomplish on a daily basis. Part of influencing people is inspiring them to improve — which is how the most significant growth takes place. Improvement is not an end in itself, but is aimed at ensuring effective mission accomplishment. Accomplishment, in turn, tends to increase influence, provided successes are accompanied by gracious sharing of credit rather than smugness. There is, of course, much more to influencing, improving, and accomplishing.

Influence

Influence is defined as “a power affecting a person, thing, or course of events, especially one that operates without any direct or apparent effort.” Does that describe your interaction with others? Do you influence or do you badger and cajole to get others to

act? If you wish to influence people, and hence outcomes, earn a reputation for integrity, fully develop your professional skills, be helpful, and model the exact behavior you would like to see others emulate. There are few compliments greater in life than “Thanks, you always offer a great approach to issues!” or “I would like to be more like you!”

Improve

“Unless you try to do something beyond what you have already mastered, you will never grow.” Although the originator of this line is unknown, the statement is true for both you and your office. No one becomes a great organizer overnight. No office always adapts easily to change. No one grows from airman to chief, or captain to colonel, in a smooth process over a short period of time. We all, in our own way, try, fail, learn, and get up again to face new days. The danger for leaders and their organizations is not trying and failing — though common sense failures need to be avoided — but in disregarding opportunities to improve. Continuous development is essential for individuals and offices alike. Go back to Chapter 8 today and self-assess anew. Go back to the previous chapters and consider ways to challenge office members so that ALL are improving and, at the same time, finding their time in the Air Force to be rewarding and enjoyable.

Accomplish

True leaders influence people, improve others’ abilities, and direct others’ activities to accomplish the mission. Leaders produce actions that result in accomplishment. Reflect on what you have accomplished since you started looking at *I LEAD!*



Leadership in Action

My first SJA really set the tone for my Air Force career. He was great! He had high standards and a strong work ethic and he recognized our office's commitment. We were always undermanned in a difficult overseas environment. I never felt experienced enough to do the tasks I was asked to do. If I had a question about a project, he always had an open door and would help, but I was always expected to be able to identify the issue and offer a few different solutions. From those solutions, he would help guide my decisions, but I always knew that it was my solution. I felt I had met the challenge. Even on difficult projects, I never felt alone.

Looking back now, I am amazed at the knowledge and experience I gained by working for him. He always acknowledged the effort of people in the office. Either with a "thank you," recognition in front of someone else (like, this is Captain __, who wrote that opinion on your issue), quarterly awards nominations, or by arranging a tour of one of the operational squadrons, a visit to a remote installation, or some activity like going to weapons training with the AFOSI. I got to do and see some really exciting things and I didn't even realize at the time that he was increasing my overall knowledge about the Air Force in the process. He was a great role model.

PRACTICE TIPS

- Become a life-long student of leadership. Use your personal knowledge, education, and experience to build an effective leadership ethos. From that, create a personal leadership development plan using the resources described in *I LEAD!*



This book offers a JAG Corps perspective on Air Force leadership components as set forth in Air Force Doctrine. These components focus on Core Values, enduring leadership competencies, and leadership actions. We are called upon to apply them to ensure the JAG Corps will meet tomorrow's challenges and grow its future leaders.

In truth, leadership is a lonely and challenging business. It requires constant energy, dedication, and the willingness to face difficult issues and criticism. There may be times when your spirit may flag and your enthusiastic "I Lead!" seems poised to slip into "Why Lead?" These moments happen to everyone and when they do, think about courage, persistence, and the inspiring examples of others. Then, influence, improve, and accomplish.

Each of us, officer, enlisted, and civilian, must join together in the practice of leadership. That is because — in the JAG Corps — "We Lead!"

APPENDIX 1

BIBLIOGRAPHY & REFERENCE RESOURCES

Chapter 1

- Air Force Doctrine Document (AFDD) 1-1. *Leadership and Force Development*, 18 February 2004.
- Air Force Judge Advocate General Corps (TJAGC) Policy Memorandum: *TJAGC Standards-1, TJAGC Core Principles*, 5 January 2005.
- Hooper, James T. "Creating Strong Leaders and Strong Units: Using Air Force History as a Leadership Tool." *Air and Space Power Journal*, no. 4 (Winter 2002): 17-24.
- Hughes, Richard L., Robert C. Ginnett, and Gordon J. Curphy. *Leadership: Enhancing the Lessons of Experience*. 4th ed. Boston, MA: Irwin/McGraw-Hill, 2002.
- "I Became a Leader by What I Do." *The Reporter* 25, no. 2 (June 1998): 34-35.
- Kerns, Patricia A. *The First 50 Years: United States Air Force Judge Advocate General's Department*. Washington, D.C.: Government Printing Office, 2004.
- Kitfield, James. *Prodigal Soldiers: How the Generation of Officers Born of Vietnam Revolutionized the American Style of War*. New York: Simon and Schuster, 1995.
- McPherson, James M. *Hallowed Ground: A Walk at Gettysburg*. New York: Crown Journeys, 2003.
- Puryear, Edgar F., Jr. *American Generalship: Character Is Everything: The Art of Command*. New York: Ballentine, 2003.
- Shaara, Michael. *The Killer Angels*. New York: Random House, 1975.
- Slater, Robert. *Jack Welch and the GE Way: Management Insights and Leadership Secrets of the Legendary CEO*. New York: McGraw-Hill Professional, 1999.
- Wade, Norman M. *The Leader's SMARTbook*. 2d rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 2

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Connelly, Owen. *On War and Leadership: The Words of Combat Leaders from Frederick the Great to Norman Schwarzkopf*. Princeton, NJ: Princeton University Press, 2002.
- Creel, H.G. *Chinese Thought from Confucius to Mao Tsê-tung*. Chicago: University of Chicago Press, 1953.
- Miller, Zell. *Corps Values: Everything You Need to Know I Learned in the Marines*. Atlanta, GA: Longstreet Press, Inc., 1996.
- Morgan, Major Forrest E., USAF. *Living the Martial Way: A Manual for the Way a Modern Warrior Should Think*. Fort Lee, NJ: Barricade Books, 1992.
- Musashi, Miyamoto. *The Book of Five Rings*. Translated by William S. Wilson. Tokyo, Japan: Kodansha International, 2002.
- Nitobe, Inazo. *Bushido, the Soul of Japan*. Boston, MA: Tuttle Publishing, 1969.
- Puryear, Edgar F., Jr. *American Generalship, Character is Everything: The Art of Command*. New York: Ballantine, 2003.
- Roberts, Wess. *Leadership Secrets of Attila the Hun*. New York: Warner Books, 1987.
- Roosevelt, Theodore. *The Free Citizen: A Summons to Service of the Democratic Ideal*. New York: The MacMillan Company, 1956.
- Shigesuke, Taira. *Code of the Samurai: A Modern Translation of the Bushido Shoshinsu*. Translated by Thomas Cleary. Boston, MA: Tuttle Publishing, 1999.
- Snair, Scott. *West Point Leadership Lessons: Duty, Honor, and Other Management Principles*. Naperville, IL: Sourcebooks, Inc., 2004.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 3

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Air Force Judge Advocate General Special Subject Letter (TJAG SSL) 2004-07. *Implementation of TJAG Operational Readiness Policy Memorandums*, 14 September 2004.

Air Force Pamphlet (AFPAM) 36-2241, *Promotion Fitness Examination*, 1 July 2003.

Connelly, Owen. *On War and Leadership*, (Princeton University Press, 2002).

The Center for Organization and Personal Excellence. *Vision and Meaning: A Foundation for Excellence*, 1998. <http://www.centerforexcellence.net/Briefings/Vision.html> (accessed 3 May 2005).

Johnson, Dewey E. *Leadership: Some Thoughts after Twenty-Five Years*. <http://www.au.af.mil/au/awc/awcgate/au-24/johnson.htm> (accessed 3 May 2005).

Linsenn, Willy. *Personal Excellence: Doing More & Feeling Better*, 1999-2002. <http://www.heartwaregroup.com/programs/index.php?programs=pe> (accessed 3 May 2005).

Lombardo, Michael M. and Robert W. Eichinger. *For Your Improvement: A Guide for Development and Coaching for Learners, Supervisors, Managers, Mentors, and Feedback Givers*. 4th ed. Minneapolis, MN: Lominger Limited, Inc., 2004.

Morgan, Forrest E., Major, USAF. *Living the Martial Way—A Manual for the Way a Modern Warrior Should Think*, (Barricade Books, 1992).

Yukl, Gary. *Leadership in Organizations*. 4th ed. Upper Saddle River, NJ: Prentice Hall, 1997.

Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 4

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Air Force Senior Leader Management Office. *USAF Leadership Flightplan*. https://www.dp.hq.af.mil/dpx/dpxf/fdld/tact_01.htm (accessed 3 May 2005).

Drucker, Peter, et al. *Harvard Business Review on Decision Making*. Harvard Business School Publishing, 2001.

Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 5

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Air Force OneSource. *Managing Stress*. <http://www.airforceonesource.com> (accessed 3 May 2005). Ceridian Corp., 2005.

Air Force OneSource. *Managing Through Pressured Times*. <http://www.airforceonesource.com> (accessed 3 May 2005). Ceridian Corp., 2005.

Air Force OneSource. *Handling Conflicts in the Workplace*. <http://www.airforceonesource.com> (accessed 3 May 2005). Ceridian Corp., 2005.

Fisher, Roger, William Ury and Bruce Patton. *Getting to Yes: Negotiating Agreement without Giving In*. 2d ed. New York: Penguin Books, 1991.

Goodman, Joanna and Catherine Truss. "The Medium and the Message: Communicating Effectively During a Major Change Initiative." *Journal of Change Management* 4, no. 3 (September 2004): 217-228.

McGuire, Ruth. "How to Manage Change." *The Pharmaceutical Journal*, February 2003, 161.

Smith, Perry M. *Rules & Tools for Leaders*. New York: Avery Publishing Group, 1998.

Stone, Florence M. *The Manager's Questions and Answer Book*. New York: Amacom, 2003.

United States Air Force. *Enduring Leadership SkillSoft Course Description: Success over Stress*. Course Number PD0182. <http://content1.skillssoft.com/content/cm/PD0182000000/summary.htm> (accessed 10 May 2005).

Watkins, Michael. *The First 90 Days*. Boston, MA: Harvard Business School Press, 2003.

Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 6

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Army Field Manual 22-100, *Army Leadership*, 31 August 1999.

Covey, Stephen R. *Principle Centered Leadership*. New York: Fireside, 1992.

- Covey, Stephen R., A. Roger Merrill and Rebecca R. Merrill. *First Things First: To Live, to Love, to Learn, to Leave a Legacy*. New York: Fireside, 1994.
- Hayward, Katherine and Caroline Juszcak. *Wise Words for Employees: Becoming Indispensable*. Tomball, TX: Pivotal Force, 2004.
- Heifetz, Ronald A. and Martin Linsky. *Leadership on the Line: Staying Alive through the Dangers of Leading*. Boston, MA: Harvard Business School Publishing, 2002.
- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. 3rd Ed. San Francisco, CA: Jossey-Bass, 2002.
- Leadership Psychology Australia (Terry Lee). *Inspiring Leaders: Restoring Faith, Building Trust*. http://www.terrylee.com.au/documents/Inspiring_leaders-restoring_faith.pdf (accessed 1 June 2005).
- Luft, Joseph and Harry Ingham. "The Jobari Window: A Graphic Model for Interpersonal Relations." University of California Western Training Lab, 1955.
- Maxwell, John C. *The 21 Irrefutable Laws of Leadership*. Nashville, Tenn.: Thomas Nelson, Inc., 1998.
- Maxwell, John C. *Winning with People*. Nashville, Tenn.: Thomas Nelson, Inc., 2004.
- Reichheld, Frederick F. *Loyalty Rules: How Today's Leaders Build Lasting Relationships*. Boston, MA: Harvard Business School Press, 2001.
- United States Army Handbook. *Military Leadership*, 1973.
- "Developing Leaders to Make a Difference," Maximum Impact, <http://www.maximumimpact.com>
- http://www.visionaryleadership.net/april_2004_5.htm
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.
- Bixler, Susan and Lisa S. Dugan. *Five Steps to Professional Presence: How to Project Confidence, Competence, and Credibility at Work*. Cincinnati, OH: Adams Media Corp., 2000.
- Fracaro, Ken. "Achieving Goals and Persistence." *Supervision*, September 2001.
- Harari, Oren. *The Leadership Secrets of Colin Powell*. New York: McGraw-Hill, 2002.
- Jolley, Willie. "From Setback to Comebacks." *Executive Excellence*, January 2001.
- Machowicz, Richard J. *Unleashing the Warrior Within: Using the Seven Principles of Combat to Achieve Your Goals*. New York: Hyperion, 2000.
- Maysonave, Sherry. *Casual Power: How to Power up Your Nonverbal Communication and Dress Down for Success*. Austin, TX: Bright Books, 1999.
- Mindell, Phyllis. *A Woman's Guide to the Language of Success: Communicating with Confidence and Power*. Paramus, NJ: Prentice Hall Press, 2001.
- Parachin, Victor M. "Seven Secrets of Self-Motivation." *Supervision*, January 1999.
- Puryear, Edgar F. Jr. *American Generalship: Character Is Everything: The Art of Command*. New York: Ballentine, 2003.
- Qubein, Nido. "Persistence, Not Pressure." *Executive Excellence*, 1999.
- Renesch, John. *Taking a Stand*. USAF Leadership Flight Plan Knowledge Network. <http://www.athenaonline.com/knowledge> (registration required) (accessed 1 June 2005).
- Volin, Kathryn J. *Buff and Polish: A Practical Guide to Enhance Your Professional Image and Communication Style*. Minneapolis, MN: Pentagon Publishing, 1999.
- Weisinger, Hendrie. *So You're Afraid to Criticize Your Boss*. USAF Leadership Flight Plan Knowledge Network. <http://www.athenaonline.com/knowledge> (registration required) (accessed 1 June 2005).
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 7

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Alessandra, Tony. *Charisma: Seven Keys to Developing the Magnetism that Leads to Success*. New York: Warner Books, 2000.

Bell, Chip R. *Failing to Succeed*. USAF Leadership Flight Plan Knowledge Network. <http://www.athenaonline.com/knowledge> (registration required) (accessed 1 June 2005).

Chapter 8

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- AFPAM 36-2241, *Promotion Fitness Examination*, 1 July 2003.
- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. 3rd ed. San Francisco, CA: Jossey-Bass, 2002.
- Maxwell, John C., *The 21 Irrefutable Laws of Leadership*. Nashville, Tenn.: Thomas Nelson, Inc., 1998.
- Wade, Norman M. *The Leader's SMARTbook*. 2d rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 9

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Army Field Manual 22-100. *Army Leadership*, 31 August 1999.
- Alessandra, Tony and Phil Hunsaker. *Communicating At Work*. New York: Fireside, 1993.
- Brounstein, Marty. *Communicating Effectively for Dummies*. New York: Wiley Publishing, Inc., 2001.
- Dale Carnegie and Associates, Inc. *The Leader In You: How to Win Friends, Influence People and Succeed in a Changing World*. New York: Simon and Schuster, 1993.
- Phillips, Donald T. *Lincoln on Leadership: Executive Strategies for Tough Times*. New York: Warner Books, 1992.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 10

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Air Force Judge Advocate General. *TJAG Vision*. https://aflsa.jag.af.mil/GROUPS/AIR_FORCE/JAZ/SOURCE/TJAG_Vision/tjagvision.pdf (accessed 1 June 2005).
- Blanchard, Kenneth and Spencer Johnson. *The One Minute Manager*. New York: Morrow, 1982.
- Dillard-Bullock, Avis, CMSgt, USAF "Trophy, Award, or Legacy." *TJAG Online News Service*, 2003.

- Moorman, William A., Maj Gen, USAF (Ret.) "Goals and Objectives." *TJAG Online News Service*, 3 January 2001.
- Phillips, Donald T. *Lincoln on Leadership: Executive Strategies for Tough Times*. New York: Warner Books, 1992.
- Sullivan, Gordon R. and Michael V. Harper. *Hope is Not a Method: What Business Leaders Can Learn from America's Army*. New York: Broadway Books, 1996.
- Wren, J. Thomas. *The Leader's Companion: Insights on Leadership through the Ages*. New York: The Free Press, 1995.
- Yukl, Gary. *Leadership in Organizations*. 4th ed. Upper Saddle River, NJ: Prentice Hall, 1997.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 11

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Abrashoff, D. Michael. *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*. New York: Warner Books, 2002.
- Blanchard, Kenneth, William Oncken, Jr. and Hal Burrows. *The One Minute Manager Meets the Monkey*. New York: Morrow, 1989.
- Covey, Stephen R. *The 7 Habits of Highly Effective People*. New York: Fireside, 1990.
- Fisher, Roger, William Ury and Bruce Patton. *Getting to Yes: Negotiating Agreement without Giving In*. 2d ed. New York: Penguin Books, 1991.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 12

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- AFPAM 36-2241, *Promotion Fitness Examination*, 1 July 2003.
- Air Force Policy Directive 36-34. *Air Force Mentoring Program*, 1 July 2000.
- Alessandra, Tony and Michael J. O'Connor. *The Platinum Rule*. New York: Warner Books, 1996.

- Center for Creative Leadership. <http://www.ccl.org/CCLCommerce/index.aspx> (accessed 1 June 2005).
- Fitton, Robert A., ed. *Leadership Quotations from the Military Tradition*. Boulder, CO: Westview Press, 1990.
- Hughes, Richard L., Robert C. Ginnett and Gordon J. Curphy. *Leadership: Enhancing the Lessons of Experience*. 4th ed. Boston, MA: Irwin/McGraw-Hill, 2002.
- Maxwell, John C. *The 17 Indisputable Laws of Teamwork*. Nashville, Tenn.: Thomas Nelson, Inc., 2001.
- United States Air Force. *Leader's Guide for Managing Personnel in Distress*. <http://afsp.afms.mil/leadersguide/default.htm> (accessed 1 June 2005).
- United States Air Force Air War College. *Gateway to Internet Resources: Leadership, Ethics and Command Central*. <http://www.au.af.mil/au/awc/awcgate/awc-ldr.htm> (accessed 1 June 2005).
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 13

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Bennis, Warren. "The Secrets of Great Groups." *Leader to Leader 3* (Winter 1997): 29-33. <http://www.pdf.org/leaderbooks/121/winter97/bennis.html> (accessed 1 June 2005).
- Dimitrius, Jo-Ellan and Mark Mazarella. *Reading People: How to Understand People and Predict Their Behavior—Anytime, Anyplace*. New York: Ballantine, 1998.
- Hunter, James C. *The World's Most Powerful Leadership Principle: How to Become a Servant Leader*. New York: Crown Business, 2004.
- Leigh, Andrew and Michael Maynard. *Leading Your Team: How to Involve and Inspire Teams*. 2d ed. London: Nicholas Brealey Publishing, 2002.
- Murphy, Marli. "Tending to Morale." *Unique Opportunities: The Physician's Resource*, November/December 2003. <http://www.uoworks.com/pdfs/feats/MORALE.pdf>.
- Pye, David E. *1001 Ways to Inspire: Your Organization, Your Team, and Yourself*. Franklin Lakes, NJ: The Career Press, 1998. <https://www.my.af.mil> (Net Library) (accessed 1 June 2005).

- Radford University National Residence Hall Honorary. "99 Ways to Recognize." <http://www.radford.edu/~nrhh/recognize.html> (accessed 1 June 2005).
- SkillSoft. *Collaboration in High-Performance Teams*. Course Number TEAM0141, SkillBrief. <http://govport.skillport.com/spgovport/login/login.cfm> (accessed 1 June 2005).
- SkillSoft. *Developing Interpersonal Skills in Your People*. Course Number COMM0116. <http://govport.skillport.com/spgovport/login/login.cfm> (accessed 1 June 2005).
- SkillSoft. *Four Types of Employee Recognition*. Course Number HR0221, SkillBrief. <http://govport.skillport.com/spgovport/login/login.cfm> (accessed 1 June 2005).
- SkillSoft. *Know Your Team Members*. Course Number COMM0116, Job Aid. <http://govport.skillport.com/spgovport/login/login.cfm> (accessed 1 June 2005).
- SkillSoft. *Supporting Informal Team Processes*. Course Number TEAM0141, SkillBrief. <http://govport.skillport.com/spgovport/login/login.cfm> (accessed 1 June 2005).
- Smith, Perry M. *Rules & Tools for Leaders*. New York: Avery Publishing Group, 1998.
- United States Air Force Air War College. *Center for Strategic Leadership Studies: Competencies and Skills*. <http://leadership.au.af.mil/sls-skil.htm> (accessed 1 June 2005).
- Vintrice, Cindy. *Make Their Day! Employee Recognition That Works!* San Francisco, CA: Berrett-Koehler, 2003.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 14

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Air Force Senior Leader Management Office. *USAF Leadership Flightplan: Enduring Competencies*. <https://www.dp.hq.af.mil/dpx/dpxf/fldd/enduring.htm> (accessed 1 June 2005).
- Hughes, Richard L., Robert C. Ginnett and Gordon J. Curphy. *Leadership: Enhancing the Lessons of Experience*. 4th ed. Boston, MA: Irwin/McGraw-Hill, 2002.

Hunt, James G., George E. Dodge and Leonard Wong, eds. *Out-of-the-Box Leadership: Transforming the Twenty-First Century Army and Other Top Performing Organizations*. Stamford, CT: Jai Press, 1999.

Phillips, Donald T. *Lincoln on Leadership: Executive Strategies for Tough Times*. New York: Warner Books, 1992.

Lombardo, Michael M. and Robert W. Eichinger. *For Your Improvement: A Guide for Development and Coaching for Learners, Supervisors, Managers, Mentors, and Feedback Givers*. 4th ed. Minneapolis, MN: Lominger Limited, Inc., 2004.

United States Air Force. Enduring Leadership SkillSoft Course Description: *Building Effective Interfunctional Relationships*. Course Number COMM0191. <http://content1.skillssoft.com/content/cm/COMM0191000000/summary.htm> (accessed 1 June 2005).

United States Air Force Air War College. *Center for Strategic Leadership Studies: Competencies and Skills*. <http://leadership.au.af.mil/sls-skil.htm> (accessed 1 June 2005).

Yukl, Gary. *Leadership in Organizations*. 4th ed. Upper Saddle River, NJ: Prentice Hall, 1997.

Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 15

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Clemmer, Jim. *Pathways to Performance: A Guide to Transforming Yourself, Your Team, and Your Organization*. Toronto: Macmillan, 1995.

The Commonwealth Institute. *The Defense Strategy Review Page*. <http://www.comw.org/qdr/stratissues.html> (accessed 1 June 2005).

Jumper, John P., Gen, USAF and CMSAF Gerald R. Murray. *CSAF Viewpoints and CMSAF Perspectives*. <http://www.af.mil/viewpoint/> (accessed 1 June 2005).

Lombardo, Michael M. and Robert W. Eichinger. *For Your Improvement: A Guide for Development and Coaching for Learners, Supervisors, Managers, Mentors, and Feedback Givers*. 4th ed. Minneapolis, MN: Lominger Limited, Inc., 2004.

Phillips, Donald T. *Lincoln on Leadership: Executive Strategies for Tough Times*. New York: Warner Books, 1992.

Smith, Perry M. *Rules and Tools for Leaders: A Down-to-Earth Guide to Effective Managing*, The Berkley Publishing Group, 2002.

United States Air Force Future Concepts and Transformation Division. *The US Air Force Transformation Flight Plan*, November 2003. http://www.dtic.mil/jointvision/af_trans_flightplan.pdf (accessed 1 June 2005).

Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 16

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Covey, Stephen R. *The 7 Habits of Highly Effective People*. New York: Fireside, 1990.

Drucker, Peter F. *Managing for the Future*. New York: Dutton, 1992.

Goodstein, Leonard D., J. William Pfeiffer and Timothy M. Nolan. *Applied Strategic Planning*. San Diego, CA: Pfeiffer and Co., 1992.

Smith, Hyrum. *The Ten Natural Laws of Successful Time and Life Management*. New York: Warner Books, 1994.

Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 17

AFDD 1-1. *Leadership and Force Development*, 18 February 2004.

Air Force Senior Leader Management Office. *USAF Leadership Flightplan: Enduring Competencies: Do I Embrace Change?* https://www.dp.hq.af.mil/dpx/dpxf/fldd/strat_03.htm (accessed 1 June 2005).

Farson, Richard and Ralph Keys, "The Failure-Tolerant Leader." *Harvard Business Review*, August 2002: 64-71. http://www.wbsi.org/farson/com_fail_leader.htm (accessed 1 June 2005).

Goodman, Joanna and Catherine Truss. "The Medium and the Message: Communicating Effectively During a Major Change Initiative." *Journal of Change Management* 4, no. 3 (September 2004): 217-228.

Kolenda, Christopher D. "Tens Ways Great Leaders Lead," *Military Review* 83 (November-December 2003): 41-49.

- Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 1996.
- McCormick, Jim. "Seeking Initiative and Innovation? Reward Failure!" <http://www.leader-values.com/Content/detail.asp?ContentDetailID=237> (accessed 1 June 2005).
- McGuire, Ruth. "How to Manage Change." *The Pharmaceutical Journal*, February 2003, 161.
- Smith, Perry M. *Rules & Tools for Leaders*. New York: Avery Publishing Group, 1998.
- Smith, Rolf. *The 7 Levels of Change: Different Thinking for Different Results*. 2d ed. Texas: Tapestry Press, 2002.
- Stone, Florence M. *The Manager's Questions and Answer Book*. New York: Amacom, 2003.
- Watkins, Michael. *The First 90 Days*. Boston, MA: Harvard Business School Press, 2003.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 18

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- Army Field Manual 22-100. *Army Leadership*, 31 August 1999.
- Kaplan, Robert S. and David P. Norton. *The Balanced Scorecard: Translating Strategy into Action*. Boston, MA: Harvard Business School Press, 1996.
- Kaplan, Robert S. and David P. Norton. "Having Trouble With Your Strategy? Then Map It." *Harvard Business Review* (September-October 2000): 167-176.
- United States Air Force Air War College. *Center for Strategic Leadership Studies: Competencies and Skills*. <http://leadership.au.af.mil/sls-skil.htm> (accessed 1 June 2005).
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 19

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- AFDD 1. *Air Force Basic Doctrine*, 17 November 2003.

- AFDD 2-4.5. *Legal Support*, 15 May 2003.
- Air Force Judge Advocate General Corps (TJAGC) Policy Memorandum: TJAGC Standards-1, *TJAGC Core Principles*, 5 January 2005.
- Air Force Judge Advocate General Corps (TJAGC) Policy Memorandum: Operational Readiness-2, *TJAGC Mission Readiness*, 14 September 2004.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Chapter 20

- AFDD 1-1. *Leadership and Force Development*, 18 February 2004.
- AFPAM 36-2241. *Promotion Fitness Examination*, 1 July 2003.
- Carnegie, Dale. *How to Win Friends and Influence People*. New York: Simon and Schuster, 1936.
- Dictionary.com. <http://www.dictionary.com> (accessed 1 June 2005).
- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. 3rd ed. San Francisco, CA: Jossey-Bass, 2002.
- Mochari, Ilan. "It's All in the Details." *Inc. Magazine*, March 2002. <http://www.inc.com/magazine/20020301/23934.html>.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.
- Walters, Jamie. "How to Uncover Employee Potential." *Ivy Sea Inc.*, March 2001. <http://www.inc.com/articles/2001/03/22371.html>.
- Zemke, Ron and Susan Zemke. "30 Things We Know For Sure About Adult Learning." *Innovation Abstracts* VI, no. 8, 9 March 1984.
- Wade, Norman M. *The Leader's SMARTbook*. 2nd rev. ed. Lakeland, FL: Lightning Press, 2003.

Additional Resources Consulted

- Blanchard, Kenneth H. and Phil Hodges. *The Servant Leader: Transforming Your Heart, Head, Hands and Habits*. Nashville, TN: J. Countryman, 2002.
- Blank, Warren. *The 9 Natural Laws of Leadership*. New York: Amacom, 1999.

Cohen, Eliot A. *Supreme Command: Soldiers, Statesmen, and Leadership in Wartime*. New York: Free Press, 2002.

Cray, Ed. *General of the Army: George C. Marshall, Soldier and Statesman*. New York: Copper Square Press, 2000.

Firestein, Roger L. *Leading on the Creative Edge*. Colorado Springs, CO: Pinon Press, 1996.

Giuliani, Rudolph W. and Ken Kurson. *Leadership*. New York: Hyperion, 2002.

Goldsmith, Marshall and Richard Beckhard, eds. *The Leader of the Future*. San Francisco, CA: Jossey-Bass, 1996.

Gordon, Thomas. *Leadership Effectiveness Training*. New York: Perigee, 2000.

Johnson, Spencer. *Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life*. New York: G.P. Putnam's Sons, 1998.

Kaplan, Robert D. *Warrior Politics: Why Leadership Demands a Pagan Ethos*. New York: Random House, 2002.

Kidder, Rushworth M. *How Good People Make Tough Choices: Resolving the Dilemmas of Ethical Living*. New York: Quill, 2003.

Kouzes, James M. and Barry Z. Posner. *Credibility How Leaders Gain and Lose It, Why People Demand It*. San Francisco, CA: Jossey-Bass, 1993.

Maxwell, John C. *The Right to Lead: A Study in Character and Courage*. Nashville, TN: J. Countryman, 2001.

Maxwell, John. *Teamwork Makes the Dream Work*. Nashville, TN: J. Countryman, 2002.

Os, Guinness ed. *Character Counts: Leadership Qualities in Washington, Wilberforce, Lincoln, Solzhenitsyn*. Grand Rapids, MI: Baker Publishing, 1999.

O'Toole, James. *Leading Change*. San Francisco, CA: Jossey-Bass, 1995.

Powell, Colin L. and Joseph E. Persico. *My American Journey*. New York: Ballantine Books, 2003.

Simons, George, Carmen Vasquez and Phillip Harris. *Transcultural Leadership: Empowering the Diverse Workforce*. Houston, TX: Gulf Publishing Co., 1993.

APPENDIX 2

REAL WORLD EXPERIENCES

Defense Counsel Courage	19
Courage to Be the Honest Broker and to Support a Subordinate	20
Don't Sugar-Coat Feedback	21
Candor — At the Right Time and Place	22
The Truth in Your Career Documents.....	23
On Deployment.....	25
Responsibility From the Beginning	26
Personal Accountability	29
Learn from the Mistakes of Others.....	30
Get Out of Your Office and Keep Your Door Open	30
Make a Decision	31
Trust Your Staff	31
Justice is Color Blind	34
Appearance is Reality	34
His Opinion Was Valued.....	37
Encourage Communication.....	37
Challenges	40
Will You Put Up with That?.....	40
Never Ask Your Troops to Do Something You Wouldn't Do.....	43
Working on Weekends.....	45
Fallen Comrade.....	48
Honor Guard	49
Honor Those Among You	49
Stepping Up.....	53
Going the Extra Mile	53
Promotion is Not the Goal of Service.....	54
It's the Small Things.....	57
Show Courtesy Through Communication	57
He Ate Last	58
They Would Follow Him Anywhere.....	58
Civility Equals Self-Control	61
Credibility Equals Self-Control.....	62
He Didn't Fit In.....	65

A Time and Place for Everything	65
Addressing Perceived Discrimination	
Through Communication	66
Broaden Your Focus at Official Functions	67
Deserving of Loyalty.....	69
Loyalty by Action.....	70
Adverse Actions and Loyalty.....	71
Furthering One's Career Through Excellence	75
Teaching Excellence.....	80
Creating the Conditions Necessary for Excellence	81
From Dumpsters to PPBS	86
Make Your Office Professional.....	87
Review and Attack for Dollars in All Aspects	
of Your Office Mission	88
Wing-Wide Problem-Solving Creates	
Office Opportunities	93
Participate in Base Defense	94
Take Exercises Seriously.....	95
The Essential Question.....	104
Thinking About Tomorrow	104
Helping Others Make Decisions.....	105
Abdicator	105
Umpire	106
Modulating Pressure by Being Aware	112
Undue Pressure Destroys	112
Working Smarter	113
Stress Can be Visible.....	114
Listen for Laughter	114
Superman Meets Kryptonite	120
Misrepresentation Through Silence.....	121
Integrity When No One is Looking.....	121
Lack of Honesty Leads to Failure.....	122
Appearances Effect Behavior.....	122
Honesty Regarding Manpower and Workload	123
Honesty in the Courtroom	123
I'm Only Human.....	127
A True Open Door Policy	128
The Closed Suggestion Box.....	129
Deaf Ears: Perception or Reality?.....	129
Boundaries on Openness	130

Hierarchy of Loyalty	134
Forfeited Loyalty.....	134
Supporting your Staff	135
Secretarial Loyalty	135
Loyalty to the Institution	136
Physical Courage in the Workplace	142
Courage to Publicly Correct the Boss.....	142
Courage in the Face of a Challenging Boss	144
Courage at (Almost) All Costs while Keeping	
Office Spirits Up.....	146
Self-Assessment Through Feedback from Your Staff.....	151
Self-Assessment Through MBTI	152
Communicate with Respect, Not Fear.....	157
Pay Attention to Details	158
JAG Corps Vision	167
Junior Team Members Have Vision Too	167
Vision on the Tactical Level.....	168
Setting Goals and Objectives as a Team.....	172
Goals and Objectives as a Checklist, Not Wall Art	172
Once a Quarter.....	173
Picking the Right Goals	173
Sample Legal Office Goal and Objectives.....	174
A Road Too Far - Proactive Conflict Resolution	179
You Can Pay a Little Now or a Lot Later	179
Resolve Conflict With a Boss	181
Some Win/Wins are Really Easy if You're Flexible	182
From the Ground Up	187
Selective Mentoring.....	189
Failed Accountability	189
It's the Little Things That Matter.....	194
The Power of Targeted Praise	195
Mentoring Other Members of the Corps	195
Lost in the Dark: Unstated Expectations	196
Continue to Challenge with Positive Feedback.....	197
Honest Feedback	198
Welcome Meals and Annual Dinners	204
Showing Others You Care	204
Making It Happen Through Teamwork.....	205
Taking Time to Assess Morale	205
Assessing Morale by Running for Governor	206

Manage by Walking Around	206
Sharing the Wealth Will Foster Teamwork	206
Caring for the Family During Deployments and TDYs	212
Going Above and Beyond to Ensure Your Troops Shine	212
The “Whatever Award”	213
Going the Extra Mile: Availability and Transparency	219
Reaping Incalculable Benefits from	
Wise Partnership Management	219
Seizing Opportunities to Maximize Readiness	220
Understanding and Serving the Air Force Client	221
Broad Understanding Helps	228
Strategic Thinking Gave Organization Purpose and	
Served Others	229
NCOs with Persistence and Vision Help Shape	
the Corps	230
Preparing to Develop Organizational Strategy	233
The Lasting Effects of Creative Leadership	236
Challenges Lead to Enthusiastic Responses	237
Energizing the Office.....	237
Sacrificing Short-Term Success.....	242
Sending the Right Message.....	243
Identify, Prioritize, and Reconcile Demands.....	244
Best Practices — New Beginnings	251
Streamlining — Automated Self-Service	
Power of Attorney Program.....	252
Some Pain in Exchange for Lasting Gain	257
Get Excited When Someone Offers a Better Solution	258
Envisioning and Realizing the Promise of AMJAMS	263
Shape the Corps	267
Personally Ask Them to Stay	267
Know Your Subordinates' Retention Goals.....	268
Leadership in Action.....	276



THE JUDGE ADVOCATE GENERAL'S CORPS