Leadership Philosophy

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Civil Air Patrol will be a respected non-profit that attracts and retains top talent, attracts diverse funding, and accomplishes meaningful missions for our communities. We will achieve this by fostering a culture rooted in our core values of excellence, integrity, and volunteer service. Respect, the fourth core value, tempers the other three. While we strive to uphold our core values, we recognize the importance of flexibility and adaptability in meeting the practical challenges of our missions. We commit to balancing our ideals with the realities we face. We own the future of our organization, and we can ensure our stakeholders have a world-class experience.

My command philosophy is built on the framework below.

FRAMEWORK

Integrity is the foundation of leadership. We lead by example because our actions speak louder than our words. Success without integrity is a failure.

Service brings us to Civil Air Patrol. People inherently want to serve others and be a part of something bigger than themselves. Service is not always serious; we can have fun while making a difference. All work and no fun leads to burnout and attrition.

Excellence is our goal in all we do. While compliance matters, true success lies in exceeding standards. Good enough—isn't. We prioritize doing things well rather than rushing, cutting corners, or doing too many things.

Respect is critical to our success and the foundation of our interactions. We treat everyone with dignity and respect. We act with empathy and kindness—especially in difficult situations. We nurture an inclusive environment where everyone feels valued.

Vision makes us custodians of the future. We make time to innovate and be visionary to position our organization for relevancy so we may thrive now and in the future.

People are the most critical resource in Civil Air Patrol. Our dedicated volunteers and employees are necessary for our organization to function and accomplish our missions. We would have no missions without people. We must take great care of our people.

Missions give us purpose, inspire our teams, and motivate us. Our missions call us to serve our communities, states, and nation. We must continue evolving our missions or risk losing our relevance and people.

Action turns ideas into outcomes. Action is decisive. It gets things done, engages people, and energizes the organization. We embrace planning and processes to overcome our challenges and accomplish our missions.

Balance ensures we can sustain our work. We emphasize the importance of exceeding standards while equally prioritizing the well-being of our team. We encourage a culture where achieving excellence is balanced with mindfulness towards workload and preventing burnout to ensure sustainability in our pursuit of service.

EXPECTATIONS

- Learn from "shots on goal" and move forward rather than making excuses.
- When we see something wrong and fail to act, we accept it. Don't accept things that are wrong.
- When faced with competing priorities, focused effort will position us to be a stronger organization. We must apply our resources to what is most important and measure our progress. Everything can't be a priority.
- Responsible management and stewardship of assets ensure the long-term sustainability of the corporation and the accomplishment of our missions. Treat our fleets as if you own our vehicles and aircraft. Use our limited resources thoughtfully and intentionally.
- Teamwork and collaboration make or break our success. Be a great teammate! We are **one** Civil Air Patrol!
- Be prepared and plan. Preparation helps CAP adapt to an ever-changing environment.
- The safety of our people is non-negotiable. We will maintain rigorous standards to ensure their well-being.
- Recognizing and nurturing talent is essential for our success. Seek out and elevate individuals with exceptional skills, dedication, and potential.
- Versatility is critical to our success because it builds resilience. We want a team that can adapt to various challenges. Our specialists complement our generalists.
- Diligence surpasses innate ability because effort drives success.
- Succession planning is paramount for our future success. Invest in mentorship, training, and opportunities that cultivate leaders at all levels.
- Value hard work and dedication with praise. Publicly commend exceptional performance.
- Empowering and trusting others fosters innovation and ownership. Delegate authority appropriately but retain responsibility for outcomes.
- Taking care of ourselves is just as important as caring for our people. It ensures we can all serve effectively.
- Transparent communication builds trust. Actively engage with stakeholders, listen to their concerns, and understand their ideas. Communicate with leaders at all levels to ensure clarity, alignment, and shared purpose in goals, parameters, and expectations. Disagreement is not disrespect.
- Unity across our various leadership structures, paid and volunteer, strengthens our effectiveness. We are one team.

In our ambition to embody these values, we commit to providing clear guidelines and support to ensure these principles are feasibly integrated into every level of our operations. We regularly review our processes to adapt and align with these values practically and effectively. As a servant leader, I empower the team and make decisions based on the team's advice. I will listen, support, and remove obstacles for the team's strategic success. Integrity, service, and excellence guide our actions—but respect must temper all our actions. Taking care of people, accomplishing the mission, using vision, and acting are practices that will lead to our success. The privilege of serving others as a leader comes with the responsibility to do so with humble dedication. If we embody these principles as we work together as **one team** toward our shared goals, we can achieve great things for our stakeholders and our organization. We can offer a world-class experience. To offer a world-class experience, we will have to make every interaction, every opportunity, and every effort intentional. We will have to make it count!

Semper Vigilans,



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