

Leadership Transitions

Target Audience: Wing Commanders

Purpose

To give Wing leadership a head start in setting expectations and providing consistency during change of commands, while engage lower level teams during transition.

Description

One of the realities of military life is constantly changing bosses, subordinates, and peers. Each time one of us moves, we spend valuable time trying to figure out where we fit in, what to expect from our new boss and what is expected of us. Leadership consistency is key during such times of transition.

The sample documents below will help you create consistency in the lives of our Airmen as you baseline expectations, break down potential barriers or blind spots, and develop an effective communication plan during the transition.

This document builds on the command transition guidance outlined in AFI 36-2924.

Employ

- Set expectations early, before the change of command. As a senior leader preparing their subordinates for such a transition, consider using the attached sample documents as a guide to align expectations.
 - Consider the ideals mentioned in the sample documents, but also be sure to fill out your command's pamphlet with your own tailored philosophies and perspectives.
 - Ask senior leaders to step in to communicate consistent command expectations. Increase communications (early and often!) to ensure continuity during times of transition.
 - The following documents are examples that could be used to reset expectations or facilitate discussion when a command is transitioning between leaders.
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Perspectives of the Commander

Preface

One of the toughest aspects of military life is constantly changing bosses, subordinates, and peers. Each time one of us moves, we spend valuable time trying to figure out where we fit in, what to expect from our new boss and what he expects from us. It often takes a long time to learn where the “new guy” is coming from. This pamphlet is intended to give you a head start as we all transition through a change of command as to what I expect from you, what you can expect from me and some things I feel strongly about. I hope this establishes a baseline, breaks down some barriers and develops effective communication. If you have any questions about my philosophy, please ask me.

Vision: Training next generation Airmen to sustain the World’s Greatest Air Force.

Mission: Graduate the world’s best pilots, deploy mission ready Airmen, and develop professional, disciplined, BOLD leaders.

Priorities: Mission, Airmen, and Families. We will look at our People, Processes, & Product – we are the foundation of the institutional Air Force and its ability to **FLY, FIGHT and WIN.**

Philosophy

Manage Risk to accomplish the Mission, Accept/cultivate Strength through Diversity, promote Inclusivity vice Exclusivity, Build a sense of Family and Community...to create an Environment that produces the most Disciplined and Professional Bold Leaders in the Air Force.

“To those sworn to defend it, Freedom has a meaning the protected will never understand.”

“Treat others as you wish to be treated.”

“If you don’t look out for yourself, then who will? If you only look out for yourself, then who have you become?”

“Comfort is not a growth industry.”

What you can expect from me

- I will work hard to remain upbeat and positive—attitude is contagious so spread the right one.
- I will be decisive—even a bad decision is usually better than none at all and we all make mistakes.
- I will make decisions based on what is best for our Nation, the Air Force, our squadron and you.
- I will strive to be consistent and fair—help me.

- I will lead by example; therefore, I will set and uphold the AF standards.
- I believe effective communication, both up and down the chain of command, is the difference between a good organization and a great one. I have an open door policy, but prefer e-mail or a phone call to my front office to help manage my time.
- I will always make time to hear what you have to say—I expect you to use your chain of command, but if you need me, my help, or my advice, never hesitate to ask.
- Those who hold information because they believe it is power are doomed to fail. Information is only of value if it gets to those who need it. What I know...you'll know.
- I will practice management by walking around—I am a social person so expect a visit.
- Recognition is a powerful motivator. I will look for new ways to recognize good people.
- I have an attitude of gratitude. I will say thank you often and mean it.
- I have one job—to accomplish our mission. If I take care of our AF family, then you will take care of the mission.

- I will remain concerned about your spiritual, mental, social and physical well-being—when you have a problem, please let your supervisor know so I can get involved, if needed.
- I support anyone who wants to exercise, take classes or enroll in correspondence PME—you owe it to yourself and the future of the AF.
- It is my responsibility to build new leaders—so whether your mentoring session is good or bad, it is always for the ultimate good of our organization.
- I am committed to your personal and professional development—let me know what I can do for you.
- I like to have fun at work and I want you to enjoy coming to work—I work hard and play hard.
- I am proud to be your Commander and am honored to be working with all of you.

What I expect from you

- Never lose sight of the importance of the mission and ensure you fully understand it.
- Find a balance between your life and the AF.
- Take care of yourself and your family.

- No one leaves the Air Force and says, “I wish I would have worked more.”
- Live within the standards I set—you’ll find they are the Air Force standards.
- Draw the line you shouldn’t cross and then take a step back. Live there and you will succeed.
- This applies to both your personal and professional life—you represent the squadron and the AF 24 hours a day.
- Read the paper and get involved!
- Loyalty—to the mission, to the squadron and to me.
- I solicit your honest feedback; you need to have the courage to say, “Boss, you’re wrong.”
- You don’t have to like me or agree with me, but you need to support my decisions once they are made.
- Always be looking for ways to improve mentally, spiritually, socially and physically.
- In the absence of policy and guidance...lead.
- Provide honest, timely feedback to your people and solicit feedback about yourself.
- **Innovate**- We have to work smarter. The best ideas come from you, the person doing the job every day.

- **Cost Conscious Culture (C3) & Airmen’s Time-** Question everything and spend AF money as if it was your own. Ask... is it a want or a need?
- Making mistakes does not equal failure-- learn from them!
- Be positive—it’s contagious!
- Take care of your Airmen and your facilities— make this airbase better for future Airmen.
- Understand and live the core values of the Air Force— Integrity, Service before self & Excellence in all we do.
- Take your role as a member of the AF very seriously. We are the foundation to **Fly, Fight and Win**—there is nothing more important.

Things I have zero tolerance for

- **Sexual Assault, Harassment & Discrimination**- All are similar because they deny people their right to Human Dignity. I have been charged to create an environment where Airmen can attain their full potential. Sexual harassment and discrimination are counter to that goal.

- **Drugs-** If you use drugs, I will aggressively seek administrative action against you.
- **Alcohol abuse-** 0-0-1-3 is a good rule of thumb for responsible alcohol use. Alcohol impairs your judgment and abuse usually leads to unprofessional behavior. Professional behavior is the cornerstone to good order and discipline.
- **Fraternization-** I want this airbase to be a great place to work, but don't cross the line.
- **Military Standards, Customs & Courtesies-** These set us apart from our civilian counterparts. When you took the oath, you accepted them as your own. Weight standards, physical fitness, dress and appearance, saluting, and standing when your customer is senior to you should be part of your routine.
- **“Yes” men are useless.** We pay you for your experience, expertise and opinions. Don't be afraid to voice your thoughts.
- **“Can't”** should not be in our vocabulary when it comes to the mission. I prefer, “Yes, but...” As long as it is not immoral, illegal, or unethical, *Airmen can and will.*
- **Insubordination or Failure to do your job-** If you are told to do something and have a suspense, comply or fess up ASAP if there is something that precludes you finishing the task.
- **Disrespect for Law Enforcement-** If you get in trouble on base or off base, do not run or be disrespectful. If you run or are disrespectful, the Security forces will not help you, and I cannot help you!



DEPARTMENT OF THE AIR FORCE

MEMORANDUM FOR ALL PERSONNEL

FROM:

SUBJECT: Wing Command Vector

We are now past the change of command season and have settled into a battle rhythm. Every Airman must be intimately familiar with our mission and understand how they contribute to its successful accomplishment. As Airmen and their families arrive at our base, we must provide an environment that is welcoming so they can quickly assimilate and learn how we operate as a team. As such, I am publishing our vision, the wing's mission statement, and our priorities. Please take time to review this document and spread the word.

Vision: Training next-generation Airmen to sustain the World's Greatest Air Force.

Mission: Graduate the world's best pilots, deploy mission ready Airmen, and develop professional, disciplined, BOLD leaders.

Simply stated, our base's motto is...

Professional: Our Airmen must always strive to embody our Core Values and have the courage to identify and encourage others who fall short. Our Airmen will meet or exceed Air Force standards while being bold enough to correct those who do not. Professional development is a key aspect of growing leaders who can operate in a dynamic environment and an integral part of successful mission accomplishment. Our Airmen must first master their respective Air Force Specialty skill set, then complete their PME in a timely manner and finally strive to advance their education and attain appropriate academic degrees-this is important to the USAF and our nation.

Disciplined: Discipline is the cornerstone of our professional force and sets the conditions for mission success. Discipline is the ability to control vices and fears. The UCMJ exists to ensure good order and discipline and to enforce personal and collective responsibility. Championing human dignity within a culture of responsibility, accountability and mutual respect is the key to building a sense of community and family.

Bold: The nation deserves Airmen who do not blink in the face of danger or retreat when upholding the standards, accomplishing the mission or living our Core Values. We must cultivate an environment that inspires and promotes courageous and daring Airmen who exercise prudent judgment. The uncertain future demands the Air Force develop superior next-generation Airmen.

Leaders: In the absence of guidance and leadership, our Airmen must step up and lead. All supervisors will promote an environment that provides proper training, tools and support to ensure our Airmen succeed.

Priorities:

Mission: Maximize pilot production to meet our Nation's requirement for Airpower. Currently, pilot production requirements exceed available resources under sequestration. In order to prepare our base for "the Long Haul," we will:

- a) Define "new normal" for safe sustainable pilot production under sequestration with aging fleets
- b) Focus our resources on mission critical requirements

Airmen: Professional, disciplined, bold Airmen are the backbone of our mission. In order to posture the USAF with superior next generation Airmen, we must:

- a) Promote the development of civilian and military leaders
- b) Meet or exceed AETC promotion, PME selection, CCAF graduation, CDC upgrade and PFT pass rates
- c) Meet or exceed AETC OPR/EPR/Civilian appraisal, awards and decoration timeliness standards
- d) Sustain our Wing's organizational momentum as a premier USAF unit

Air Force Families: The Air Force recruits Airmen, but retains families. Airmen and families must view this base as a healthy and rewarding assignment and community. Building a sense of community and family requires us to:

- a) Successfully transition Airmen and families to Laughlin AFB
- b) Enhance Team XL's community morale and Laughlin's desirability
- c) Provide superior support to families of deployed Expeditionary Airmen

Let's work together to manage risk, cultivate strength through diversity, promote inclusivity versus exclusivity and build a sense of family and community to create an environment that produces the most disciplined, professional and bold leaders in the Air Force.

Regardless of the volatility of our future, the one constant that reduces uncertainty and strengthens my optimism is the excellence of our Airmen. Team (your base), you continue to inspire me and I am honored to serve as your commander.

Commander