

A photograph of a military unit in formal dress uniforms. They are wearing dark blue jackets with red piping on the cuffs and collar, white shirts, and black trousers. Each soldier wears a tall black bearskin hat with a plume and a gold-colored plate on the front. They are standing at attention with their right hands on their belts. The background is dark and out of focus.

**LEADING  
WITH STRENGTH**

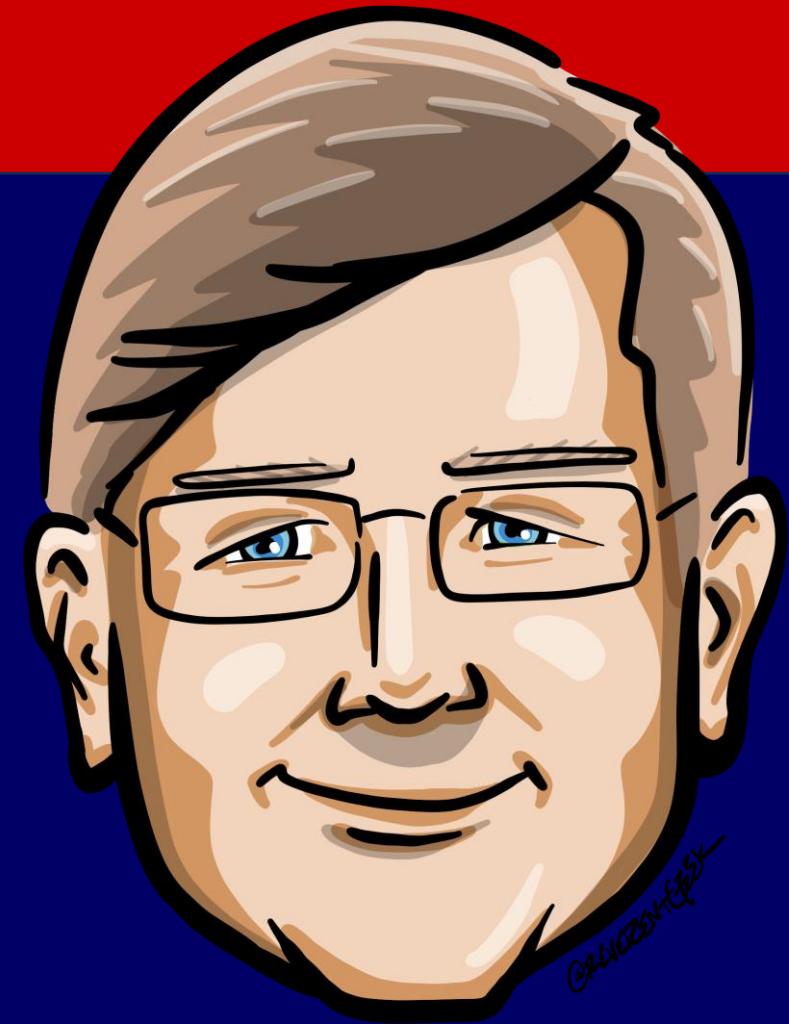
javascript  
& friends

# Leading with Strength

Applying Marine Core Leadership Traits to  
Software Development Teams

# Who is Chad Green

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# Who is Chad Green?

- Director of Architecture at Aline
  - Previous Positions
    - Director of Software Development
    - Data & Solutions Architect
    - Service Delivery Manager
    - Product Delivery Manager
    - Project Manager
    - .NET Solution Architect
    - Developer
  - Community Involvement
    - Code PaLOUsa Conference Chair
    - Louisville .NET Meetup Organizer
    - Louisville Tech Leaders Meetup Organizer
    - Louisville Tech Ladies Co-Organizer



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    - Louisville Tech Ladies Co-Organizer
  - United States Marine Corps Veteran





Some people spend an entire lifetime  
wondering if they made a difference.  
The Marines don't have that problem

Ronald Reagan

# Leadership is more than leading

- The power or ability to lead other people
- The sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and control a group of people successfully

JJ DID TIE  
BUCKLE



A photograph showing a man in a blue denim shirt with a beard and mustache looking distressed, being held by a soldier in camouflage gear. Other soldiers are visible in the background.

**JUSTICE**

A photograph showing a man with dark hair and a beard, wearing a blue denim shirt, speaking to a group of soldiers. He is positioned in front of a yellow banner with the word "JUSTICE" in large red letters. The soldiers are wearing camouflage uniforms and helmets. One soldier on the left is wearing goggles. The background is a sandy outdoor area.

**JUSTICE**

Fair Allocation of Work

A photograph showing a man with dark hair and a beard, wearing a blue denim shirt, looking distressed. He is being held by a soldier in a desert camouflage uniform and helmet. The soldier's face is partially visible on the left. In the background, another soldier in similar gear is standing. A yellow banner with the word "JUSTICE" in red capital letters is overlaid across the middle of the image.

**JUSTICE**

Equal Opportunities

A photograph showing a man in a blue denim shirt looking distressed, with his hands behind his head, being held by a soldier in a desert military uniform. Other soldiers are visible in the background.

**JUSTICE**

Merit-Based Recognition

A photograph showing a man with dark hair and a beard, wearing a blue denim shirt, looking distressed. He is being held by a soldier in a camouflage uniform and helmet. In the background, other soldiers are visible. A yellow banner with the word "JUSTICE" in red capital letters is overlaid across the middle of the image.

**JUSTICE**

Transparent Decision-Making

A photograph showing a man with dark hair and a beard, wearing a blue denim shirt, looking distressed. He is being held by a soldier in a camouflage uniform and helmet. In the background, other soldiers are visible. A yellow banner with the word "JUSTICE" in red capital letters is overlaid across the middle of the image.

**JUSTICE**

Accountability and Consequences

A photograph showing a man in a blue denim shirt looking distressed, with a soldier in a desert camouflage uniform holding him. In the background, other soldiers are visible. A yellow banner with the word "JUSTICE" is overlaid across the middle of the image.

**JUSTICE**

Equitable Workload

A photograph showing a man with dark hair and a beard, wearing a blue denim shirt, looking distressed. He is being held by two soldiers in camouflage uniforms. One soldier's face is partially visible on the left, and another soldier is visible in the background. A yellow banner with the word "JUSTICE" in red capital letters is overlaid across the middle of the image.

**JUSTICE**

Unbiased Conflict Resolution

A photograph showing a man in a blue denim shirt looking distressed, surrounded by soldiers in camouflage uniforms and helmets. A yellow banner with the word "JUSTICE" in red capital letters is overlaid across the bottom of the image.

**JUSTICE**

Ethical Considerations

A photograph showing a man in a blue denim shirt with a beard and mustache looking distressed, being held by a soldier in camouflage gear. Other soldiers are visible in the background.

**JUSTICE**



**JUDGEMENT**



# JUDGEMENT

Gather Information



# JUDGEMENT

Analyze Options



# JUDGEMENT

Risk Assessment



# JUDGEMENT

Involve the Team



# JUDGEMENT

Balance Short-Term and Long-Term Goals



# JUDGEMENT

Decisiveness



# JUDGEMENT

Adaptability



# JUDGEMENT

Account for Trade-Offs



# JUDGEMENT

Consider Ethical Implications



# JUDGEMENT

Communication



# JUDGEMENT

Learn from Mistakes



# JUDGEMENT

Continuous Learning



**JUDGEMENT**

# DEPENDABILITY



# DEPENDABILITY



Lead by Example

# DEPENDABILITY



Consistency

# DEPENDABILITY



Reliable Planning

# DEPENDABILITY



Accountability

# **DEPENDABILITY**



**Availability**

# **DEPENDABILITY**



**Resource Management**

# DEPENDABILITY



Problem Solving

# DEPENDABILITY



Adaptability

# DEPENDABILITY



Quality Focus

# DEPENDABILITY



Follow Through

# **DEPENDABILITY**



**Build Relationships**

# DEPENDABILITY



A photograph of a group of soldiers in camouflage uniforms and helmets, crouching in a field and holding M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching and aiming M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Encourage Creative Thinking

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching in a field and holding M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Empowerment

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching and aiming M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Lead by Example



# INITIATIVE

Identify Opportunities

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching in a field and holding M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Risk-Taking

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching in a field and holding M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Problem-Solving Culture

A group of soldiers in camouflage uniforms and helmets, crouching and aiming M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Innovation Time

# INITIATIVE



Recognition of Initiative

# INITIATIVE



Align with Goals

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching and aiming M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Provide Resource and Support

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching and aiming M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

Learn from Failure

A photograph of a group of soldiers in camouflage uniforms and helmets, crouching in a field and holding M16 rifles. One soldier in the foreground is smiling.

# INITIATIVE

A photograph capturing a moment of civil unrest. In the foreground, several protesters are seen from behind, their backs to the viewer. One man in a light-colored t-shirt has his right arm raised, holding a wooden baton. Another man in a dark shirt is also reaching forward. They are facing a line of riot police who are wearing dark uniforms, helmets, and clear plastic visors. The police are holding large, curved metal shields. The scene is set against a backdrop of a bright red sky, possibly from smoke or fire. The overall atmosphere is one of tension and conflict.

**DECISIVENESS**

A dramatic scene of civil unrest. In the foreground, several protesters wearing light-colored shirts and dark pants are pushing forward with their hands against the shields of a line of police officers. The officers are wearing dark uniforms, helmets, and clear plastic riot shields. The background is filled with a thick, red-tinted smoke or dust, creating a hazy atmosphere. The overall mood is one of conflict and tension.

# DECISIVENESS

Clear Vision

A photograph showing a confrontation between a group of protesters and a line of riot police. The protesters, some shirtless and holding sticks, are pushing against the police, who are wearing helmets and holding shields. The scene is set at night or in low light, with a red hue. A yellow caution tape banner runs across the bottom of the frame.

# DECISIVENESS

Gather Information

A photograph showing a confrontation between a group of protesters and a line of riot police. The protesters, some shirtless and holding sticks, are pushing against the police, who are wearing helmets and holding clear plastic shields. The scene is set at night or in low light, with a red hue from the background. A yellow caution tape banner runs across the bottom of the frame.

# DECISIVENESS

Prioritize



# DECISIVENESS

Rapid Response



# DECISIVENESS

Analysis-Action Balance



# DECISIVENESS

Consultation



# DECISIVENESS

Risk Management

A dramatic scene of civil unrest. In the foreground, several protesters wearing t-shirts and shorts are pushing forward. Behind them, a line of police officers in full riot gear—helmets, visors, and shields—is held firm. The atmosphere is thick with smoke and a deep red hue, suggesting fire or tear gas. The word "DECISIVENESS" is overlaid in large, bold, red letters across the middle of the frame.

# DECISIVENESS

Long-Term Impact

A dramatic, red-tinted photograph capturing a moment of civil unrest. In the foreground, several protesters are shown from behind, pushing against a line of riot police. The police are equipped with clear plastic riot shields and some are wearing dark uniforms. The scene is filled with a thick, hazy red smoke or dust, creating a sense of intensity and conflict.

# DECISIVENESS

Adaptability

A photograph showing a confrontation between a group of protesters and a line of riot police. The protesters, some shirtless and holding sticks, are pushing against the police, who are wearing helmets and holding shields. The scene is set at night or in low light, with a red hue. A yellow caution tape banner runs across the bottom of the frame.

# DECISIVENESS

Communication

A photograph showing a confrontation between a group of protesters and a line of riot police. The protesters, some shirtless and holding sticks, are pushing against the police, who are wearing helmets and holding up shields. The scene is set at night or in low light, with a red hue. A yellow caution tape banner runs across the bottom of the frame.

# DECISIVENESS

Consistency

A dramatic scene of civil unrest. In the foreground, several protesters wearing t-shirts and shorts are pushing forward with their hands against the backs of police officers. The officers are in full riot gear, including helmets with clear visors and large, curved metal shields. The background is filled with a thick, red-tinted smoke or dust, creating a sense of chaos and intensity. The overall atmosphere is one of conflict and confrontation.

# DECISIVENESS

Decisive Confidence

A photograph showing a confrontation between a group of protesters and a line of riot police. The protesters are on the left, some holding sticks or clubs. The riot police are on the right, wearing full protective gear including helmets and visors, and holding large riot shields. The scene is set at night or in low light, with a red hue from the background. A yellow caution tape with the word "DECISIVENESS" written on it cuts across the middle of the frame.

**DECISIVENESS**

Feedback Loop

A photograph capturing a moment of civil unrest. In the foreground, several protesters are seen from behind, their backs to the viewer. One man in a light-colored t-shirt is reaching out towards a line of riot police. The police are equipped with dark uniforms, helmets, and clear plastic shields. The scene is set against a backdrop of a deep red sky, possibly from smoke or sunset. A yellow caution tape runs horizontally across the middle of the frame, partially obscuring the view.

**DECISIVENESS**

# TACT





# TACT

Respectful Communication



**TACT**

**Active Listening**



**TACT**

Empathy



**TACT**

**Constructive Feedback**



**TACT**

Conflict Resolution



**TACT**

Cultural Sensitivity



**TACT**

Balancing Critique



# TACT

Transparency



**TACT**

Privacy and Confidentiality



# TACT

Personalized Leadership



# TACT

Considerate Decision-Making

# TACT



A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and gold insignia, and a dark blue dress uniform jacket with a red collar. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue dress uniform jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

**Lead by Example**

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and gold insignia, and a dark blue military jacket with a red collar. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

**Honest Communication**

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and gold insignia, and a dark blue military jacket with a red collar. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

Ethical Decision-Making

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue military jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

Transparency

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue military jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

**Accountability**

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue dress uniform jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

**Consistency**

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue dress uniform jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

Respect for Others

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue military jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

Ethical Standards in Technology

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and gold insignia, and a dark blue dress uniform jacket with a red collar. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

**Adherence to Guidelines**

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and gold insignia, and a dark blue military jacket with a red collar. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

Inclusion and Diversity

A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and a gold insignia, and a dark blue dress uniform jacket. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

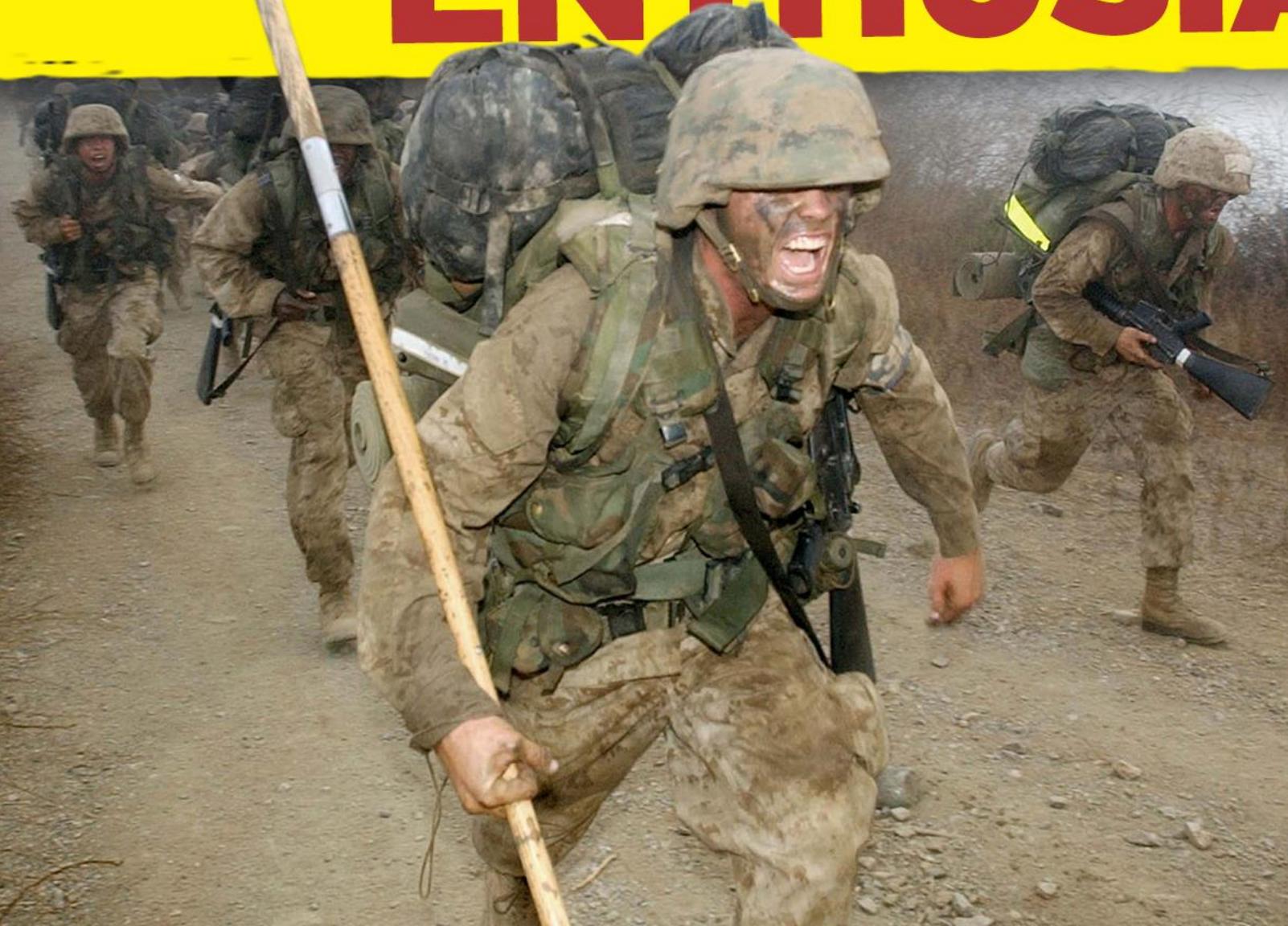
**INTEGRITY**

Integrity in Documentation

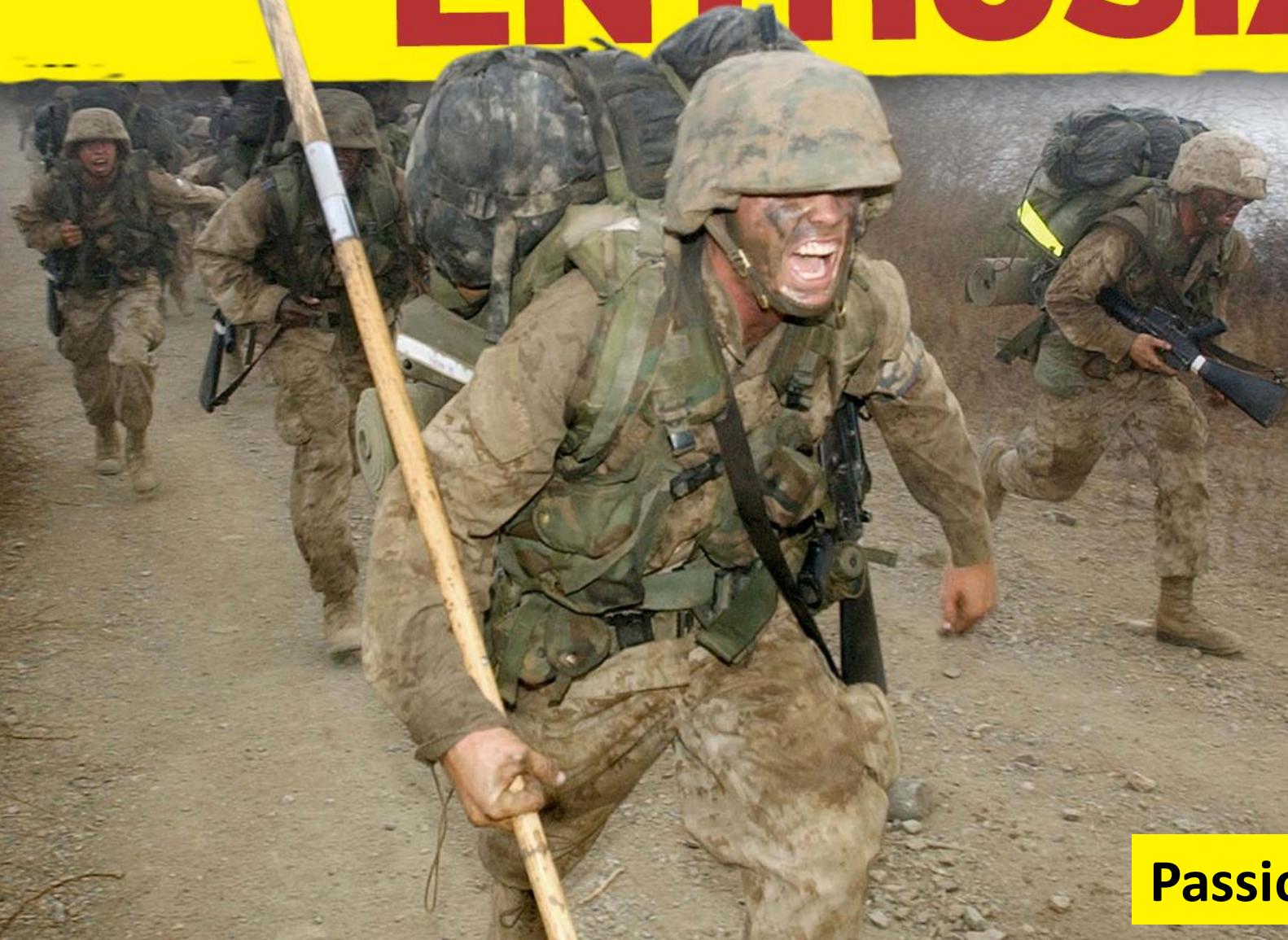
A photograph showing the back of a Marine's head and shoulders. He is wearing a white beret with a dark band and gold insignia, and a dark blue dress uniform jacket with a red collar. He is saluting the United States flag, which is visible in the upper left corner against a clear blue sky.

**INTEGRITY**

# ENTHUSIASM

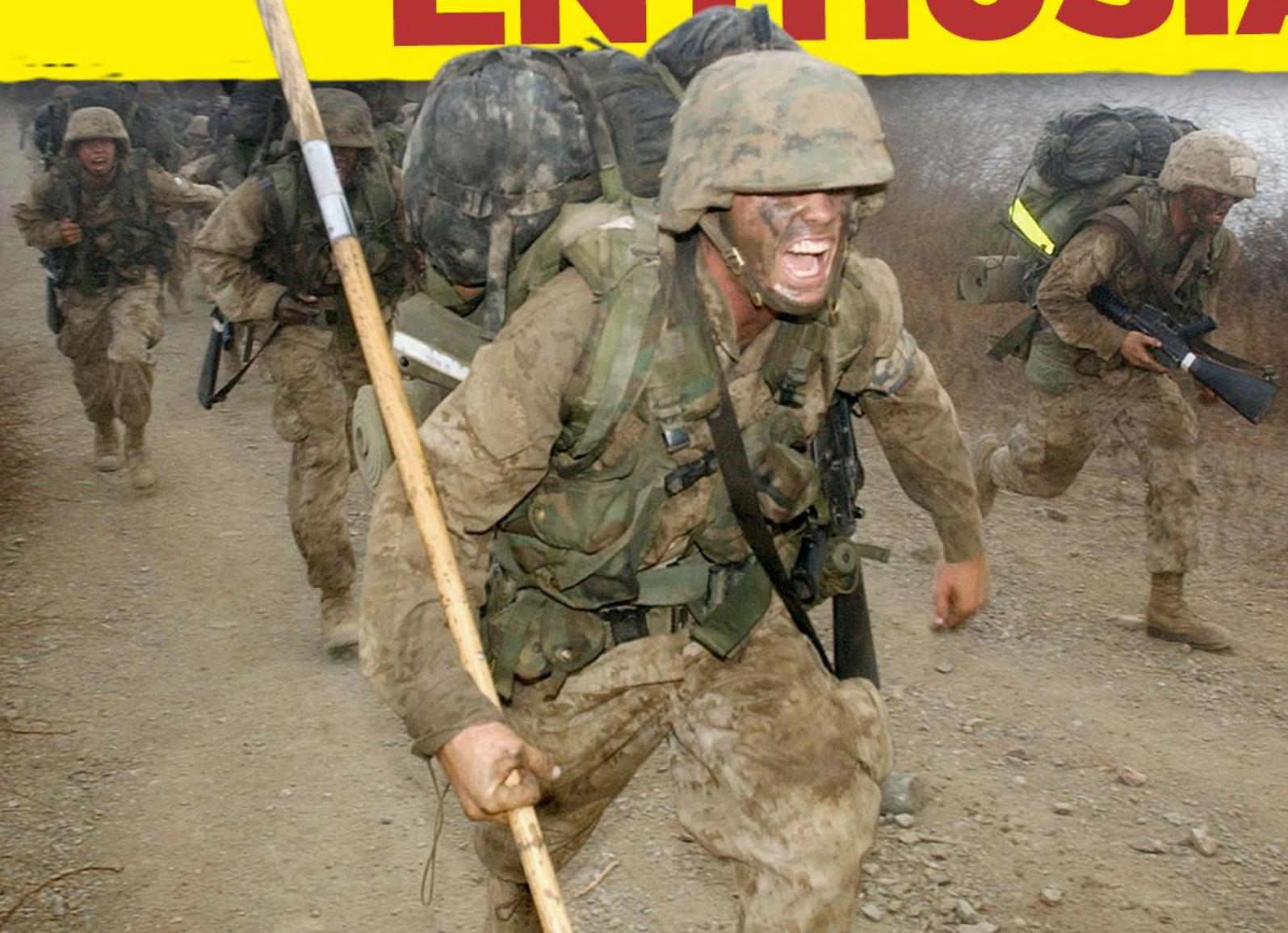


# ENTHUSIASM



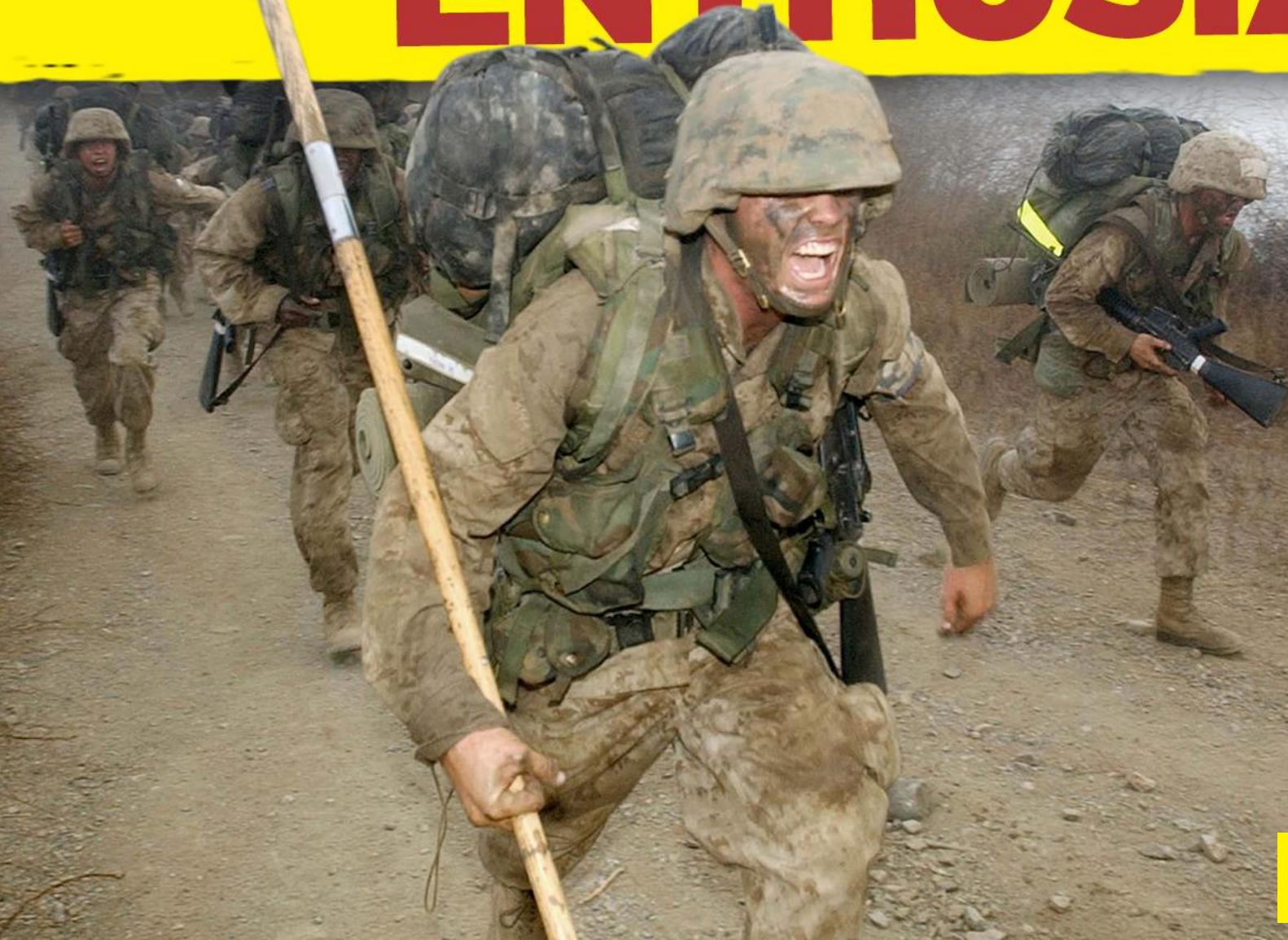
Passion for Technology

# ENTHUSIASM



Positive Attitude

# ENTHUSIASM



Inspire Creativity

# ENTHUSIASM



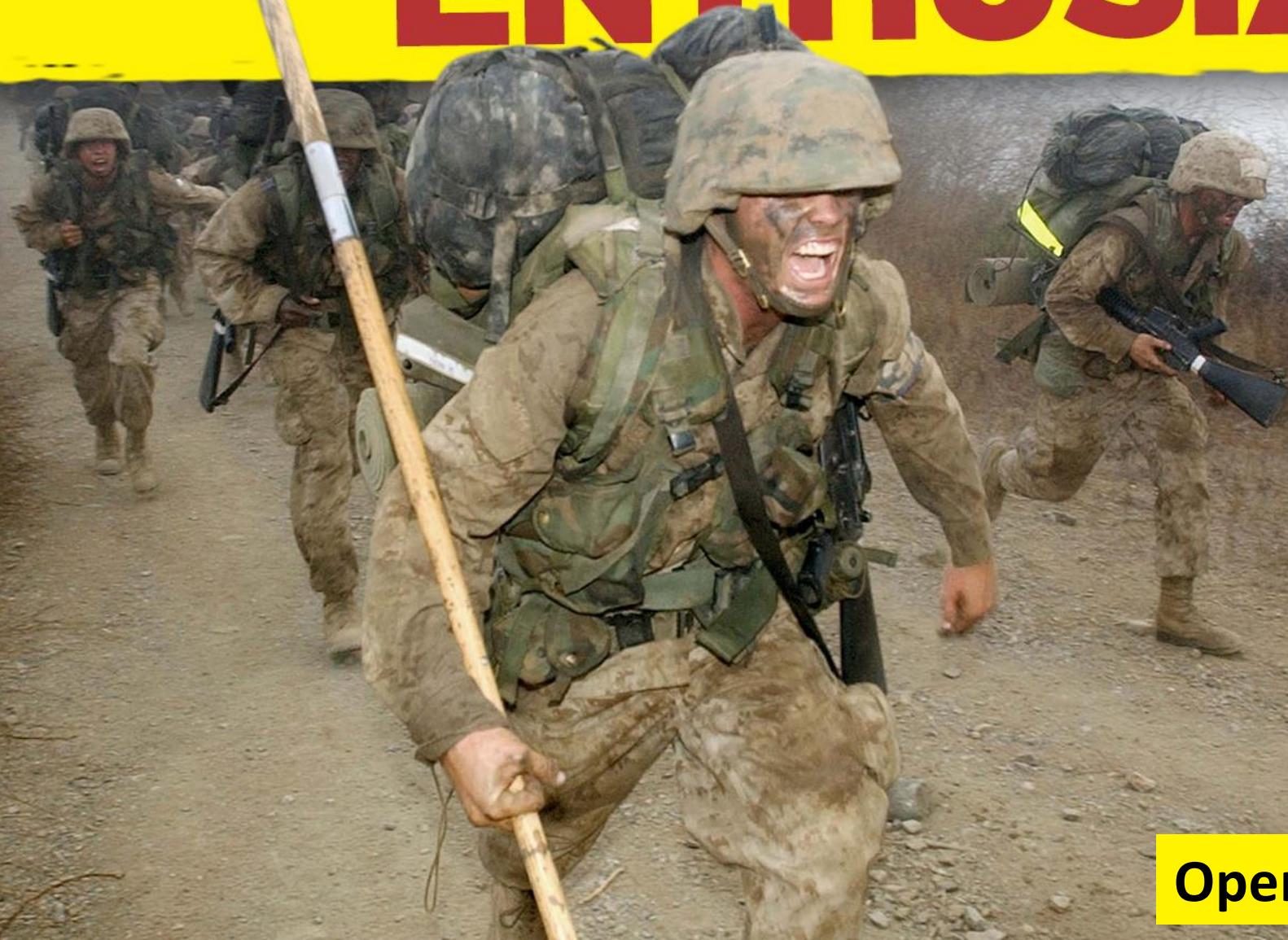
Celebration of Achievements

# ENTHUSIASM



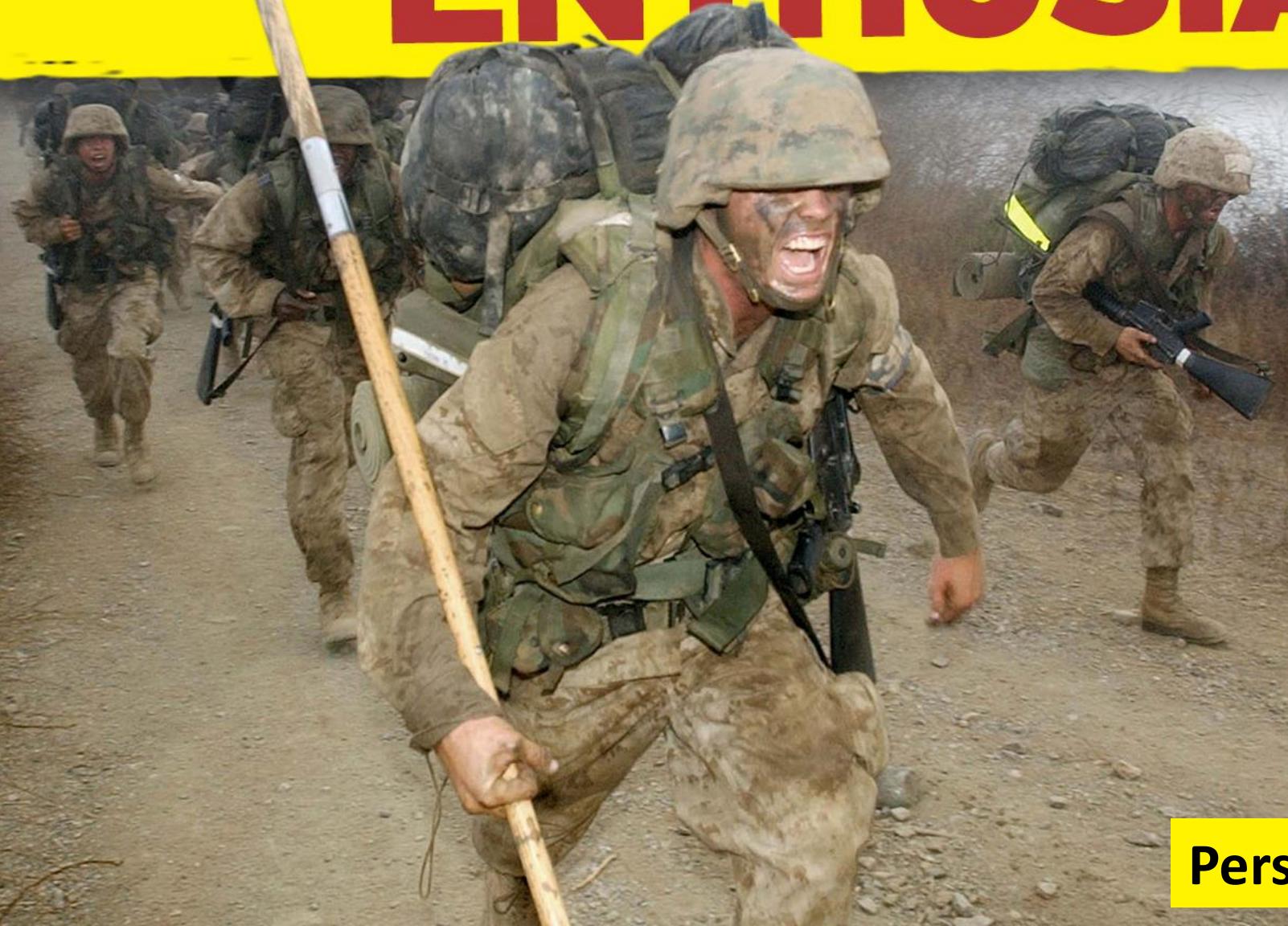
Motivate and Energize

# ENTHUSIASM



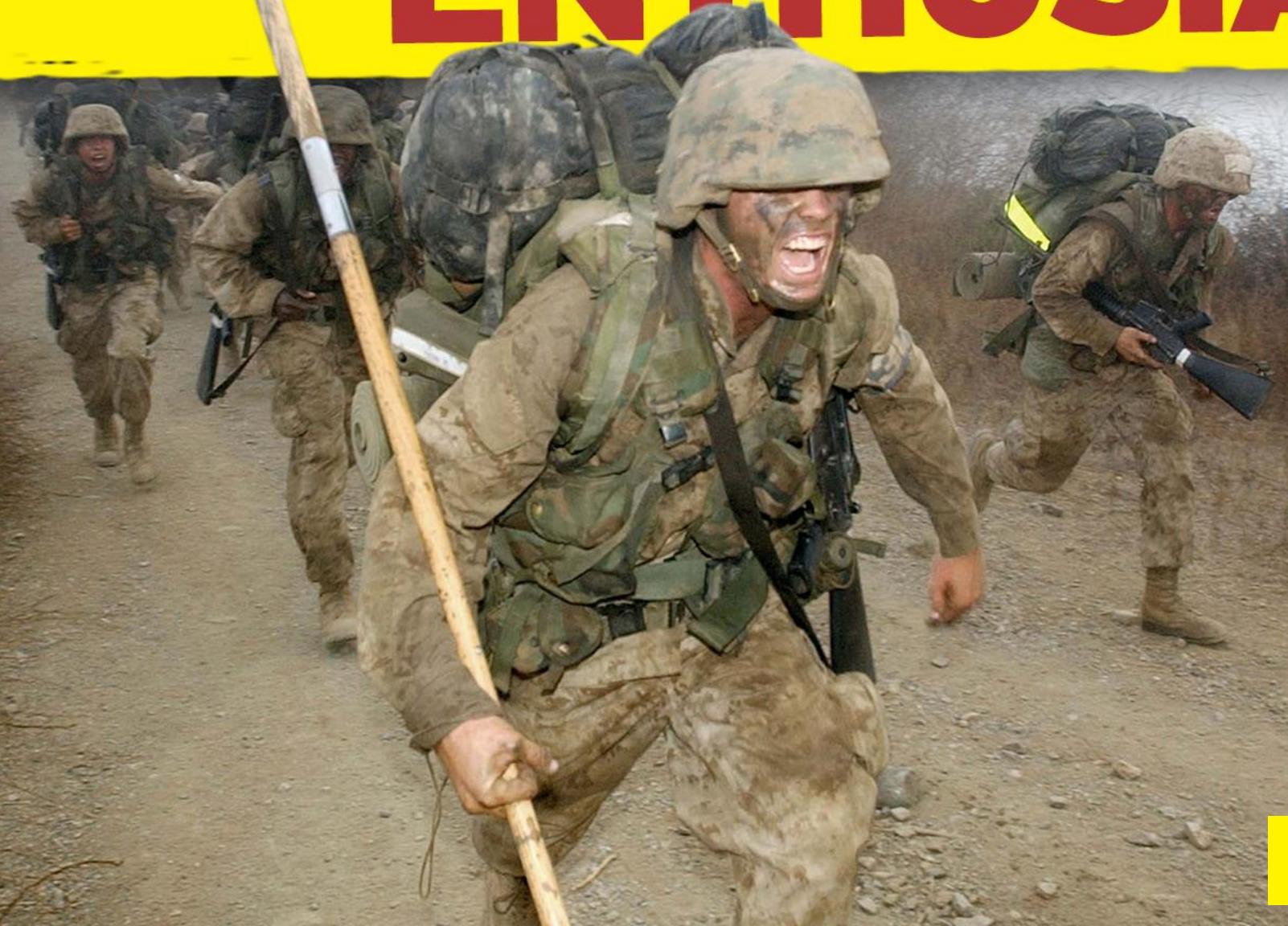
Open Communication

# ENTHUSIASM



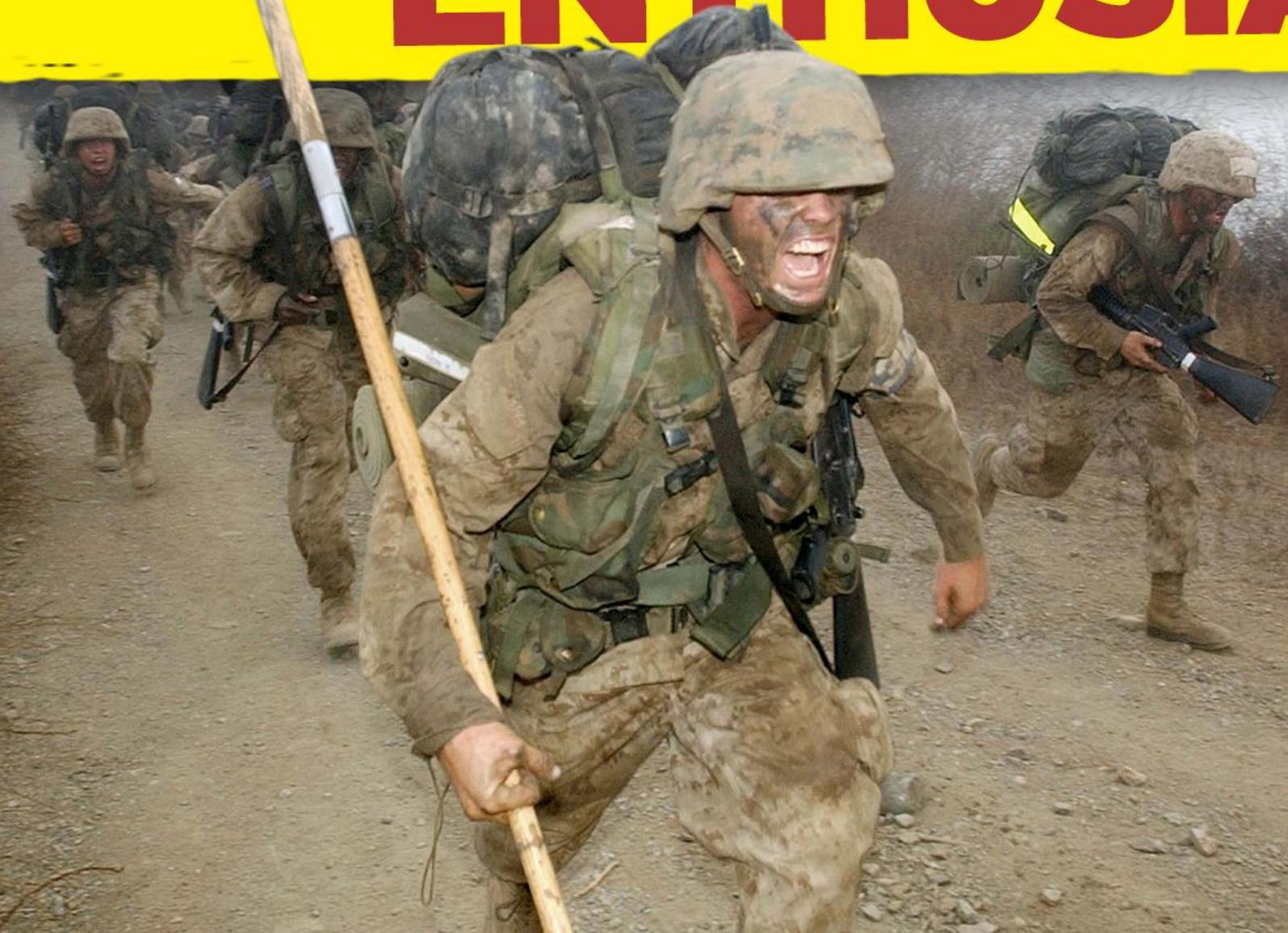
Personal Investment

# ENTHUSIASM



Lead by Example

# ENTHUSIASM



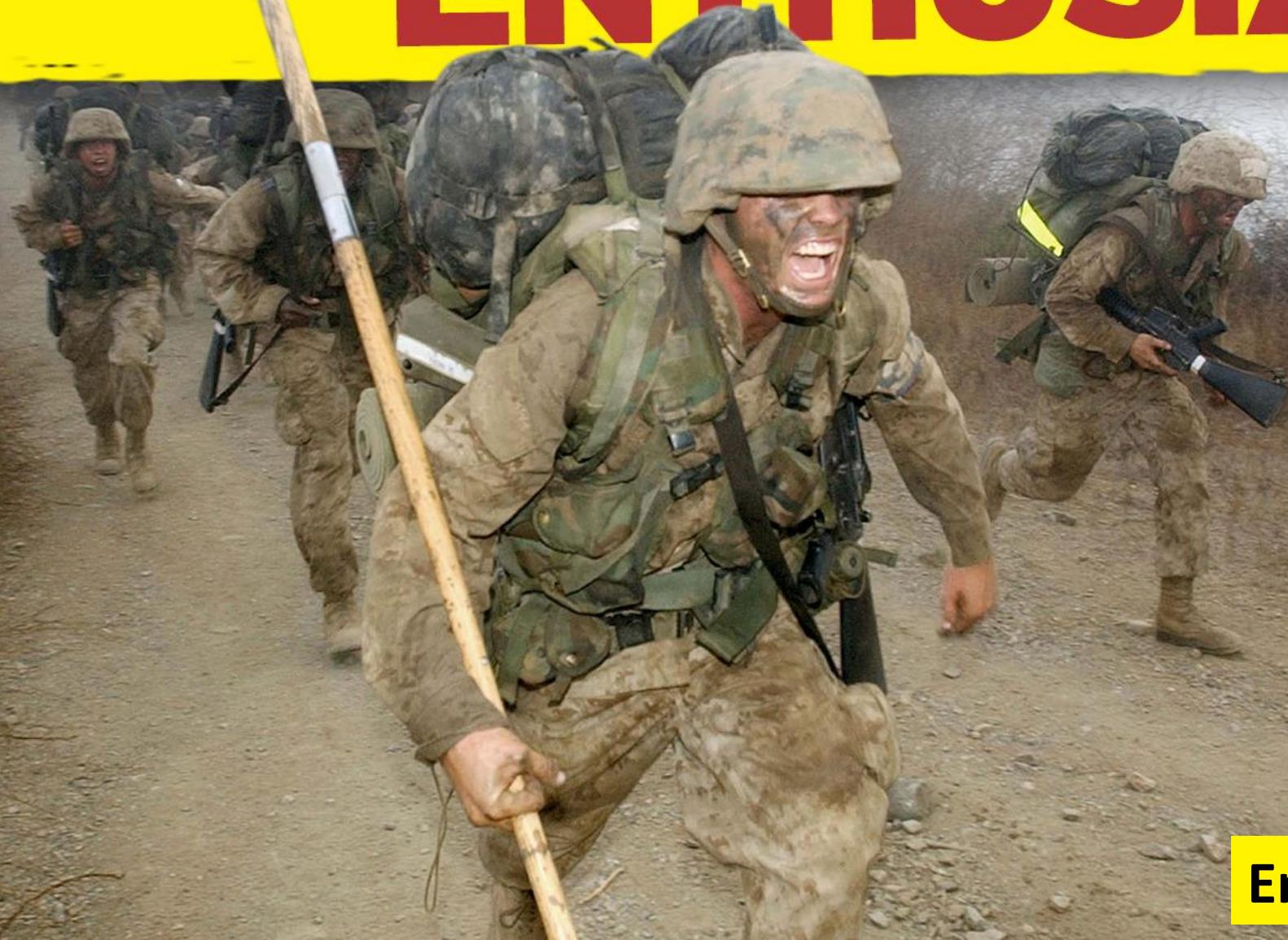
Learning Culture

# ENTHUSIASM



Listening to Ideas

# ENTHUSIASM



Energetic Meetings

# ENTHUSIASM



Flexibility and Adaptability

# ENTHUSIASM



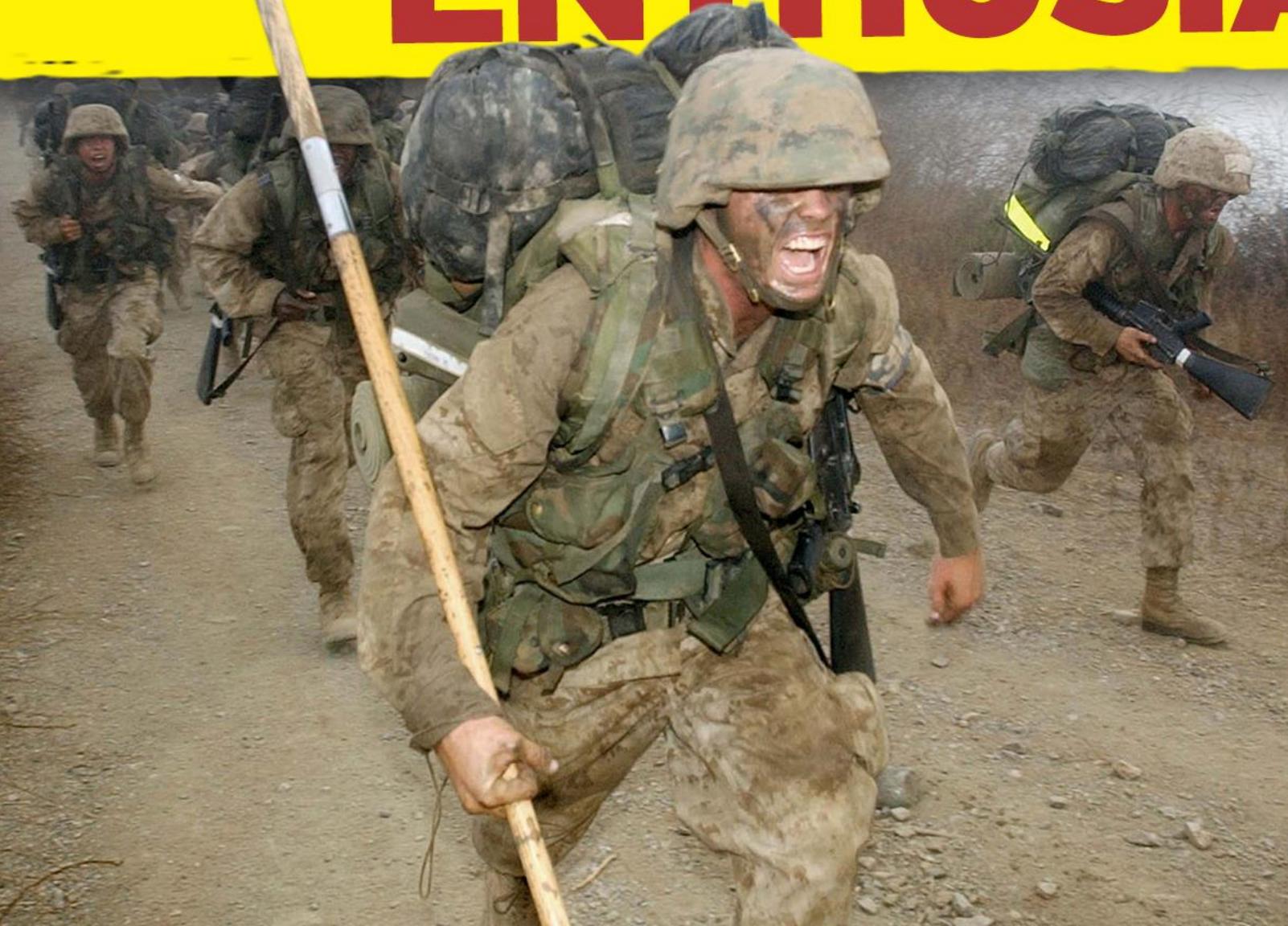
Public Recognition

# ENTHUSIASM



Maintain Momentum

# ENTHUSIASM





A group of U.S. Marine Corps recruits in formation, looking forward with discipline.

# BEARING



# BEARING

Confident Presence



# BEARING

Professionalism



# BEARING

Calm under Pressure



# BEARING

Effective Communication



# BEARING

Decisiveness



# BEARING

Poise in Conflict



# BEARING

Empathy and Understanding



# BEARING

Modeling Behavior



# BEARING

Grace under Criticism



# BEARING

Professional Development



# BEARING

Handling Ambiguity



A group of U.S. Marine Corps recruits in formation, looking forward with discipline.

# BEARING

A photograph showing a group of approximately ten children of various ages, mostly boys, gathered in front of a white wall topped with concertina wire. Two soldiers in camouflage uniforms and gear are interacting with the children. One soldier is handing a small toy car to a boy in a striped shirt. Another child is reaching up towards the soldier's hand. The scene is set outdoors in a dry, sandy environment.

**UNSELFISHNESS**

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Support Team Growth

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Empowerment

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Share Credit

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Open Collaboration

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Prioritize Team Needs

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Selfless Service

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Team Goals Over Personal Goals

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Servant Leadership

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Embrace Diverse Perspectives

A photograph showing a group of children of various ages, some wearing headbands and colorful clothing, reaching out towards two soldiers standing behind a barbed-wire fence. The soldiers are wearing camouflage uniforms and sunglasses. One soldier is holding a small object, possibly a toy or a piece of candy, which is being held up by one of the children. The background shows a concrete wall and more barbed-wire fencing under a clear sky.

# UNSELFISHNESS

Conflict Resolution

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Promote a Positive Culture

A photograph showing a group of children reaching up towards two soldiers. One soldier is handing a small toy car to a child. They are standing in front of a white wall with barbed wire mesh on top. The scene is set outdoors in a desert-like environment.

# UNSELFISHNESS

Balancing Workload

A photograph showing a group of approximately ten children of various ages, mostly boys, gathered in front of a white wall topped with concertina wire. Two soldiers in camouflage uniforms and gear are interacting with the children. One soldier is handing a small toy car to a boy in a striped shirt. Another child is reaching up towards the soldier's hand. The scene is set outdoors in a dry, sandy environment.

**UNSELFISHNESS**



**COURAGE**



# COURAGE

Embrace Innovation

A photograph of a person rappelling down a tree trunk against a bright blue sky. The person is wearing a dark green helmet and safety gear. A thick yellow horizontal bar is overlaid across the middle of the image. The word "COURAGE" is printed in large, bold, red capital letters on this bar.

**COURAGE**

Risk Management



**COURAGE**

**Stand Up for Values**

A photograph of a person rappelling down a tree trunk against a bright blue sky. The person is wearing a dark green helmet and safety gear. A thick yellow horizontal bar is overlaid across the middle of the image. The word "COURAGE" is printed in large, bold, red capital letters on this bar.

**COURAGE**

**Difficult Conversations**



**COURAGE**

**Adaptability**



**COURAGE**

Champion New Ideas



**COURAGE**

**Accountability**



**COURAGE**

**Speak Up**



Moral Courage

A photograph of a person rappelling down a tree. They are wearing a green helmet and dark clothing. A yellow banner with the word "COURAGE" in red capital letters is draped across the middle of the frame. The background shows a clear blue sky and green trees.

**COURAGE**

Balancing Stakeholder Interests

A photograph of a person rappelling down a tree trunk against a bright blue sky. The person is wearing a dark green helmet and safety gear. A thick yellow horizontal band across the middle of the image contains the word "COURAGE" in large, bold, red capital letters.

**COURAGE**

Resilience



**COURAGE**

Inclusive Leadership



**COURAGE**

Transparency



# COURAGE

Supporting Your Team



**COURAGE**

**Lead with Conviction**



**COURAGE**



# KNOWLEDGE



# KNOWLEDGE

Continuous Learning



# KNOWLEDGE

Industry Expertise



# KNOWLEDGE

Share Insights



# KNOWLEDGE

Mentorship



# KNOWLEDGE

Learning Opportunities



# KNOWLEDGE

Innovation



# KNOWLEDGE

Technical Leadership



# KNOWLEDGE

Stay Informed



# KNOWLEDGE

Adaptation



# KNOWLEDGE

Feedback and Coaching



# KNOWLEDGE

Contribute to Strategy



# KNOWLEDGE

Collaboration



# KNOWLEDGE

Promote Learning Culture



# KNOWLEDGE

# LOYALTY



# LOYALTY

A photograph showing a soldier in camouflage gear kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a yellow wall with the word "LOYALTY" written in large red capital letters. The scene suggests a moment of care or concern between two soldiers.

Build Trust

# LOYALTY

A photograph showing a soldier in camouflage gear kneeling over another soldier who is lying face down on a paved surface. The kneeling soldier appears to be providing medical aid or assistance. The background shows a dirt road and some debris.

Supportive Environment

# LOYALTY

A photograph showing a soldier in camouflage gear kneeling over another soldier who is lying face down on a paved surface. The kneeling soldier appears to be providing medical aid or assistance. The background shows a dirt road and some debris.

Advocate for the Team

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a road and some debris.

Open Communication

# LOYALTY

A photograph showing a soldier in camouflage gear kneeling on a wet, dark asphalt surface. He is leaning forward, supporting another soldier who is lying face down. The second soldier is wearing a dark uniform and has a red and white bandage wrapped around their right leg. In the background, there's a curb and some debris, suggesting a conflict zone.

Collaborative Decision-Making

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a road and some debris.

Conflict Resolution

# LOYALTY

A photograph showing a soldier in camouflage uniform kneeling on a paved surface. He is holding the hand of another soldier who is lying face down on the ground. The second soldier is wearing a dark uniform and has a red and white bandage wrapped around their right forearm. In the background, there is a dirt road and some debris.

Recognition and Acknowledgement

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a road and some debris.

Consistency

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there are some debris and a curb. The scene suggests a moment of aid or recovery in a conflict zone.

Professional Development

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a road and some debris.

Personal Connection

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a road and some debris.

Resolve Conflict

# LOYALTY

A photograph showing a soldier in camouflage uniform and helmet kneeling over another soldier who is lying face down on a paved surface. The soldier on the ground appears to be in distress or unconscious. In the background, there is a road and some debris.

Inclusive Culture

# LOYALTY

A photograph showing two soldiers in a field. One soldier, wearing camouflage gear, is kneeling and providing medical aid to another soldier who is lying on the ground. The soldier on the ground appears to be injured, with blood visible on their leg. The background shows a dirt road and some debris.

Share Successes and Challenges

# LOYALTY

A photograph showing a soldier in camouflage gear kneeling over another soldier who is lying face down on a paved surface. The kneeling soldier appears to be providing medical aid or assistance. The background shows a dirt road and some debris.

Stand by Your Team

# LOYALTY



# ENDURANCE



# ENDURANCE

Resilient Attitude

# ENDURANCE

Lead by Example

# ENDURANCE



Steadfast Support

# ENDURANCE



Adaptability

# ENDURANCE

A photograph of a person lying face up in a deep, brown mud puddle. The person's entire body is covered in thick mud, with mud splashing around their head and shoulders. They have dark hair and are looking directly at the camera with a neutral expression. The background is a textured, wet mud surface.

Celebrate Small Wins

# ENDURANCE



Effective Communication

# ENDURANCE

A person with long brown hair is lying face down in a deep, brown mud puddle. They are wearing a dark, ribbed, cylindrical object around their waist, possibly a survival gear or a makeshift flotation device. Their face and upper body are heavily coated in mud. The background is a textured, dark mud surface.

Learning from Failures

# ENDURANCE

A person with long brown hair is lying face down in a deep, brown mud puddle. They are wearing a dark, ribbed, cylindrical object around their waist, possibly a poncho or a piece of clothing. Their head is partially submerged in the mud, with their eyes looking directly at the camera. The mud is thick and appears to be knee-deep.

Resource Management

# ENDURANCE

Maintain Perspective

# ENDURANCE



Provide Clear Direction

# ENDURANCE



Patience and Persistence

# ENDURANCE



Team Unity

# ENDURANCE



Responsible Risk-Taking

# ENDURANCE

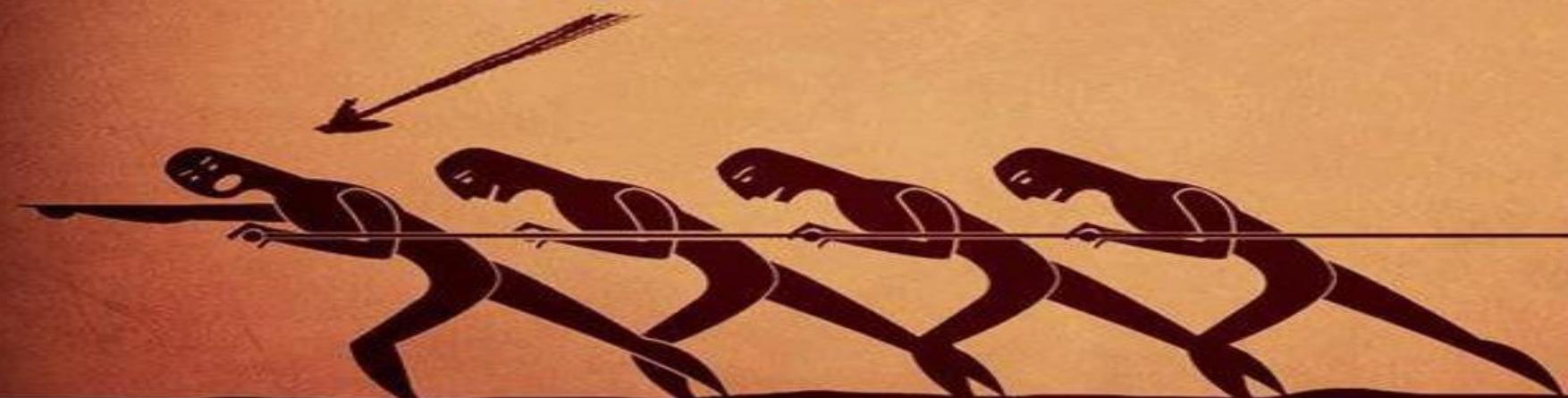


**BOSS**



**MISSION**

**LEADER**



**MISSION**

# Boss vs Leader

## Boss

- Drives employees
- Depends on authority
- Inspires fear
- Says, “I”
- Places blame for the breakdown
- Knows how it is done
- Uses people
- Takes credit
- Commands
- Say, “Go”

## Leader

- Coaches them
- On goodwill
- Generates enthusiasm
- Says, “We”
- Fixes the breakdowns
- Shows how it is done
- Develops people
- Gives credit
- Asks
- Says, “Let’s go”

# Thank You

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