

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

1 MAR 18

AIRMAN LEADERSHIP SCHOOL (ALS)
STUDENT GUIDE

PART I
COVER SHEET

LESSON TITLE: CS01, CAPSTONE CASE STUDY

TIME: 4 Hours

METHOD: Guided Discussion/Case Study

REFERENCES:

Air Force Manual (AFMAN) 36-2236, *Guidebook for Air Force Instructors*, 12 November 2003.

STUDENT PREPARATION: Review the case study after each lesson looking for the concepts and principles you learned throughout ALS. Reviewing the case study not only reinforces your learning, it will also help you actively participate during the in-class discussion. Use the IDDP structured thinking process as you work through this case study. When you find inappropriate and/or ineffective actions, decisions, or behaviors, determine a proper course of action and be prepared to predict the impact of your selected course of action. Finally, be prepared to justify all answers based on lesson concepts and principles.

PART IA

TERMINAL COGNITIVE OBJECTIVE: Apply leadership and management principles to simulated situations.

TERMINAL COGNITIVE SAMPLES OF BEHAVIOR:

1. **Identify** leadership and management concepts/principles in simulated situations.
2. **Differentiate** between appropriate/inappropriate and/or effective/ineffective application of leadership and management concepts/principles in simulated situations.
3. **Determine** appropriate and/or effective courses of action based on leadership and management concepts/principles.
4. **Predict** the impact of selected courses of action based on leadership and management concepts/principles.

AFFECTIVE OBJECTIVE: Value leadership and management concepts/principles taught during the ALS course and their impact on NCO, Unit and Mission Effectiveness.

PART IB

LESSON OUTLINE
CONTENT
INTRODUCTION Attention, Motivation, and Overview
BODY Case Study
CONCLUSION Summary, Remotivation, and Closure

STUDENT READING: *Capstone Case Study*

The purpose of this *Case Study* is to provide opportunities for you to assess your ability to identify lesson principles in simulated situations, to see how lesson principles influence and affect other lesson principles, and to practice using the IDDP Structured Thinking Process. Developing your abilities to effectively and appropriately identify the concept, differentiate whether it is used appropriately/inappropriately or effectively/ineffectively, determine what the proper course of action is, and predict the outcome will enable you to effectively use these principles as a leader. **It is not intended to be a test preparation tool.** Some lesson principles or characters are purposely underdeveloped to encourage critical thinking. However, this does not mean some lessons are more important than others. Just as in life, some situations have multiple themes and characters that may only offer the foundation or beginnings of more complex situations or characters. Therefore, it is extremely important that you become familiar with the entire case study so that you are fully prepared for future in-class discussions. Becoming comfortable with the IDDP structured thinking process will help you gain a better understanding of the concepts and principles taught here at the Airman Leadership School. Likewise, effectively applying these concepts and principles daily will assist you in decision-making, critical thinking, and resource management, thus making you more efficient and effective supervisors and leaders in today's United States Air Force.

Storyline 1

This storyline contains and targets concepts and principles from the following lessons:

- PA01, *Airmanship*
- SA01, *Standards and Discipline*
- PA04, *Emergent Leadership Issues*
- SA02, *Performance Evaluation*
- CF04, *Full Range Leadership*
- SA07, *Resource Stewardship*
- CF05, *Self-Awareness*

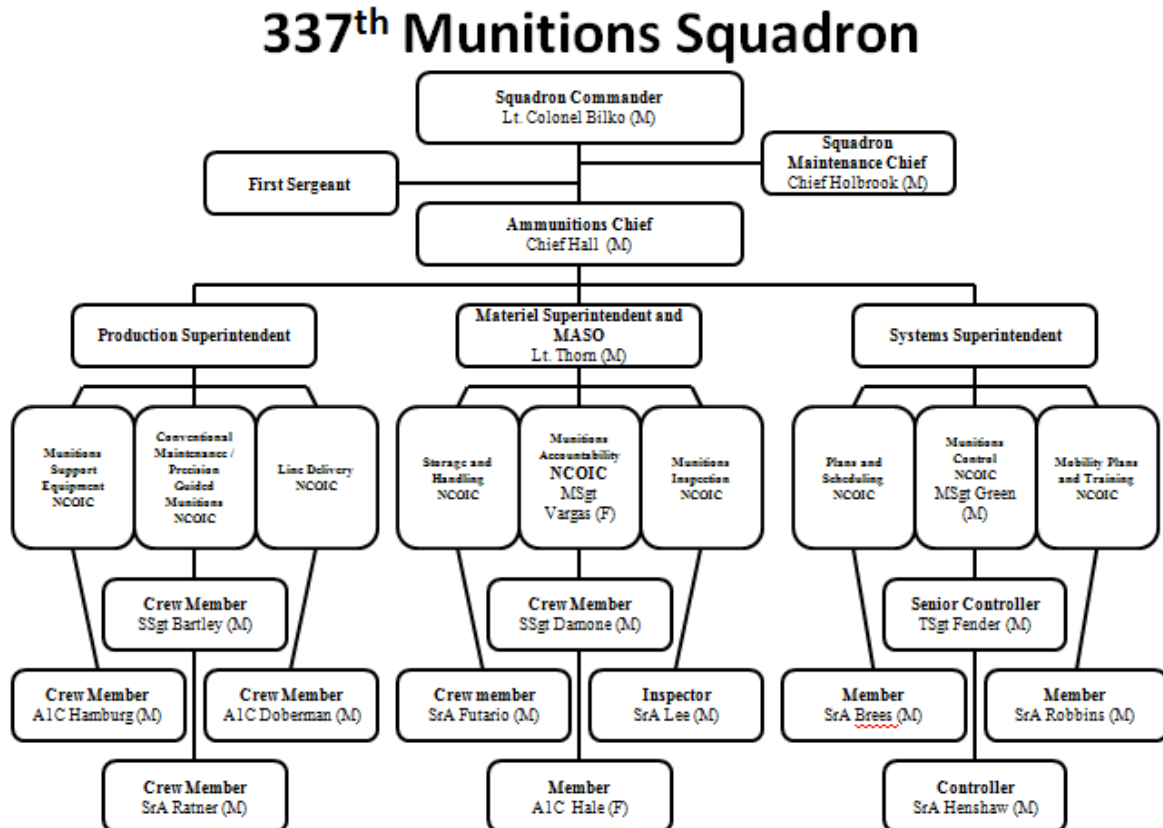


Figure 1. 337th Munitions Squadron Organization Chart (simplified)

- 1 1. Welcome to the 337th MUNS, a top-notch munitions squadron assigned to Hadley Air
- 2 Force Base, Utah. Known for its high standards of operational excellence and repeatedly
- 3 winning the Air Force Outstanding Unit Award, the 337th is responsible for the maintenance,
- 4 storage, accountability, and safe handling of thousands of explosive ordinance pieces to
- 5 include the MK 82 and MK 84 general-purpose bombs and the Joint Direct Attack Munitions
- 6 (JDAM) precision guided bomb. With 250 personnel assigned (230 males and 20 females),
- 7 the 337th is a formidable squadron with a motto more powerful than its inventory:

War is not about who reigns, it is about who remains.

2. “Get up Rat!” A1C Hamburg yells outside SrA Ratner’s dorm room. As he opens the door, it is obvious to Hamburg that Ratner is recovering from another long night of drinking. “This is the third time this week you’ve overslept,” Hamburg says. “Sorry ‘Hambone’ but you know I can’t resist a party, gorgeous women, and free booze,” Ratner says as he clumsily fumbles with his boots. “Can we stop at the dining hall on the way in? I’m starving,” Ratner asks. “We don’t have time and we can’t miss another roll call!” Hamburg says anxiously. “Relax Hammy,” Ratner says. “I know what the rules are. You just have to remember that this is just a job and a paycheck.” “Speak for yourself,” Hamburg replies. Down the hall A1C Hale, a munitions accountability clerk, is also leaving for work. “You two better hurry,” she says jokingly. “Hey Hale!” Ratner yells as he stumbles out his door. “Do you have any food?” Hale fumbles through her backpack and locates a few packs of crackers. Handing them to Hamburg she says sympathetically, “Sorry but that’s all I have,” Hamburg replies, “You have a kind heart. No wonder why everyone likes you.” Blushing, Hale wishes them a great day and rushes out the door. On the way to the squadron, Ratner asks Hamburg, “Do you think the commander will recognize you for what you did during the operational readiness inspection (ORI)? After all, you did work extra hours repairing six munitions trailers by yourself.” “I never wanted an award for that,” Hamburg replies. “C’mon Hammie, you were sick with a 100-degree fever that week.” Ratner adds. “The ‘Excellent’ rating we received was well worth it,” Hamburg says proudly. “I’d at least ask for a day off,” Ratner mutters.

3. MSgt Vargas, the NCOIC of the Munitions Accountability Section, arrives early to work and begins her day by reviewing the day’s project and researching the most current AFI’s to ensure she will be up to date on standards, especially since today is inspection day. Returning from an extended period of emergency leave, she was eager to get back to her normal routine. “Aaaaah,” she sighs as she sinks into her office chair. “Excuse me Ma’am!” SSgt Damone says abruptly as he enters her office. “Ma’am, I’m sure glad you’re always at work early.” “Good morning Sergeant Damone,” Vargas says disheveled as she wipes up her now spilled coffee. Damone replies, “I just want to let you know that we are starting our semi-annual munitions inspection today.” “Alright then,” she replies, “I guess I’ll see you all in the igloos.” As Damone turns to leave, MSgt Vargas says, “I believe you’re due for a

38 mid-term performance feedback. Why don't we meet in the morning after you've had a
39 chance to fill out your responses on the ACA?" "Sounds great," Damone replies as Vargas
40 quickly writes it on her calendar and creates a reminder in her electronic scheduler.

41 4. SSgt Bartley notices SrA Ratner as he enters the break room and says, "Ratner, roll call is
42 about to begin but I need to talk to you in my office ASAP." "Okay boss," Ratner says mid
43 yawn. Sitting down at his desk Bartley says, "Let's just cut to the chase Ratner, you were
44 almost late for another roll call this morning. What's going on?" "I'm just really tired,"
45 Ratner replies as he props his feet on Bartley's desk. Annoyed by this Bartley commands,
46 "Remove your feet from my desk immediately!" As he lets his boots fall to the floor Ratner
47 complains, "You've become a real jerk since you got promoted." Bartley sternly warns
48 Ratner, "We discussed my promotion during your initial performance feedback Ratner so
49 you had better change your attitude before I have to." After a moment of awkward silence
50 Bartley asks, "Do you know why I needed to see you this morning?" Ratner responds
51 sarcastically. "Let me guess, you're issuing me another letter of counseling (LOC) for
52 being late again?" "Not this time," Bartley replies. "I have something else in mind."
53 Standing up Bartley announces, "I was asked to pick someone to support the base honor
54 guard for six months. Congrats! You're headed to Honor Guard." "What?" Ratner yells in
55 disbelief. "You must be kidding. Surely I'm not the best person for the honor guard...I
56 mean...what about all those LOCs you issued me?" "Actually, I filed those right here in my
57 desk," Bartley replies. Ratner suggests desperately, "But what about Hamburg or
58 Doberman? I'm sure they would love to get away from munitions for a while." Sitting back
59 down Bartley says angrily, "You know... Hamburg isn't the model Airman. Have you seen
60 him lately? He's as big around as he is tall for crying out loud!" Plus, Doberman cannot go
61 until he completes his upgrade training." Thinking for a moment Ratner asks, "What if I
62 refuse to go?" Leaning toward Ratner, Bartley replies, "I'm not asking you Ratner.
63 Therefore, if you refuse, you will leave me no choice but to issue you a letter of reprimand
64 for failing to follow my order." Realizing he has no choice, Ratner reluctantly accepts the
65 tasking and reports to the base honor guard the following morning.

In the Systems Flight, another Airman is receiving some unexpected news...

66 5. During the Munitions Control flight's roll call MSgt Green says, "Don't forget we have
67 our monthly Ammo Call next week. There will be food, games, and music so I expect

68 everyone to be there.” As he turns to leave, Green finds TSgt Fender and says, “I need to see
69 you and SrA Henshaw outside.” Sitting down at a picnic table just outside MSgt Green says,
70 “Airman Henshaw, we were tasked with a deployment for one controller and it’s your turn.”
71 “Again?” Henshaw asks in disbelief. “Where am I going this time?” “Kanstartmika,
72 Afghanistan,” Green replies. “Well, Henshaw says glumly, “I better tell my wife now so she
73 doesn’t tear me apart when I get home.” Noticing Henshaw’s disappointment Green says,
74 “Don’t forget about the available base services we have for families of the deployed,” “Yes
75 Sir,” he replies as he leaves to call home. Concerned, TSgt Fender asks MSgt Green, “Do
76 you think he’s the right choice for this deployment Sir?” “He’ll be ready,” Green replies
77 scornfully. “I’m sure he doesn’t want to make me angry. You had better make sure he gets
78 his things in order to include that wife of his! In the meantime, you had better make sure that
79 Ammo Call goes well! Colonel Bilko invited the new wing commander so I want everything
80 to be perfect.”

81 6. During the planning meeting for next week’s Ammo Call TSgt Fender says, “I have a
82 few questions before we get started.” Turning to SrA Robbins he asks, “How’s the order
83 coming along for the t-shirts we’re going to give away?” Robbins replies, “Unfortunately
84 Sir, the vender’s prices went up since last year. Do you think we’ll have enough money?”
85 “It won’t be a problem,” Fender replies. “I’m sure we can use Operations and Maintenance
86 (O&M) funds for that.” Turning to SrA Brees, Fender asks, “Do you have the tables and
87 chairs reserved from MWR?” Brees replies, “They only had 25 tables and 100 chairs for us.
88 To make up the difference, I contacted the base chapel who will provide the remaining seven
89 tables we need and an additional 151 chairs.” Curious, Fender asks, “Are you sure we really
90 need that many tables?” Brees replies smugly, “I assure you TSgt Fender, it didn’t take my
91 Bachelor’s Degree in Mathematical Science to figure out we would need 31.25 tables to seat
92 251 personnel.” “Alright then,” Fender says with a smile. “Great work team and I’ll see you
93 at the party!”

Meanwhile, back at the Materiel Flight...

94 7. The semi-annual munitions inspection is underway and the teams are diligently
95 inventorying the munitions in their assigned igloos. “I wonder why we only have six teams
96 working this inventory?” Damone asks as he prepares to read the next code. “Well I heard
97 that we have several vacant manning positions with no expected inbound personnel,” Lee

98 replies. “How can we get some more people?” Futario asks. Lee replies, “For starters, you
99 would first review the Unit Manpower Document. This document tells you how many
100 personnel assigned, or ‘faces’ you have. For example, let’s say you find a problem with your
101 manpower authorizations. Maybe a security clearance requirement needs to be changed or
102 we’re experiencing a brief shortage of personnel, you would submit an Authorization Change
103 Request.” Impressed Damone asks, “How do you know so much about manpower
104 management?” “My NCOIC took the time to explain it. He reminds me of my high school
105 football coach. Since I told him I want to be a Chief Master Sergeant one day, he’s made it a
106 personal commitment to teach me about all the things I’ll eventually be responsible for,” Lee
107 replies. “SSgt Damone, doesn’t MSgt Vargas mentor you?” Damone replies hesitantly, “We
108 have a feedback session in the morning...does that count?”

109 8. SSgt Damone reports to MSgt Vargas’s office the following morning promptly at 0700
110 hrs. “Good morning, how has your day been so far?” MSgt Vargas says as she
111 greets Damone at the door. She continues, “I took some time to review your responses on
112 the AF Form 931, I am happy to see you understand the importance of responsibility,
113 accountability, Air Force culture, and self-awareness. Are there any specific examples you
114 could give me?” Damone replies, “I understand them, but I’d like to see if there’s a way to
115 get some time off because these long hours have been stressful.” Vargas responds, “Well
116 you have definitely met or exceeded the standards I set for you these last six months...so
117 maybe a few days of leave would help.” She continues, “Your performance in leadership,
118 primary duties, followership, and training has been fantastic! When you worked all those
119 long hours, you showed that you could be a self-starter and I marked you in the ‘some
120 Airmen’ category for your initiative and motivation. You assisted your co-workers and
121 stepped up when the mission needed you.” Damone inquires, “I’d like to work towards the
122 far right in these areas, what can I do to be the best in all of these areas?” Vargas answers,
123 “You are already pretty close in most areas, especially since you won NCO of the Quarter
124 last quarter. I would like to work with you on your verbal communication skills,
125 specifically to increase your confidence when speaking to commanders, and other senior
126 leaders. I’d like you to come with me to the next staff meeting.” Damone responds, “That
127 would be great! I’m very comfortable speaking with and training my Airmen, but I get a bit
128 intimidated in settings with our senior leaders.” Vargas continues, “Do you have any

129 additional questions on these areas?" Damone responds, "No, I feel like you've given me a
130 clear picture of how I am doing on the job." Vargas continues, "Let's continue with section
131 IX. We've already talked about some of your goals and how you are performing. Are
132 there any stressors in your life other than these long hours and long days?" "Not really
133 Ma'am." Damone responds. He continues, "I have a pretty good wingman and a few
134 mentors who I can talk to when I'm dealing with stress. Plus I always work out my stress at
135 the gym or on the basketball court." "That is great to hear!" Vargas responds. She
136 continues, "How has it been going with supervising and mentoring your Airmen? "It's
137 been pretty good, I'm trying to help them finish their CDCs and upgrade training while
138 working these long hours. Vargas responds, "You're doing a great job mentoring them!
139 The UTM told me that two of them have already scored over 90% on their CDC pre-test."
140 Let's move on to the next area, "Do you have any suggestions to improve the section,
141 productivity, or anything else?" Damone inquires, "Can I be honest Ma'am?" "Certainly."
142 Vargas answers. "Ma'am, I feel that you've been taking on the majority of the workload
143 while the team and I work routine tasks. You definitely know the job and the management
144 side, but I feel like you do not want to delegate any of the larger projects to the team.
145 Perhaps we could figure out a way to divide the workload so our work hours improve."
146 Vargas replies, "Wow! I really appreciate your candor! I guess I've been too busy to notice
147 that I wasn't sharing the workload." Damone replies, "Ma'am I really think our team could
148 learn a lot from you." Vargas responds, "Let's meet tomorrow morning, I have a few urgent
149 taskers from the commander you could help me with." She concludes, "Well that's all I
150 have for you in terms of your performance feedback. Do you have anything else for me?"
151 "No Ma'am." he responds. Damone departs the feedback session excited about the
152 opportunity to take on more responsibility.

153 9. The following Friday, all sections released their personnel at noon for the "Ammo Call."
154 Lt. Thorn and MSgt Vargas worked the grill while the rest of the squadron enjoyed the warm,
155 summer afternoon in civilian clothes. Approaching A1C Hale, SrA Brees says, "Well hello
156 gorgeous. What brings you to our Ammo Call?" "I work here," A1C Hale replies with a
157 laugh. "I'm assigned to munitions accountability." "Oh, I should have known," Brees,
158 replies. "We always put the pretty ladies in those cushy desk jobs." Offended Hale asks,
159 "What's that supposed to mean?" "Well," Brees says as he lightly brushes the hair from

160 her forehead. "We wouldn't want to cut up those pretty hands or mess up that gorgeous
161 blonde hair of yours on some missile now would we?" "Excuse me Airman Brees," Hale
162 says uncomfortably. "I think there's a hamburger calling me." With a smile Brees replies,
163 "Well I hate to see you go...but I love to watch you leave." Standing quietly in the food
164 line, A1C Hale couldn't stop thinking about what just happened. Who does that guy think he
165 is? She thought. Reaching for utensils, she accidentally knocks over a stack of plates. "Are
166 you okay Hale?" SSgt Damone asks as he serves her a hamburger. "Your hands are
167 shaking." "I'll be fine," she replies. "It must be all the excitement." Concerned Damone
168 replies, "No really Airman Hale, you don't seem like your usual happy self. Is everything
169 okay?" Pausing Hale asks, "Can we talk?" "Absolutely!" Damone replies as he
170 accompanies Hale to an empty picnic table.

STORYLINE 2

This storyline contains and targets concepts and principles from the following lessons:

- PA02, *Customs and Courtesies*
- SA05, *Leader Influence*
- PA03, *Ethical Leadership*
- SA06, *Introduction to Negotiations*
- SA03, *Team Leader*
- SA08, *Continuous Improvement*
- SA04, *Diversity*

Hadley Air Force Base Honor Guard

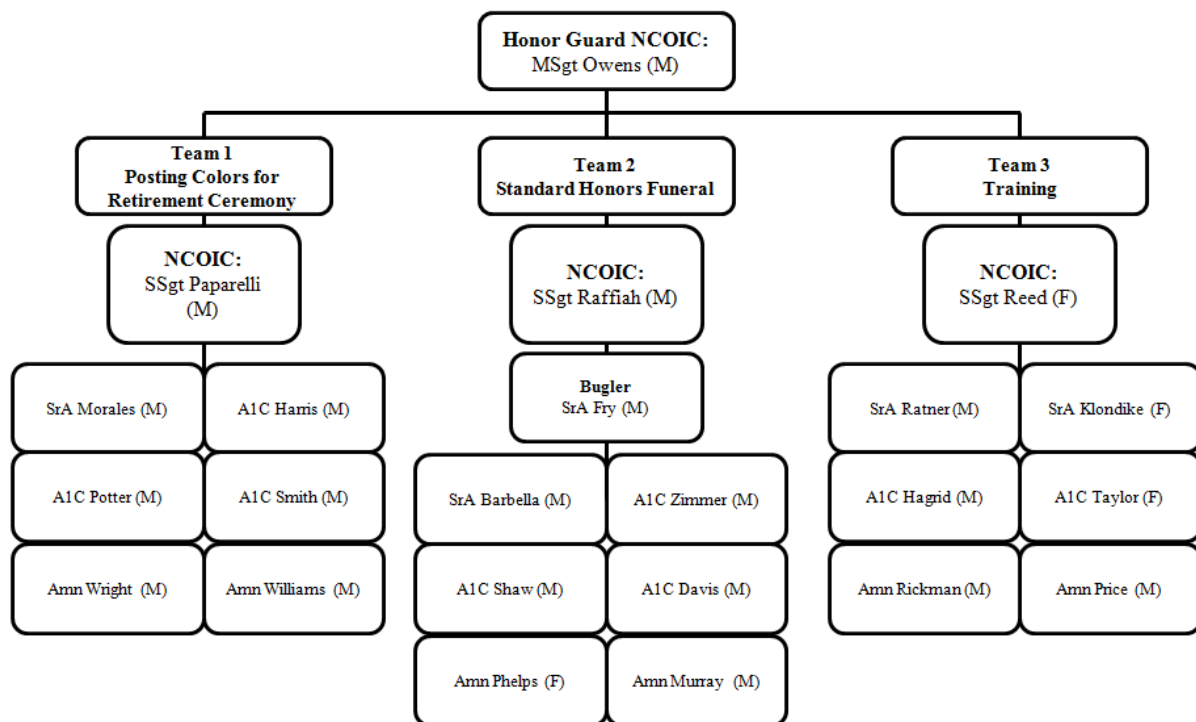


Figure 2. Base Honor Guard Organization Chart (simplified)

171 10. It's another day and SrA Ratner once again wakes up to bright mid-morning sunlight.
 172 "Great, I'm late for my first day at the honor guard," he mumbles as he quickly throws on his
 173 uniform. Stepping onto the sidewalk, he notices a lieutenant walking towards him. Unable
 174 to avoid him, Ratner salutes and says, "Morning L-t." "Good morning," the Lieutenant
 175 replies. As he enters the honor guard facility, Ratner notices the other trainees standing in
 176 formation. "Fall In Ratner!" MSgt Owens commands from the front of the flight. "You're
 177 just in time for an Open Ranks inspection." Joining the formation, Ratner mutters under his
 178 breath, "This is such a waste of time." Hearing his comment, Owens immediately moves to

179 Ratner's position. "How are you doing today Senior Airman Ratner?" he asks. "I've been
180 better Sir," Ratner replies. "I agree," Owens says sarcastically. "Judging by your
181 punctuality, that shave, and the appearance of your uniform; I'd say you're having an awful
182 day. Anything you wish to share?" Ratner replies, "Just wish I wasn't here, that's all."
183 "Well," Owens begins, "Maybe you'll change your mind once you realize the importance of
184 what the honor guard stands for. In the meantime, you have 30 minutes to shave and find a
185 better uniform and attitude. Fall Out!"

186 11. Just off base, SSgt Raffiah and his team are in place at Jackson Peak National Cemetery
187 to render military honors at a funeral for another Air Force veteran who passed away. "I
188 want a good performance and so does this family, so let's get moving," Raffiah says as he
189 inspects their superbly prepared ceremonial uniforms one last time and collects their
190 equipment. A1C Shaw whispers to the others, "Man, I've done over a hundred funerals at
191 this cemetery and they're all the same dog and pony show." As Shaw steps off the bus, he
192 sees SrA Fry, looking out across the vast field of matching headstones. "What are you
193 looking at Fry?" Shaw asks as he retrieves his rifle and blank rounds from the gun case. "I
194 heard what you said," Fry replies angrily. "Just so you know this funeral is for my great-
195 grandfather who was this area's last known World War II veteran. So even though these
196 ceremonies mean nothing to you, I would ask that you do your best for me and my family
197 today." Embarrassed and regretful, Shaw replies, "I'm sorry. No one told me." "Well he
198 sure did," A1C Davis says with a snicker as he gathers his weapon. Disgruntled, Shaw says,
199 "If SSgt Raffiah would have told us this was for Fry's great grandpa, I wouldn't have said
200 what I said. As the NCOIC of the ceremony, he must have known who this ceremony was
201 for, right?" Davis replies. "Maybe he didn't say anything out of respect for Fry's privacy."
202 After the ceremony, Fry's grandmother approaches SSgt Raffiah and says, "Thank you
203 Sergeant for that wonderful performance." Raffiah replies, "The privilege is all ours ma'am.
204 It's our unit's goal to provide the best military honors for veterans past and present with
205 precision, professionalism, and pride." "Well we appreciate it," she says as she hands him
206 an envelope. "On your way home, please use this money to treat your Airmen to a nice
207 dinner." "Yes ma'am, I sure will," Raffiah promises.

208 12. Back at the honor guard facility, MSgt Owens reviews ceremony support request letters
209 and reads the following:

To: The Hadley Air Force Base Honor Guard supervision,

I am the father of SSgt Jummal Al-Sharani. As you may know, he was killed in action last month serving in the Middle East and I would like to arrange a military honors memorial service for him on Friday, June 19. My son was a proud Muslim and dedicated Airman committed to peaceful resolution and justice. He volunteered to serve his country and deploy with the hope he could somehow change society's opinion of Islam and Muslims. I appreciate your consideration and I eagerly await your response.

Sincerely, Osama Al-Sharani

210 "I don't think so," Owens murmurs as SSgt Reed enters the office. Tossing the request
211 across his desk Owens says, "Look at this one. Apparently, this father believes his son
212 deserves a military honors funeral." Reading the request Reed says, "Sounds good to me.
213 Are we too busy that day?" "We will be," Owens says bitterly. "I believe you should
214 consider yourself an American first if you expect to receive American military honors."
215 "Sir it says here he was a 'dedicated Airman.'" Reed tries to explain as Owens interrupts
216 him. "Well it's obvious he's more proud of being a Muslim." Owens protests. "That
217 request says nothing about him being an American. My father always said 'no matter what
218 religion, we should all be proud to be Americans' so as far as Mr. Al-Sharani is concerned,
219 we are unable to support him." "Sir we just can't deny him a proper funeral because you
220 disapprove of his religion," Reed exclaims. "Relax staff sergeant," Owens says walking to
221 the window. "I'll forward his request to the local Veterans of Foreign Wars. They'll take
222 care of him." Although he disagreed, SSgt Reed remains loyal to MSgt Owens and
223 hesitantly asks, "May I at least volunteer as the bugler for this detail?" "Suit yourself,"
224 Owens says as he watches the trainees practice rifle manuals. "Has SrA Ratner returned with
225 a fresh uniform and shave yet?" MSgt Owens asks. "Yes Sir," Reed replies. "I have him
226 working with SrA Klondike on US flag manuals since he'll most likely be the ranking
227 member on our color teams." "Negative," Owens snaps. "Have him work on marching
228 manuals and keep an eye on him." "Don't you think that's a bit extreme?" Reed asks
229 confused. "Don't you think that would further discourage him?" "I don't care how he feels
230 about it," Owens declares. "He lacks discipline and I need competent and reliable Senior

231 Airman. He must realize the importance of drill. It's part of our heritage. "Yes Sir," Reed
232 replies compliantly.

233 13. That afternoon, MSgt Owens prints and posts the weekend's ceremony schedule. "Oh
234 no!" SrA Klondike says to A1C Taylor as she reviews the schedule. "I'm scheduled to
235 support funerals in Shambley on Saturday and Rogersville on Sunday." "So what's the
236 problem?" Taylor asks. "I was supposed to move into my new apartment this weekend.,"
237 replies Klondike. "It looks like everybody is working this weekend except for Barbella,"
238 Taylor says. "Hmmm," Klondike replies. "Maybe he'll switch with me. I must move this
239 weekend. My roommate forgot to tell me that we have to turn over the keys to our current
240 apartment on Monday." Taylor suggests, "Maybe he'll do one of those for you if you take
241 one of his next week." "True," Klondike agrees, "but he really doesn't have to. So either he
242 switches with me or I'll be forced to move my things at night after two long days of details."
243 Seeing SrA Barbella enter the lobby Klondike yells, "Hey, can I ask you something?"
244 "Sure," he replies. "What's going on?" "I was committed to support two funerals this
245 weekend and I was supposed to move out of my old apartment by Monday. Can you take
246 one of the funerals for me?" I'm sorry," he replies, "but I already promised my girlfriend we
247 would go to the lake this weekend for her birthday. Did you ask anyone else?" "No,"
248 Klondike replies. "Everyone else is working this weekend and these ceremonies require a
249 SrA or SSgt to be the NCOIC." Plopping on a nearby bench she asks, "So when is your
250 girlfriend's birthday?" "Well," Barbella replies, "it's actually on Monday but I have to work
251 that day." "I have an idea!" Klondike declares. "I'm off Monday and Tuesday. What if I
252 cover your detail on Monday? Would you be willing to shift your days at the lake to Sunday
253 and Monday? This way you both will be together on her actual birthday!" Thinking about it,
254 Barbella replies, "That sounds great!"

255 14. Later that evening, SSgt Paparelli and his honor guard team report to the base officers'
256 club for a retirement ceremony. "Why do we need seven people for this detail?" asks Amn
257 Williams as he assembles the flags. "Tonight we are honoring a four-star general which calls
258 for a four-person color team to post the US and USAF flags, two additional personnel to fold
259 a US flag and one more person to proffer," SSgt Paparelli replies. Turning to his team
260 Paparelli says, "Let's go check out the stage." When they enter the grand ballroom, he
261 notices a small, elevated platform placed in the corner of the room. "Do they expect us to

262 post the colors on that?" he asks. "Yes they do!" an elderly man confirms as he approaches
263 the team. "Hello. My name is Colonel Hand." "Pleased to meet you Sir," SSgt Paparelli
264 says. "Looks like you're expecting quite a crowd. "Yes, the general has made many friends
265 over the years." "Friends are good Sir, agrees SrA Morales." "Especially if you need help,"
266 the colonel adds with a smile. "Reminds me of an old infantry saying, 'Ask a soldier how he
267 succeeded, and he'll say it's due to the soldiers he needed.' The general wouldn't be where
268 he is today without the advice, and support from others." Turning to the stage, the colonel
269 shakes his head and says, "The club manager said the stage they usually use was broken.
270 Can we make this one work?" Turning to his team, SSgt Paparelli asks, "Any ideas
271 gentlemen?" "What if we move the stage to the middle of the back wall and center the table
272 of honor in front of it?" suggests Amn Williams, the newest member of the squad. Pondering
273 Williams' idea the colonel says, "I'll get the club staff to help us move it," as he leaves the
274 group. "You computer geeks are all alike," A1C Potter says to Amn Williams. "You get on
275 one ceremony and you think you're the expert." "Let's not get testy Potter," SSgt Paparelli
276 says. Besides, Williams is well-trained, understands every aspect of this ceremony, and his
277 idea makes sense." "He's also quite the problem solver," A1C Harris adds. "Alright
278 genius," Potter says turning back to Williams. "How do you expect us to present and post
279 the Colors on that tiny stage?" SSgt Paparelli stands back and monitors the interaction.
280 "Well," Williams begins, "we could present the Colors in front of the table of honor where
281 the rifle guards will remain as the flag bearers post the flags on the stage." Glaring at
282 Williams, Potter says, "We can't do that! We've never done that." "Well we are doing it
283 that way tonight Paparelli confirms. Good job Williams!"

284 15. Shortly afterwards, the club staff moves the stage and the team begins practicing. "I
285 know this method for presenting and posting flags is new to you all but it is the best way,"
286 SSgt Paparelli instructs. "I see the potential for this method. Let's get started!" says A1C
287 Smith. "It looks ridiculous," Potter scoffs. "Once you understand how it works I'm sure
288 you'll like it," Paparelli says confidently. Within fifteen minutes, the team mastered the
289 movements and was ready for the ceremony. "Now what do you think?" Williams asks
290 Potter. "This is actually a good method to use when dealing with confined spaces like this
291 one," Potter confesses. "Where did you learn this?" "MSgt Owens showed a few of us

292 during training,” Williams explains. “He used to be assigned to the Air Force Honor Guard
293 in Washington DC.”

STORYLINE 3

This storyline contains and targets concepts and principles from the following lessons:

- PA04, *Emergent Leadership Issues*
- EA03, *Joint Warfighter*
- CF03, *Critical Thinking*
- EA01, *Introduction to Culture*
- EA02, *Joint Organization*
- SC01, *Supervisory Communication*
(*Culture of Engagement*)

FOB Kanstartmikar

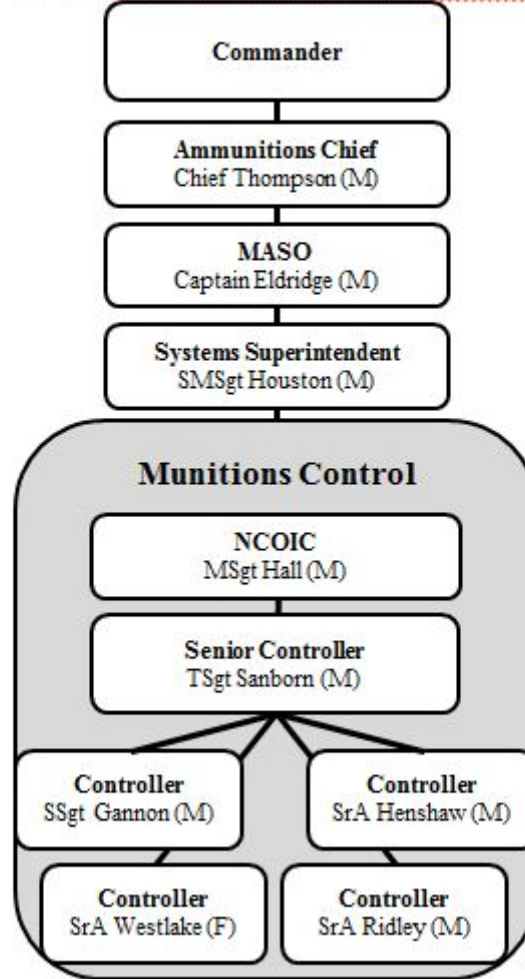


Figure 3. Organizational Structure (simplified version)

294 16. “Welcome to Kanstartmikar! For your safety, remember to exit the aircraft exactly as I
295 explained!” the loadmaster yells as Army and Air Force personnel descend the C-130’s ramp.
296 For SrA Henshaw, the only thing new about this deployment is the location. In six years, he
297 has deployed six times and he hopes his marriage can survive another deployment. As he
298 makes his way past some cargo, he notices a young Army Specialist stumble. He quickly
299 grabs the Soldier’s collar and prevents him from stumbling down the ramp. The Soldier,
300 Specialist James, introduces himself as the two sit down inside the holding bay. “So what do
301 you do in the Army?” Henshaw asks him. “I’m assigned to a route clearance team,” James

302 replies. “We locate and destroy explosive ordinance along the roadways.” As James speaks,
303 Henshaw notices an old, tattered rifle shell casing hanging from his dog tag chain. “What’s
304 that?” he asks gesturing at the shell. “I got this from my grandfather. He also served in the
305 Army and was on the first wave of Infantry during the D-Day invasion. I’ve carried it with
306 me on three deployments. It’s sort of my good luck charm,” James replies. “Well good luck
307 to you and your team,” Henshaw says. “From what I’ve heard about this area you’ll need all
308 the luck you can get.” After the briefing, Henshaw meets his Senior Controller, TSgt
309 Sanborn. “Welcome to paradise!” Sanborn says as he grabs two of Henshaw’s bags. “Let’s
310 drop off your things and get something to eat. We can swing by the recreation center so you
311 can call your family back home to tell them you arrived safely.” Henshaw agrees and logs on
312 to his Facebook account and posts the following:

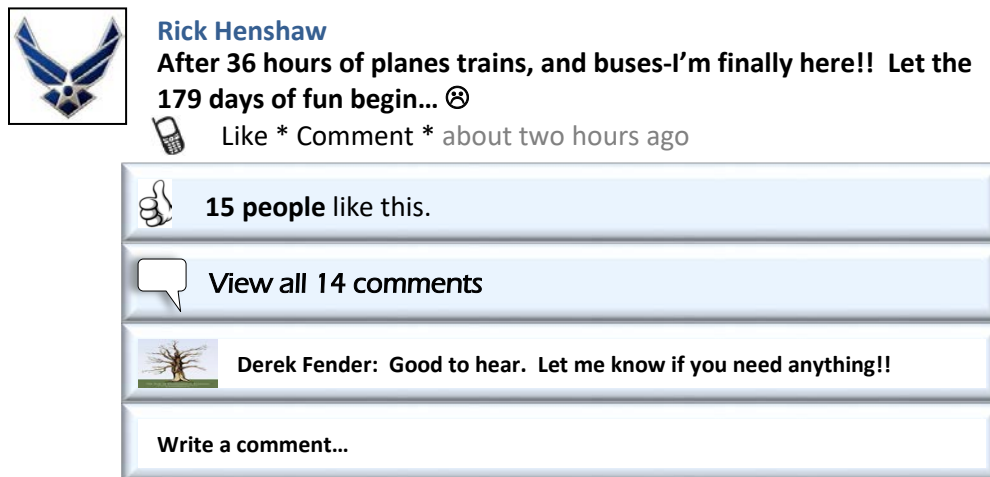


Figure 4. First Post

313 17. The next morning, TSgt Sanborn explains the unit’s mission and responsibilities to SrA
314 Henshaw. “As you know Henshaw, our operation here is very similar to what we do back
315 home,” he begins. “We are assigned to USSOCOM and work with the Air Expeditionary
316 Forces (AEF) munitions squadron. Aside from Air Force munitions, we also secure artillery
317 and ammunition for an Army battalion and a contingent of Marines.” “What’s our biggest
318 responsibility?” Henshaw asks. “Well, right now the base is flying combat air patrols
319 around the clock so accounting for every bullet is important.” Standing up Sanborn says,
320 “Let me introduce you to our Munitions Accountability Systems Officer (MASO), Captain
321 Eldridge. You will see him a lot while you’re here.

322 18. "Hello SrA Henshaw," Captain Eldridge says as he gestures for the two of them to enter
323 his office. "I can't stress how important it is for us to maintain 100% accountability of all
324 munitions. We don't want another Carzhra, do we?" "Carzhra?" Henshaw asks confused._
325 "What's that?" "A couple of years ago at a FOB in Carzhra, Iraq, the bomb dump lost
326 several short-range attack missiles. Eldridge explains. Stepping closer to Henshaw Eldridge
327 says, "As as munitions controllers, you are ultimately responsible for the accountability of
328 every bomb, bullet, and brass casing that enters and exits this bomb dump. Therefore, you
329 will follow every directive, obey every instruction, and comply with every regulation that
330 pertains to our profession so that we do not become the new Carzhra. Have I made myself
331 clear?" "Yes Sir," Henshaw replies. After the meeting with the MASO, the two make their
332 way to the munitions control section.

333 19. "Well, this is your new home for the next six months," TSgt Sanborn says to Henshaw as
334 they enter the building. "Hey new guy," SSgt Gannon says to Henshaw, "we just received
335 six unscheduled work orders and I could sure use some help with them. Are you ready to get
336 started?" he asks. "Ready as I'll ever be," Henshaw replies. "What are these for?" he asks.
337 "It seems lately we've been conducting more special operations in the north," Gannon
338 explains. "They say the insurgent activity has increased around a few of our Forward
339 Operating Bases (FOBs) so we've been sending in extra combat patrols into the area to
340 disrupt the insurgent activities." These work orders support the munitions needed for the
341 aircraft that provide route clearance and cover fire for our boots on the ground." Sensing a
342 little discontent from Henshaw, Gannon says, "Listen man, we stay very busy here and this
343 deployment will be over before you know it." "Yeah, tell that to my wife," Henshaw replies
344 glumly. "You could pick up something for your wife at the bazaar on post tomorrow,"
345 Gannon says. "Local vendors sell everything from rugs to jewelry, you want to go?" "Sure,"
346 Henshaw replies. "I suppose I could get my holiday shopping out of the way."

347 20. The following morning, he posts a new message on Facebook:



Rick Henshaw

Help!! Afghani terrorists are attacking the post!! LOL ... Actually there's a bazaar on the FOB today. Will try to buy you something nice from a dirty towel head Mom!!



Like * Comment * about two hours ago



19 people like this.



View all 40 comments



Meg Henshaw: Don't worry about me Ricky. Just be careful. Love U!!



Derek Fender: Whew!! Not funny Henshaw. Let's find new jokes, okay?

Write a comment...

Figure 5. Second Post

348 “I can’t wait to haggle with a Hajji,” SrA Henshaw says as he and SSgt Gannon make their
349 way to the bazaar. “I guess you’ve done this before?” asks Gannon. “Absolutely!” he replies
350 confidently. “I’ve learned that if they’re from the Middle East, speak Arabic, wear a turban,
351 eat goats, and own a camel. I can negotiate with the best of them!” “Not exactly,” Gannon
352 replies. “You may have more to learn than you think.” Walking through the bazaar
353 Henshaw sees a table of handmade scarves. “Watch this,” he says to Gannon as he
354 rummages through the pile. He holds up a red one for the vendor and asks, “How much?”
355 “Ten American dollars,” the elderly man replies. “No way, I’ll give you three dollars for this
356 rag,” Henshaw offers. “No!” the vendor says quickly as he tends to other customers.
357 “What’s his problem?” Henshaw asks Gannon. “You need to establish a relationship with
358 him first,” explains Gannon. “Afghans, particularly the Pushtans, like to establish a rapport
359 before negotiating.” “There are different kinds of people here?” Henshaw asks. “Yep!”
360 Gannon replies. “These smaller groups make up the larger society that is Afghanistan.”
361 “Interesting,” Henshaw replies, “so how do I get that scarf for four dollars?” “Well,”
362 Gannon replies, “for starters you may want to learn a little of his language which is Pashto,
363 not Arabic. Watch and learn. Gannon approaches the table and immediately speaks with the
364 vendor in Pashto. Henshaw watches as they shake hands. Next, Gannon expresses his
365 appreciation for the man’s beautiful scarves and jewelry and selects the red scarf that
366 Henshaw found earlier. Within minutes, Gannon returns with the red scarf plus a green one!

367 “You owe me four dollars,” he says as he hands the scarves to Henshaw. “What?” he replies
368 in disbelief. “You bought two for four bucks?” “I do it all the time,” Gannon says. “You
369 just need to be willing to learn about these people and take advantage of every opportunity to
370 try what you’ve learned. Doing this will help you to better understand and communicate
371 with the locals so you can get a good deal when shopping like I did.” “Whatever,” Henshaw
372 scoffs. “These dirty vagrants should learn our language. After all, aren’t we here to help
373 them because they’re too weak and poor to help themselves?”

374 21. “This place is so weird,” Henshaw says to SrA Westlake as they process a stack of
375 submitted expenditures for munitions used during the combat air patrols. “That’s what I
376 thought when I arrived,” Westlake replies, “but after a month or so you get used to it. At
377 first, I was discouraged about everything and struggled to adapt to the culture here, but I
378 decided to remain open-minded about the Pushtan people and learn as much as I can about
379 them. I also exercise every morning, and keep in touch with my family back home whenever
380 I can.” “Well that’s easy for you to say,” Henshaw snickers. “You’re going home next
381 month.” “Sounds like you need to work out some of that stress,” Westlake says. “Why don’t
382 you meet me at the gym in the morning? Maybe my routine will help you.”

383 22. Back at the bomb dump, Captain Eldridge calls a meeting with SMSgt Houston, and
384 MSgt Hall. “The storage team just finished the weekly 10% check of our munitions and
385 confirmed we are missing 14 JDAMS,” Eldridge explains. Hall adds, “Those bombs are
386 worth over \$1.5 million, so we had better confirm their whereabouts fast!” Eldridge
387 immediately recalls controllers from both shifts to conduct a 100% physical inventory of all
388 storage facilities. While reviewing expenditure reports and the Line Delivery’s trailer
389 inventories, A1C Carney, a dayshift controller shouts, “I found them!” “By comparing
390 movement sheets from Line Delivery to our expenditure reports, those 14 JDAMs were never
391 reclassified as ‘expended off record.’” Reviewing Carney’s work Hall adds, “With all the
392 combat air patrols, it looks like those movement sheets have been adding up over the past
393 few days.” TSgt Sanborn asks, “When did we receive those movement sheets?” Carney
394 replies nervously, “During your shift.” Overhearing their conversation Captain Eldridge
395 says, “Sanborn, let’s talk in my office.” Captain Eldridge asks Sanborn, “Aren’t you the
396 senior controller and isn’t it your job to make sure our controllers follow all instructions to
397 the letter and are properly trained?” “Yes Sir, but...” Sanborn starts to say as Eldridge

398 interrupts, “Where were you when these movement sheets came in?” Sanborn confesses,
399 “Sir, I was watching a movie with my crew. Staring blankly at the floor Eldridge says
400 glumly, “This is exactly how it all began at Carzhra.

401 23. After a long night and a group scolding from the MASO, SrA Henshaw and his team are
402 finally released for the day. Furious about what happened; Henshaw stops by his desk and
403 posts the following on Facebook:



Figure 6. Third Post

404 The following morning, Henshaw sees TSgt Fender’s response to his post and places a call
405 back to Hadley AFB. “Henshaw!” Fender says, “I’m not sure what’s going on over there
406 but your last post on Facebook was rather alarming and we’re all a bit concerned.” Henshaw
407 yells into the phone at Fender, “I hate this place! That mistake wasn’t even my fault!”
408 Fender responds calmly, “Let’s relax Rick; I only want to help...” “Then get me out of here
409 before I rip someone in half!” Henshaw interrupts loudly as he slams the phone’s handle
410 back on its cradle. Standing up, he notices every dayshift controller staring quietly at him.
411 “Oh, like none of you ever had a bad day?” he snarls as he leaves, slamming the door behind
412 him. That afternoon, Henshaw picks up his mail on the way to work and notices a letter
413 from his wife.

414 24. “She wants to leave me,” SrA Henshaw mumbles to SrA Westlake in the breakroom.
415 “What for? Who?” Westlake asks. “My wife, that’s who!” he replies angrily. “She said
416 she’s tired of all these deployments and is afraid I’m in serious trouble because of something
417 I posted on Facebook.” Hesitantly she asks, “Have you told TSgt Sanborn?” “Yeah, right,”

418 Henshaw says standing up. “Leadership is determined to pin me with this accountability
419 failure and they could care less about my personal problems.” Just then, SSgt Gannon enters
420 the room. “Hey Henshaw, can you process these no-notice work orders for me?” he asks.
421 “Really!?!” Henshaw yells. “I am so tired of everyone throwing extra tasks at me! It is just
422 not fair!” “Westlake, would you mind doing it instead?” Gannon asks calmly. “Will do,”
423 she replies. Shortly after Westlake leaves Gannon asks, “Henshaw, are you okay?”
424 Henshaw replies as he slumps in a chair, “What do you think?” Gannon sits down beside
425 him and patiently listens as Henshaw explains his family situation and how he feels
426 about the lost munitions and the deployment. “SrA Henshaw,” Gannon says calmly, “I
427 cannot comprehend how you feel right now but thankfully we have a team of people here
428 dedicated to helping us handle troubling times like these. Would you be willing to
429 speak to a chaplain or someone from the Deployed Personnel Support Center?” After
430 giving it some thought, Henshaw agrees to speak to a chaplain. Later that day, SrA Henshaw
431 talks to a chaplain who helped him calm down and release some inner tension. This helped
432 him muster the courage to call his wife. Henshaw clarified the JDAMS situation and
433 assured her everything was fine and that he will be okay. Afterwards, he logs back on to
434 Facebook and adjusts his previous message:



Rick Henshaw

~~Found out this morning we lost 14 JDAMS and they think its my shift's fault!! I hate the AF!! Should've been a Marine!!~~

I apologize all. I was wrong about this situation. Just let some stress get to me. We have everything accounted for and everything is good. Anyway, look forward to seeing you all real soon!

Hey, in the meantime, check out this hilarious video performed by the proud men and women of Kanstartmika, Afghanistan!!



Like * Comment * about two hours ago



46 people like this.



View all 77 comments



Meg Henshaw: That's wonderful news Ricky and the video is adorable! Do you know when you're coming home?



Derek Fender: Henshaw...remove this post and call me...AGAIN!



Rick Henshaw: I fly out on a C-130flight departs Kantstartmika, Afghanistan on the 29th!! I can't wait!



Derek Fender: Henshaw! Remove this post and video and call me ASAP!!

Write a comment...

Figure. 7 *Fourth Post*