

PHILOSOPHY OF COMMAND

- **COMMAND CLIMATE**
 - **Many Challenges, Few Crises**
- **INITIATIVE AND INNOVATION**
 - **Agile and Adaptive Leaders**
- **LEADERSHIP**
 - **Key Determinant in the Success or Failure of Any Institution**

LEADERSHIP

- To know why to do something is WISDOM.
- To know how to do something is SKILL.
- To know when to do something is JUDGEMENT.
- To strive to do it best is DEDICATION.
- To do it for the benefit of others is SERVICE.
- To want to help others is COMPASSION.
- To do it quietly is HUMILITY.
- To get the job done is ACHIEVEMENT.
- To get others to do all these things is LEADERSHIP.

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- **TEAMWORK**
 - The Manifestation of Good Leadership
- **INTEGRITY → REPUTATION**
 - Once Reputation is Lost, it is Never Regained
 - Taylor on Integrity: “Second chances are like ruck marching up a steep hill”
- **ATTITUDE**

ATTITUDE

“The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than the past, than education, than other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company...a church...a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past...we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude...I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you...we are in charge of our attitudes.”

- Charles Swindoll

WHAT ARE WE FOR?

- To ensure that when we send Soldiers into battle, they have the full might and weight of the United States behind them

STAFF PRODUCTS/PROCESS

- Make the purpose of the product/process clear
- Tell me what you want me to do
- Put everything in context – why is this a 3-Star issue?
- Less is harder and better – 6 slides is good, 5 is better
- Tell me what I need to know, even if it hurts
- Very seldom do complicated problems have simple solutions

PRODUCTS/PROCESS

- Do not lose clarity in the search for accuracy
- Blank paper and crayons are better than PowerPoint
- Iterations are usually better, however, sometimes $RD=FC$
- It is easier to prevent something bad from going on to a PowerPoint slide, than to try and get it removed once there

PRODUCTS/PROCESS

- Whenever possible:
 - Build useful products
 - Do useful work
- Avoid “one trick ponies”
- Develop a sustainable battle rhythm that produces results, not briefs/meetings
- Make me earn my pay

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- **“THE JERK IN YOU”**
 - Not an Affordable Luxury
- **CRISIS DEFINITION**
- **THE TEST**

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