



368th Training Squadron Command Team's Leadership Guidance



U.S. AIR FORCE

368 TRS Mission & Vision: *Sharpen the Axe, Build Vikings for America!*

Our *Mission* is to build capability for combatant commanders who deliver lethality in concert with our Joint Service and International Mission Partners. We train the Total Force and transform Basic Military Training graduates into Air-Minded Warriors (2d AF)—we focus on developing Hungry, Humble, and Appreciative Professionals who are Confident and Competent. Team-Centric, Mission-Focused development begins here—*Combat Capability Starts Here... Sharpen the Axe!*

Our *Vision* is to train the Joint Force of 2030/2040; Army, Air Force, Navy, Marines, and our International Partners depend on the 368th to advance their engineering and logistics competencies. We host the World's Best Civilian and Active-Duty staff ensuring the development of Department of Defense forces with a commitment to instilling the warrior ethos required for Great Power Competition. We project Airpower by providing capability to the Joint Fight; we... *Build Vikings for America!*

Priorities: Airmen & Families + Safety of our Students and Staff + Training Mission

Philosophies and Expectations:

- 1) Exercise *Mission Command*—Make decisions at the lowest echelon of leadership.
- 2) *Hungry, Humble, and Appreciative*—Serve others with all you've got (Leaders eat Last).
- 3) *Sweep the Sheds*—Never be too big to do the small things that need to be done.
- 4) *Exercise Discretion & Communicate Effectively*—Be respectful and professional. Be concise, transparent, and actively listen; provide constructive feedback.
- 5) To *Accelerate Change*, become an *Agent of Change*—Communicate the “why”, break down barriers, provide feedback to your team and leadership, own the problem set and forge solutions accordingly, demonstrate a “get-to-yes, get it done” attitude.
- 6) *Make it Awesome*—serve with passion, perseverance, and a strong belief in our collective goal(s), be the enthusiastic leader you were meant to be, enable others to do great things!

Note: In the absence of direction, Exercise *Mission Command*, and (when appropriate) *Make it Awesome!*

Initial Non-Prior Service (NPS) Brief: The outline below is provided by the Command Team to all NPS students the first week of their training. We request your reinforcement of this guidance; as leaders, we set the example as we *Sharpen the Axe* and *Build Vikings for America*:

Attitude: Everything begins and ends with Attitude; Negativity is contagious, so is a Positive Attitude—set an enthusiastic tone with a Positive Attitude. Sometimes this is the only thing you can control and you're responsible for it.

“Attitude reflects Leadership.” (*strong-side, left-side*).

Accountability: Comes in Four Parts:

- 1) Yourself—You are first and foremost responsible for yourself, have integrity when no one is looking and when everyone is looking, you set the tone by setting the example;
- 2) Your Peers—Be a Good Wingman, take care of them, you're responsible to be intrusive when the situation calls, this can save a career or life... yes, it's that important;
- 3) Subordinates—Hold them accountable, when you're in a position of authority, have the courage to act accordingly;
- 4) Leadership—Don't be surprised when leadership holds you accountable, it's their job. If you take care of #1-3, you don't have to worry too much about #4.

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Opportunity: You can leverage hundreds of years of service and unique experiences within the Squadron; our staff and instructors are hungry to mentor and develop you. Build a network—your influence is directly proportional to how many you serve and how well you serve them. Establish those connections so that you may better serve others in the operational Air Force. Success of the mission and the welfare of our Airmen (and their families) depend on the relationships you build and the wisdom you choose to leverage.

Mistakes: You are going to make them; there are Big Mistakes and small mistakes (make small ones); own it, tell the truth and recover. When you do make mistakes, how you respond matters. Turn struggles into opportunities, learn from them, and have grace with others.

Vision: Have a *Definiteness of Purpose*, build *Goals* thereafter; people lack purpose and goals—you are expected to write them down, post them on your mirror and read them out loud when you wake up and before bed. Hint: Serve a Purpose higher than Yourself!

Attitude: Everything begins and ends with it—this experience is yours, set the tone, own it!

Success: Can be defined many ways... for your consideration:

“Success is not where you are, but how far you’ve come, and how many you bring along with you.”



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