

DEPARTMENT OF THE AIR FORCE
Thomas N. Barnes Center for Enlisted Education (AETC)
Maxwell AFB, AL 36118

1 Mar 17

AIRMAN LEADERSHIP SCHOOL
STUDENT GUIDE

PART I COVER
SHEET

LESSON TITLE: PA01, AIRMANSHIP

TIME: 4 hours

METHOD: Guided Discussion and Experiential

Air Force Doctrine Center, *"50 Questions Every Airman Can Answer."* Maxwell AFB, AL: Air University, 2005.

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Air University, *"The Continuum of Officer and Enlisted Professional Military Education Strategic Guidance."* April 2009.

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<http://www.history.army.mil/html/faq/oaths.html> (9 January 2016).

Army official website. *"Warrior Ethos."* <http://www.army.mil/values/warrior.html>
(accessed 9 January 2017).

Bates, SSgt Mathew, "Keeping it Real," Airman Magazine, January/February 2011, 31.

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Chief's Site Picture, *"Airmen, Spiritual Strength and Core Values."* 28 June 2005.

Chivalry-Now official website, "The Code of Male Ethics: The Warrior Spirit."
www.chivalrynow.net/articles/warrior.htm (accessed 13 January 2017).

"Courage," Merriam-Webster website, www.merriam-webster.com/dictionary/courage
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Department of the Air Force. *"Report on Long-term Integration of Expeditionary Airmen Concepts into the Air Force."* July 2005.

Department of the Air Force, *"United States Air Force Core Values."* Washington DC: Government Printing Office, 1 January 1997.

Fogleman, Ronald R., General, USAF. *"The Profession of Arms."* *Airpower Journal*, Vol. 9, Fall 1995.

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www.helpguide.org/mental/mental_emotional_health.htm (accessed 13 January 2017)

Mayo Clinic website. “*Stress Management, Social Support: Tap this Tool to Combat Stress.*” <http://www.mayoclinic.org/healthy-living/stress-management/in-depth/social-support/art-20044445> (accessed 13 January 2017).

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US Air Force official public website, “*The Airman’s Creed.*”
<https://www.airforce.com/mission/vision>. (accessed 11 November 2016).

Whitehouse Blog, “Awarding Chief Etchberger the Medal of Honor”
<http://www.whitehouse.gov/blog/2010/09/21/awarding-chief-etchberger-medal-honor>
(accessed 11 November 2016)

PART IA

STUDENT PREPARATION: Complete student guide reading assignment. Review the *Air Force Core Values* and AFI 36-2618, *The Enlisted Force Structure*, prior to lesson and be prepared for classroom discussion. Reading assignment is (5,994 words, total reading time, approximately 50 minutes).

GENERAL LEARNING OUTCOME: Students who graduate from the Airman Leadership School are prepared to model professional military attributes and effectively lead individuals and workcenter teams, as evidenced by their comprehension of Airmanship concepts and the Profession of Arms.

SUPPORTED COMPETENCIES/DIRECTIVES:

The *Airmanship* lesson supports the following Air Force Institutional Competency:

- Embodies Airman Culture-Warrior Ethos

The *Airmanship* lesson provides information necessary to effectively execute the assigned responsibilities outlined in AFI 36-2618, *The Enlisted Force Structure*.

The *Airmanship* lesson supports the AF Core Values:

- Integrity First
- Service before Self
- Excellence in All We Do

TERMINAL COGNITIVE OBJECTIVE: Comprehend Airmanship concepts and their impact on NCO, unit, and mission effectiveness.

TERMINAL COGNITIVE SAMPLES OF BEHAVIOR:

1. Explain Airmanship concepts and their impact on NCO, unit, and mission effectiveness.
2. Give examples of Airmanship concepts and their impact on NCO, unit, and mission effectiveness.
3. Predict the impact of Airmanship concepts on NCO, unit, and mission effectiveness.

AFFECTIVE OBJECTIVE: Value Airmanship concepts and their impact on NCO, unit, and mission effectiveness.

PART IB

ORGANIZATIONAL PATTERN: Topical

ASSOCIATED LESSONS: PA02, *Customs and Courtesies*; PA03, *Ethical Leadership*; PA04, *Emergent Leadership Issues*.

PART IC

LESSON OUTLINE:

| CONTENT |
|---|
| INTRODUCTION |
| MP 1. I Am An American Airman <ul style="list-style-type: none">A. Oath of EnlistmentB. Profession of ArmsC. Core Values |
| MP 2. I Am A Warrior <ul style="list-style-type: none">A. Warrior Ethos<ul style="list-style-type: none">1. Hardiness of Spirit2. Courage3. Resiliency |
| MP 3. I Have Answered My Nation's Call <ul style="list-style-type: none">A. Group – Exercise Airman Nation Oration |
| CONCLUSION |

PART II

STUDENT READING

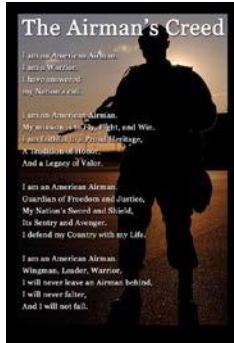


Figure 1. Airman's Creed

The Airman's Creed defines what makes Air Force members uniquely different from that of any other sister service. It provides the fundamental guiding truths and beliefs that solidify our membership in best Air Force in the world.

To maintain this state of supremacy, a sense of pride and honor in what it means to be a 'Professional Airman' must be cultivated. In other words, a sense of Airmanship must be promoted and instilled!

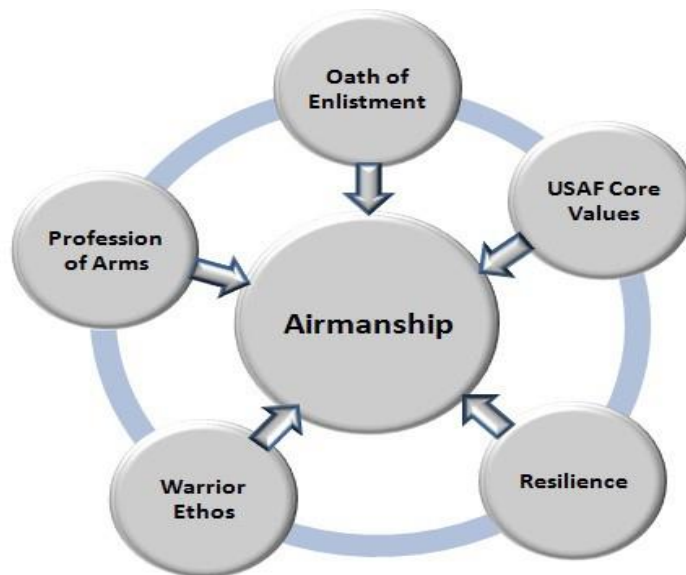


Figure 2. Airmanship

Airmanship

What is Airmanship? The term "Airman," was once used in a narrow sense referencing only the members of the pilot profession. Since that initial time, the meaning of the word has expanded to include all who formally belong to the U.S. Air Force and employ or support its expeditionary and aerospace power capabilities. Airman includes all commissioned officers, noncommissioned officers, airmen, and civilian members that serve in support of the almost 200 Air Force specialty codes. As such, Airmanship refers to all Airmen, skilled practitioners, and combatants of air, space, and cyberspace warfare.

Today, America's best and brightest men and women have assembled to become, a well-seasoned premier volunteer expeditionary fighting force specializing in air, space, and cyberspace dominance. To fulfill such an important responsibility, Airmen must embrace the beliefs, traditions, values, principles, and techniques of their profession that embrace Airmanship. The journey into Airmanship begins with our Oath of Enlistment.

MP 1. I AM AN AMERICAN AIRMAN

The Oath of Enlistment

An Airman is defined as any US Air Force member (officer or enlisted; regular, Reserve, or Guard;) regardless of rank, component, or specialty who supports and defends the US Constitution and serves our country. Department of the Air Force civilians are incorporated within the broader meaning of the term.”^{vi} To be an enlisted Airman, one must first accept the Oath of Enlistment.



Figure 3. The Oath of Enlistment

I, (NAME), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God (Airmen have the choice to make the words So help me God" optional in commissioning and enlistment oaths (both orally and written) in order to comply with Constitutional requirements)

Air Force Doctrine Document 1-1, refers to the “promise – an ethical agreement or bond of a person’s word” of the Oath of Enlistment and it’s purpose.

“It is with these oaths that Airmen first commit to the basic core values, placing service to the Constitution before self. It is where we place integrity on the line by giving our word as our bond. It is where we swear (or affirm) to “well and faithful” discharge our duties, or obey orders to do so, thus committing ourselves to excellence. The oaths are distinct in the allegiance established is to the ideals of the Constitution, not to any individual or organization. This source for the oaths gives them their greatest strength”

By taking the oath of enlistment, Airmen subject themselves to difficult responsibilities and circumstances that civilians do not. For example, Airmen agree to limit their freedoms to be readily available for short-notice assignments. They also forfeit certain freedoms like speech and expression to support the needs of national security. These and many other unique challenges require Airmen to work hard, train hard, and sacrifice regularly as they continue to master their profession, the profession of arms.

The Profession of Arms

By definition, a profession must include a body of theory and specialized knowledge, a public service orientation and a distinct subculture. It is a societal commitment to

providing a necessary and useful specialized service. Professions such as medical, legal, the clergy, and the military develop and maintain distinct bodies of specialized knowledge and expertise through formal, informal, and practical education and training. Each profession has a subculture that distinguishes its practitioners from the rest of society while contributing to the betterment of that society.

For an occupation to be a profession, it must contain an element of selflessness, a sense that one's personal actions serve the greater good. In order to achieve and/or maintain a desired level of effectiveness each profession establishes performance standards, codes of conduct, particular vocabularies, data, and often times, a distinct appearance. As these professionals maintain their high technical and ethical standards, society provides a sense of independence enabling these subcultures an unrestricted environment to deliver their essential services to the public.

With that understanding of a profession, what is meant by the "Profession of Arms?" To be part of the military profession of arms is to be a skilled practitioners of, or professionals in the art of warfare. The Profession of Arms is a unique profession, whose customer base spans the sum of our great nation. As a department of the US armed forces, the Air Force is the military's warfare subculture expert in the execution of air, space, and cyber space power.

"We are not engaged in just another job; we are practitioners of the profession of arms. We are entrusted with the security of our nation, the protection of its citizens, and the preservation of its way of life. In this capacity, we serve as guardians of America's future. By its very nature, this responsibility requires us to place the needs of our service and our country before personal concerns"

*General Ronald R. Fogleman
16th Chief of Staff, United States Air Force*

In our profession as Airmen, we have the distinct responsibility to advance the Profession of Arms by supporting our Nation's values and interests with the use of air, space, and cyberspace resources. We ensure national security, protect America's citizens, preserve the American way of life, safeguard America's future and place our country's and service's needs above our own. We do this by first earning and maintaining the sacred trust of the American people. By taking the Oath of Enlistment, we swear to support and defend the Constitution of the United States against all enemies, foreign and domestic. We accept this responsibility freely with little consideration for our own personal needs. Committing our lives to defense of America and her citizens. To successfully fulfill the requirements of our service, the Air Force maintains its own specific standards, ethics; vocabulary, dress code and a unique sacrificial obligation termed the "unlimited liability cause" which requires "the ultimate sacrifice."

Accepting the unlimited liability clause is a feature that distinguishes the military profession from other professions in that the level of personal sacrifice required may actually be the most supreme. No other profession expects its members to engage in dangerous tasks daily and lay down their lives for the sake of the United States, its citizens, freedoms, and Allied Nations. While some professions have responsibilities that are considered dangerous, only members of the Armed Forces can be ordered to willingly risk

their lives at any given moment. In the fields of law, medicine, transportation, etc., associates will sacrifice for the sake of their professions but are not required to give their lives for them. Members in the profession of arms willingly and voluntarily risk their lives in performance of their assigned duties, demonstrating their commitment to the provisions of their Oath of Enlistment, and fulfilling the standards by which they are charged to uphold.

AFI 36-2618, The Enlisted Force Structure, is a beneficial document that conveniently provides a general guidance for each noncommissioned officer (NCO) to maintain the profession that is the military. According to Chapter 4, NCOs must, “Clearly meet, and strive to exceed, the standards and expectations levied upon junior enlisted Airmen. Epitomize excellence and lead by example through exhibiting professional behavior, military bearing, respect for authority, and the highest standards of dress and appearance. Instill professional behaviors in subordinates. Correct those who violate standards.” NCOs must also, “Adopt, internalize, and demonstrate the Air Force Core Values and The Airman’s Creed.”ⁱⁱ

Progressive Professionalism (P²)

So, how professional are you, and professional compared to who? Like other personal attributes, qualities, or level of commitment, your professionalism can be measured day-to-day, or even minute-by-minute. But how do you evaluate your professionalism? In the Air Force we use a continuum as seen in Figure 4. The far right of the continuum represents the epitome of a professional. This person is the most educated, trained, ethically sound, morally balanced, completely dedicated member of their specialty or trade. The extreme left of the continuum represents the exact opposite. This person disregards training and enhancement opportunities and possesses little knowledge of their specialty, meets the minimum standards when completing assigned tasks, and is more likely to demonstrate unethical behavior.

Personal attributes, qualities, motivation and commitment levels determine where one falls along the continuum, and just as every individual is uniquely different, each individual reveres different things in different ways. As such, it is natural that what an individual places greater levels of importance on, and is more dedicated to will vary from situation to situation. For example, SSgt Jones may follow and enforce all Air Force uniform standards precisely, as directed by the AFI...so he is viewed as more professional because he is fully committed to standards. On the other hand, SSgt Jones may not feel it is necessary to accomplish every item on each of the squadron’s numerous checklists...so he is viewed as less professional because his commitment level to that standard is low.

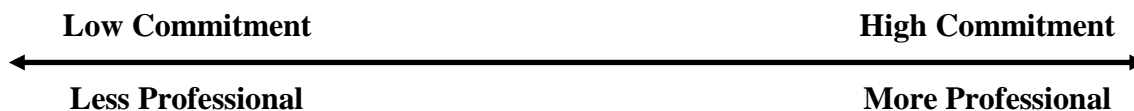


Figure 4. The Continuum of Professionalism

The goal of P² is for all members of the profession of arms to consider where they believe they are in their professionalism and commitment and strive to progress toward the right

side of the above continuum. Direction, Discipline, and Recognition (DDR) and Self-Development are two concepts that support P².

Direction, Discipline, and Recognition (DDR)

DDR is considered the foundation of P². As Airmen, we must maintain a high degree of professionalism throughout our careers, particularly in early development. In basic military training, we were transformed from civilians to Airmen using copious amounts of *direction* and *discipline*. This methodology continued through technical training and beyond. For instance, *direction* helped us adjust to military life, learn our jobs, and mature as service men and women. *Discipline* curbs negative and inappropriate behaviors and sub-standard performance encouraging us to remain focused on our development as respectable service members. Over time, we become more knowledgeable, mature, and self-disciplined. Consistent trends in positive behavior and performance eventually result in various types of *recognition* to include awards, increased responsibilities, and promotions. Therefore, DDR is critical to our progression and self-development as professionals.

Self Development

The concept of developing one's self requires all Airmen to grow and expand professionally as their rank, and span of control, scope of responsibilities, and sphere of influence increases. A concept that is reinforced by our Enlisted Force Structure, the purpose of which is to "Provide all enlisted Airmen the opportunity for professional growth."

The Air Force Core Values

"Integrity First is the basis of trust...Service Before Self is the essence of our commitment to the nation...Excellence in All We Do is our commitment to the highest standards of service to our country."

General Norton A. Schwartz
19th Chief of Staff, United States Air Force

Knowing and adhering to the AF Core Values are another vital step in the road to Airmanship. It is said to be our "inner voice; the voice of self-control" and "the basis for the trust imperative in today's military."ⁱⁱⁱ The core values are those institutional values and principles of conduct that provide the moral framework within which military activities take place. Upon taking the Oath the Enlistment, the professional Airman accepted and embraced the three fundamental and enduring values of *Integrity*, *Service before Self*, and *Excellence in All We Do*.

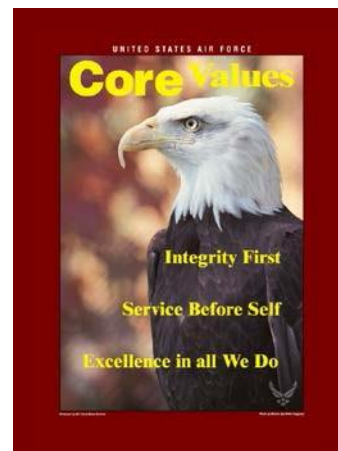


Figure 5. Core Values

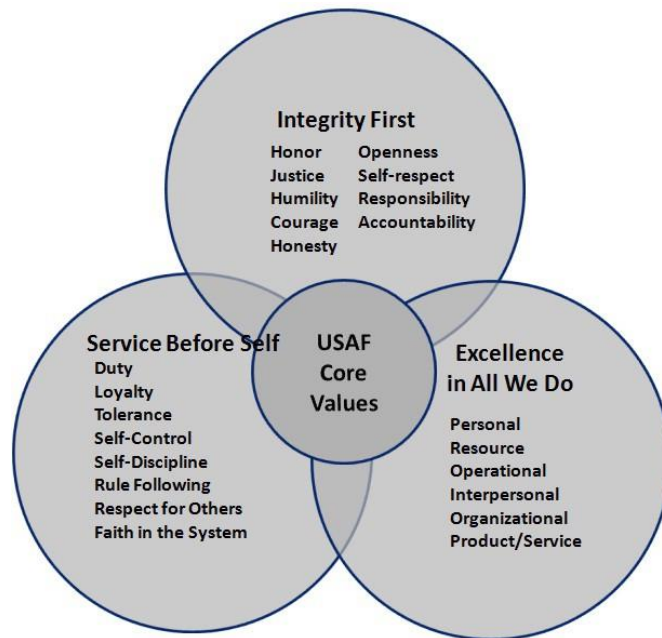


Figure 6. The Air Force Core Values

Integrity First

Integrity is the ability to hold together and properly regulate all of the elements of a personality. A person of integrity, for example, is capable of acting on conviction, demonstrating impeccable self-control without acting rashly. Integrity encompasses nine characteristics indispensable to Airmen:

Courage A person of integrity possesses moral courage and does what is right even if the personal cost is high.

Honesty In the Service, one's word is binding. Honesty is the foundation of trust and the hallmark of the profession of arms.

Responsibility Airmen acknowledge their duties and take responsibility for their own successes or failures. A person with integrity accepts the consequences of actions taken, never accepting, or seeking undue credit for the accomplishments of others.

Accountability No Airman with integrity tries to shift the blame to others; "the buck stops here" says it best.

Justice Airmen treat all people fairly with equal respect, regardless of gender, race, ethnicity, or religion. They always act with the certain knowledge that all people possess fundamental worth as human beings.

Openness As professionals, Airmen encourage a free flow of information within the organization and seek feedback from superiors, peers, and subordinates. They never shy from criticism, but actively seek constructive feedback. They value candor in their dealings with superiors as a mark of loyalty, even when offering dissenting opinions or bearing bad news.

Self-Respect Airmen respect themselves as professionals and as human beings. Airmen with integrity always behave in a manner that brings credit upon themselves, their organization, and the profession of arms.

Humility Airmen comprehend and are sobered by the awesome task of defending the Constitution of the United States of America.

Service Before Self

Service before Self represents an abiding dedication to the age-old military virtue of selfless dedication to duty at all times and under all circumstances including placing one's life at risk. Accepting expeditionary deployments and isolated assignments, accomplishing less-desirable tasks, and sacrificing personal amenities to improve the welfare of others are examples of Service before Self. Service before Self is also composed of nine ethical characteristics of an Air Force professional:

Rule following Good professionals understand that rules have a reason for being, and their default behavior must be to follow those rules unless there is a clear, operational reason to refuse or deviate.

Faith in the system To lose faith in the system is to adopt the view that you know better than those you are expected to obey and support within the chain of command. In other words, losing faith in the system is to place *self before service*.

Duty Airmen must perform all assigned duties to the best of their ability and exercising sound judgment while performing these tasks.

Respect for Others Airmen must place the welfare of their peers and subordinates ahead of their personal needs or comfort. Military professionals acknowledge that all people possess a fundamental worth as human beings. Communicating with tact is an element of respecting others.

Self-Discipline Service members are to continuously act with confidence, determination, and self-control to advance their self-development and maximize their contribution to the Air Force mission. Professionals refrain from openly displaying self-pity, discouragement, anger, frustration, or defeatism.

Self-Control Military professionals, especially those in command positions, are to refrain from displaying anger that discredits themselves and the Air Force. Airmen must exercise control in the areas of anger, inappropriate actions and behaviors, desires, and intolerance.

One aspect of this core value must be made perfectly clear, service before self does not mean service before family. Airmen have a responsibility to their families as well as the Air Force. The difference between the Air Force and families is:

The Air Force requires service members to serve expeditiously, capable of fulfilling deployment requirements at distant locations worldwide at any given time.

Family members require service members to prepare them when readying for deployment and provide for them while deployed.

Excellence in All We Do

This core value demands all Airmen continuously strive to perform at their best. They are compelled to strive to exceed all standards objectively based on mission needs. This demands a constant effort to discover new and innovative ways of accomplishing mission objectives. There are six aspects of excellence: personal, organizational, resource, operational, product/service and community.

Personal Excellence Airmen are to seek out and complete developmental education and training, maintain top physical, mental, and moral fitness, and continue to refresh their professional competencies. They must also maintain the job skills, knowledge, and personal readiness to maintain peak personal performance.

Resource Excellence Excellence in all we do also demands that we aggressively implement policies to ensure the best possible cradle to grave management of resources:

- *Material resources excellence* Military professionals have an obligation to ensure that all of the equipment and property they ask for is mission essential. This means that residual funds at the end of the year should not be used to purchase 'nice to have' add-ons.
- *Human resources excellence* Human resources excellence means that we recruit, train, promote and retain those who can do the best job for us.

Operational Excellence There are two kinds of operations excellence- internal and external:

- *Excellence of internal operations* This form of excellence pertains to the way we do business internal to the Air Force – from the unit level to Headquarters Air Force. It involves respect on the unit level and a total commitment to maximizing the Air Force team effort.
- *Excellence of external operations* This form of excellence pertains to the way in which we treat the world around us as we conduct our operations. In peacetime, for example, we must be sensitive to the rules governing environmental pollution, and in war-time we are required to obey the laws of war.

Product/Service Excellence We must focus on providing services and generating products that fully respond to customer wants and anticipate customer needs, and we must do so within the boundaries established by the taxpaying public.

Community Excellence Community excellence is achieved when the members of an organization can work together to successfully reach a common goal in an atmosphere free of fear that preserves individual self-worth. Some of the factors influencing interpersonal excellence are:

- *Mutual Respect* Genuine respect involves viewing another person as an individual of fundamental worth. Obviously, this means that a person is never judged based on his/her possession of an attribute that places him or her in some racial, ethnic, economic, or gender-based category.
- *Benefit of the Doubt* Working hand in hand with mutual respect is that attitude which says that all coworkers are 'innocent until proven guilty'. Before rushing to judgment about a person or his/her behavior, it is important to have the whole story.

MP 2. I AM A WARRIOR

Warrior Ethos

Often times as men and women serving in the United States Air Force you have not been perceived as warriors. However, contrary to common perceptions, it has been the deep commitment to a warrior ethos, and what it means to be a warrior that fosters the true concept of Airmanship.

The truth is since its conception in 1947 the Air Force had its share of warriors. "The warrior ethos has always been a part of an Airman's character, but some may have lost sight of it," said former Air Force Chief of Staff Gen. T. Michael Moseley.

If we don't understand our history, we cannot understand the war fighting contributions that we have made and continue to make. In the past it took hundreds of bombers, flying into harm's way with a realization that the aircraft may not return, to engage the enemy. Did you know that during World War II, more 8th Air Force Airmen were killed in action than the total number of Marines killed in the entire war? In the last 40 years, the world and methods of warfare have changed considerably, the Air Force has adapted and changed with it. Drawing on the experience of our past and the technologic advances of the present, we have been able to achieve air supremacy, are far more lethal and effective, and we have done it in a way that put our people in less danger.

The wars in Iraq and Afghanistan have proved to be the catalyst for a dramatic paradigm shift in Air Force operations. We have transformed from a garrison force trained to turn back the tide of communism to an expeditionary force trained for missions ranging from humanitarian aid in natural disasters to fighting terrorism across the globe. To prepare our warriors for these expeditionary missions, the Air Force has made drastic changes paving the foundation necessary to hone our warrior culture.

The role of the Air Force has expanded with the new domains in which we fly and fight. Precision air strikes against the enemy have saved countless American and coalition lives. Taking out a target with a precision-guided missile or bomb, versus sending troops in to take out the same target, saves valuable ground forces. We own the air that provides

ground forces a measure of safety. Our Airmen use innovative measures to carry out the Air Force's mission, and they bring more to the fight today than ever in Air Force history.

“Our warriors are no longer limited to the people who fly the airplanes.... Our entire force is a warrior force. Being a warrior is not an AFSC...it’s a condition of the heart.”
- General John P. Jumper, 17th Chief of Staff, United States Air Force

The warrior ethos is not limited to battlefield skills - it is a mindset, a warrior spirit that, in some respect, requires Airmen to change how they think about our Air Force. It is changing the notion that pilots and aircrew members are the only ones who engage with the enemy. It is changing the mindset that only Security Forces Airmen defend the base. The reality of the most recent war is that Airmen are being asked to do tasks that 10 years ago were not conceivable. Cultivating warrior skills and developing our warrior spirit will guide our Airmen through the changes our Air Force is experiencing and provide them with the correct tools to fight and win.

AFDD 1-1, *Leadership and Force Development* states, “Regardless of duty location, occupational specialty, or job position, all Airmen must embody the warrior ethos, tough-mindedness, tireless motivation, an unceasing vigilance, and a willingness by the military members to sacrifice their own lives for their country if necessary. Air Force Airmen, military and civilian, are committed to being the world’s premier air and space force. This is the warrior ethos.”

Warrior ethos refers to the professional attitudes and beliefs that inspire every member of the profession of arms. It reinforces the concept that military service is much more than just another job. The warrior ethos relates to the character that shapes who you are and what you do. It requires an unrelenting and consistent determination to do what is right and to do it with pride, both in war and in military operations other than war, while helping to spur our resiliency to fight through all conditions to victory, no matter how long it takes and no matter how much effort is required. The warrior ethos compels every Airman—regardless of rank, duty title, or specialty—to push beyond the normal limits of mind and body to complete the mission, and is characterized by tough-mindedness, tireless motivation, unceasing vigilance, and a willingness to sacrifice their own lives for their country. Warrior ethos is grounded in the refusal to accept failure and is an Airman’s total commitment to the nation, unit, mission, and fellow Airmen. The warrior ethos is more than just another so-called Air Force “buzz” word. It’s a tenacious mentality ignited by a hardiness of spirit and courage that, when internalized, becomes the driving force that allows us to overcome all hardships with honor. It is the tie that binds and a frame of mind that all military service members share. It enables us to “fly, fight, and win” our Nation’s wars.

As you can see, Warrior Ethos consists of many things. Former Air Force Chief of Staff Gen. T. Michael Moseley defined warrior ethos as consisting of three key elements, "a hardiness of spirit, courage (both moral and physical), and resiliency."

We will focus on those three areas.

Hardiness of Spirit

The term “hardiness of spirit” is used in relation to physical and mental hardships. It could be defined as the stout internal force that can be used to get through challenging times mentally or physically.

Courage

At the source of one’s warrior ethos is not only hardiness of spirit but also courage. Merriam-Webster defines courage as the “*mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty.*”^{iv} Words associated with courage include brave, daring, fearless, gallant, and heroism. There are two types of courage: *moral* and *physical*.

Moral courage is the power and determination to follow what one believes to be right, regardless of cost to one’s self. It is the willingness to stand up-to speak up-for what is right, even when everyone is against you. Moral courage derives from one’s empathy and compassion of others. History is riddled with examples of moral courage including the inspirational story of Mahatma Gandhi:

Mahatma Gandhi was a simple, yet educated man who, with no army or political backing, influenced the British Empire to grant more than 500 million Indians their independence. What he lacked in military and economic strength, he made up for in moral courage. Through non-violent protest, Gandhi was able to persuade the British government to liberate India. He used the strengths he possessed, to support and obtain victory for his cause, a concept you will be introduced to in the Strength Based Leadership lesson. If Gandhi had tried to use military or economic strength, he probably would not have been successful because his strength was his moral courage.

Physical courage is the observable actions one takes when faced with fear, pain, uncertainty, or danger. An exceptional example of physical courage is found in the story of an Air Force Senior Non-commissioned Officer, Chief Master Sergeant Richard Etchberger:

In 1967, CMSgt Etchberger volunteered to operate a highly classified radar site located on a steep 5,500-foot ridge during the Vietnam War, known as Lima Site 85. The U.S. lacked the ability to accurately bomb targets in Northern Vietnam at night or during bad weather; Lima Site 85 was the solution.

Sworn to secrecy, the Air Force charged 40 Airmen to run radar stations inside Laos. To avoid international agreements and militarization of Laos, a neutral country, these Airmen were instructed to leave the service and function as civilian contractors. One of the first committed for the assignment was Etchberger, a radio and radar maintainer. From November 1967 to March 1968, Lima Site 85 directed 507 strike missions in North Vietnam and Laos.

On the night of 11 March 1968, hundreds of North Vietnamese soldiers surrounded and attacked Lima Site 85. Upon immediate orders to evacuate the survivors of Lima Site 85, American A-1E Skyraiders fired on advancing North Vietnamese troops while UH-1 Huey helicopters rescued the trapped. As the helicopter hovered above with rescue slings lowered, CMSgt Etchberger quickly loaded his wounded, one by one, each time exposing himself to enemy fire. His efforts saved the lives of seven Americans. Unfortunately, just as the helicopter was departing the mountain bound for a hospital in Thailand, it took on enemy fire killing Etchberger.



Figure 8. CMSgt Etchberger

CMSgt Richard Etchberger lived the Airman's Creed - to never leave an Airman behind, to never falter, and to never fail. His bravery and determination in the face of persistent enemy fire and overwhelming odds are in keeping with the highest standards of performance and traditions of military service. On 21 September 2010, CMSgt Richard Etchberger's Air Force Cross was upgraded to the Medal of Honor.

Resiliency

Resiliency concludes the Warrior Ethos trifecta. Resiliency is "one's ability to withstand, recover and grow in the face of stressors and changing demands."^v As we all know, today's Airmen face significant, stressful life challenges and demands that constantly threaten their ability to overcome emotional and physical hardships. As the Air Force's combative responsibilities intensify, it is critically important that Airmen and their families receive the support and care they need and deserve. Special operations personnel, convoy operators, explosive ordinance disposal units, security forces, and combat support personnel are continuously deployed to high-risk environments where the probability of experiencing combat-related injuries, disorders, and deaths are high. Therefore, it is imperative that the training, service, and support are readily available to build a culture of *resiliency*.

In February 2010, the Air Force set into motion a new program to ensure Airmen and their families are physically, mentally, and emotionally ready to tackle today's challenges. Modeled after the Army program, the Air Force Resiliency initiative focuses on an Airmen's ability to withstand, recover, and/or grow in the face of stressors and changing demands by orchestrating the use of base resources, support activities, peers, and leadership.

Resiliency helps Airmen to overcome and "bounce back" from the physical and mental hardships faced every day. It focuses on what is known as the *12 Targets to Enhance Resilience and Operational Performance*:

1. *Be a Wingman*: Taking responsibility to care for themselves, others, and AF families.
2. *"Comm."* Check Improving interpersonal communication skills by studying the communication model (sender-message-receiver-response)

3. *Lead from the Front* Demonstrating good leadership by personally using these techniques. Discuss them with other Airmen and hold them accountable.
4. *Mental Rehearsal* Practicing and incorporating the practice of imagining oneself accomplishing a task before actually doing it. Visualization is a proven technique that supports success.
5. *Nutrition* Eating healthy foods and drinking plenty of water together the optimal fuel to ensure the mind and body operate at peak performance. You will receive some additional nutritional tools during Human Performance.
6. *Physical Fitness* Exercising regularly improves strength and stamina, enhancing the body and mind to function at peak performance, creating a sense of well-being. You will have the opportunity to practice this target during Human Performance.
7. *Problem-Solving* Using effective problem-solving techniques that increase the probability for sound solutions.
8. *Purpose=Y (Why)* Maintaining a clear understanding of one's purpose, role in the mission, reasons for serving, and contributions to the bigger mission can rejuvenate a sense of purpose in life.
9. *Recharge* Maintaining a consistent sleep schedule and participating in activities that encourage relaxation allowing the body time to recover between challenges.
10. *Situational Awareness (SA)* Assessing each situation, leveraging thoughts, awareness of the situation, and training to improve performance during challenging situations.
11. *Strategic Thinking* Evaluating life's events paying attention to the thoughts one has during each good and bad situation. Keeping thoughts balanced, building self-confidence by recollecting previous challenges and what was learned with each circumstance.
12. *Tactical Breathing* Using breathing techniques to release muscle tension and return one's focus and attention to the task at hand.

Your *Emergent Leadership Issues* lesson will address several of the targets to enhance resiliency including the wingman concept, dimensions of wellness, and the basic support sources.

“Operationalizing” resiliency is a critical goal for Air Force leaders at all levels. For the Airman, training and educating begins with Basic Military Training and expands to existing Air Force personnel through unit briefings, chaplain services, financial classes, PME, pre-deployment briefings, and other sources. Social networks, leisure programs, and education are available to assist families before, during, and after deployments.

MP 3. I HAVE ANSWERED MY NATION'S CALL

Each Warrior Airman's contribution is critical to National Security. Airmen who value that Oath of Enlistment, understand what it means to be in the Profession of Arms, is guided by the AF Core Values, and allows their Warrior Ethos to thrust them through and endure, deserve to see the global impact they have. It must be explained, and reinforced to them that our "Nation" is free because of what they, and all "Airman," do. Does one JUST fold towels at the gym, JUST make lunch at the flight line kitchen, JUST write code for encrypted communications links, JUST take X-rays, JUST stand guard at the gate, or JUST make new ID cards. The answer to that is JUST NO! Every Airman in our Air Force is a key contributor to the overall mission. That mission is not just specific to the Air Force mission but the entire global DOD mission.

The Enlisted Force Structure (AFI 36-2618) states that NCOs must understand the Institutional Competencies. The Institutional Competency of "Embodying the Airman Culture" includes the sub-competency of "Warrior Ethos" and an NCOs responsibility to that sub-competency is for them to "realize how all Airmen contribute to the military mission." Airmen must realize that without the function that they perform our AF, DOD, and Nation cannot be holistically effective.

For us, the American Airman, it began with a dedication to American values, an Oath of Enlistment, the internalization of the Air Force Core Values, and an unstoppable determination known as the Warrior Ethos. It is the service member and their devotion to Airmanship that makes today's and tomorrow's Air Force the world's supreme air and space power that it is.

NOTES

ⁱ Air Force Doctrine Volume 2, “*Leadership*”

ⁱⁱ Air Force Instruction (AFI) 36-2618, *The Enlisted Force Structure*, 10 (see chap 4, 4.1.5.1.).

ⁱⁱⁱ Department of the Air Force, *United States Air Force Core Values*, (Washington DC: Government Printing Office, 1997).

^{iv} Merriam-Webster Web site, “*Courage.*”

^v Beales, Maj Timorah, Air Force/A7C24, “*Resiliency Background Paper*,” 24 Jun 10.