**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