**100 ARW/SJA Leadership Philosophy & Expectations**

My general philosophy is simple and based on the AF Core Values **DO THE RIGHT THING…DO THINGS RIGHT!**

1. **INTEGRITY FIRST –** Never ever compromise your integrity – integrity is 100% or it isn’t integrity!

* **Honesty** is critical for JAs
  + Once lost, it is almost impossible to get back
  + I take everyone at their word until proven otherwise
  + Watch the moral/ethical “sidelines” when you’re running
* **Responsibility**
  + I expect you to take responsibility for your actions
  + Mistakes happen…Learn from them and move on
  + I will not shoot the messenger
  + I will take responsibility for office mistakes
  + If it is your Monkey, you are responsible for its care and feeding
* **Loyalty**
  + You have the ability to criticize/question leadership’s decision on an issue
  + But, once the leadership team makes a decision, it is now your decision and I expect you to support it fully…without complaint
  + This also applies to senior leadership decisions in our chain of command
* **Communication** 
  + Critical for this office to succeed
    - Crave feedback…**we only get better if we can give it & take it!**
  + Most conflict in an office is caused by a lack of communication
  + Communication stops conflict from festering
  + Backbiting and gossip have no place in the military environment
    - If you have something negative to say, say it to someone who can do something about it

1. **SERVICE BEFORE SELF**

* Does not mean **neglecting** yourself or your family
  + I am not a clock watcher…Don’t care if you work 40 or 80 hours but **I expect everyone to put in an honest day’s work!**
  + Take time for your family when you can (school functions/medical appointments) but make sure your duties are covered and your supervisor knows where you are.
  + Take care of yourself…mental, spiritual and physical health
  + TAKE LEAVE…it is no red badge of courage to lost it
  + If mission is complete/team is in a good place, go home…work will be here tomorrow
* **CAREERISM –**Do you job correctly and your career will take care of itself
  + It is the leadership team’s job to reward good work
  + Likewise, we will correct poor performers
* **TEAMWORK**
  + The absence of failure is not success—we win or lose as a team!
  + Communicate with each other
    - Work with each other to move work around before leaves, TDYs, etc.
  + Limit scheduling appointments around office requirements (i.e., try to avoid scheduling medical appointments during meetings)

1. **EXCELLENCE**

* **PERSONAL ACTIONS**: I expect excellence in your personal actions
  + Respect for others (e.g., zero discrimination/favoritism)
  + Professional relationships
  + Self-Control
    - NO VERBAL ABUSE or ANGER –take a minute when needed
    - Watch e-mails sent in anger/frustration – save draft, sleep on it
    - Return phone calls
* **PROFESSIONAL ACTIONS:** I expect excellence in your professional actions
  + KNOW THE MISSION OR LEARN THE MISSION
  + BE AN EXPERT IN YOUR JOB
    - Know your Inspection Checklist items and file items contemporaneously
    - Know your job and give clear guidance
  + STRIVE FOR EXCELLENCE NOT “MISTAKE AVOIDANCE”
* Striving for Excellence will naturally lead to less mistakes
  + PME and Professional Reading – you must do it
  + Take pride in your work – Standards are the floor
    - Proof read, proof read, proof read…minimize mistakes
    - Do not submit drafts in the hopes someone else will correct it
    - Do not bring problems, bring solutions
    - Read the statute, reg, RCM, AFI, etc., before you ask a question
    - If you don’t understand the problem, ask for clarification
    - Work your suspenses
      * If you don’t know the due date, ask
  + Avoid e-mail when fact to face discussion or picking up the phone is appropriate
  + Information flow to leadership team is critical:
    - If something is “Dumb, Different or Dangerous” let us know soonest
  + Be on time
  + Answer the phone, return messages
* **ADVISORY ROLE OF TJAGC:** Commanders command…JAGs advise
  + Opening position of issues should not be, “No!”…It should be, “Yes, if…”
  + Give CCdrs parameters or options:” Stay in the ballpark”
  + If CCdrs are within parameters, you should not second guess the call
  + If immoral, illegal or unethical, then we need to intervene – INTEGRITY
* **FUN ENVIRONMENT:** Make the office a fun place to be during the day
  + Be nice to people
  + Appropriate humor always welcome
  + Keep positive attitude – No complaints or Bellyaching – this can be tough
    - But, complaining with a solution is innovation or a good idea