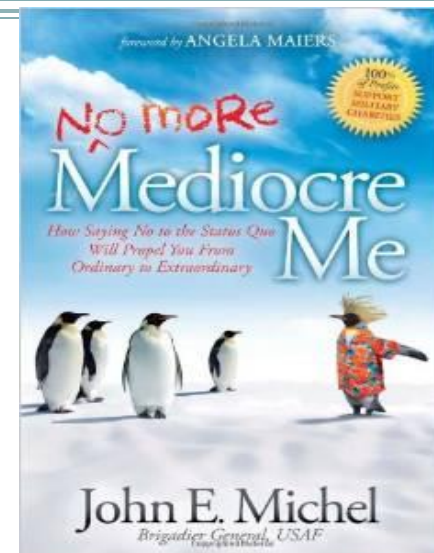


# Operating @ Your Full *Positive* Leadership Potential

How Saying No to the Status Quo will Propel You From Ordinary to Extraordinary

By:

Dr. John E. Michel, Brig Gen, USAF



# How Do You Know if You're a Leader?



# It is a Challenging World...Socially



- 83% of workers report feeling stressed out by their jobs;
- 82% of people don't trust their boss;
- 47% of workers feel threatened by their managers;
- 70% of *employees* are not engaged at work;
- 78% of people believe America needs better leaders...

# It is a Challenging World..Technologically

Information Technology



**Fast and furious**  
**How digital technologies are changing the way we work**

By Robert J. Thomas, Alex Katz and Loren Dowerzel

Intelligent processes, enabled by digital technology, create a virtuous cycle of constant improvement fed by continuous feedback. And they are set to reinvent much of the way that businesses are run—in as soon as the next five years.



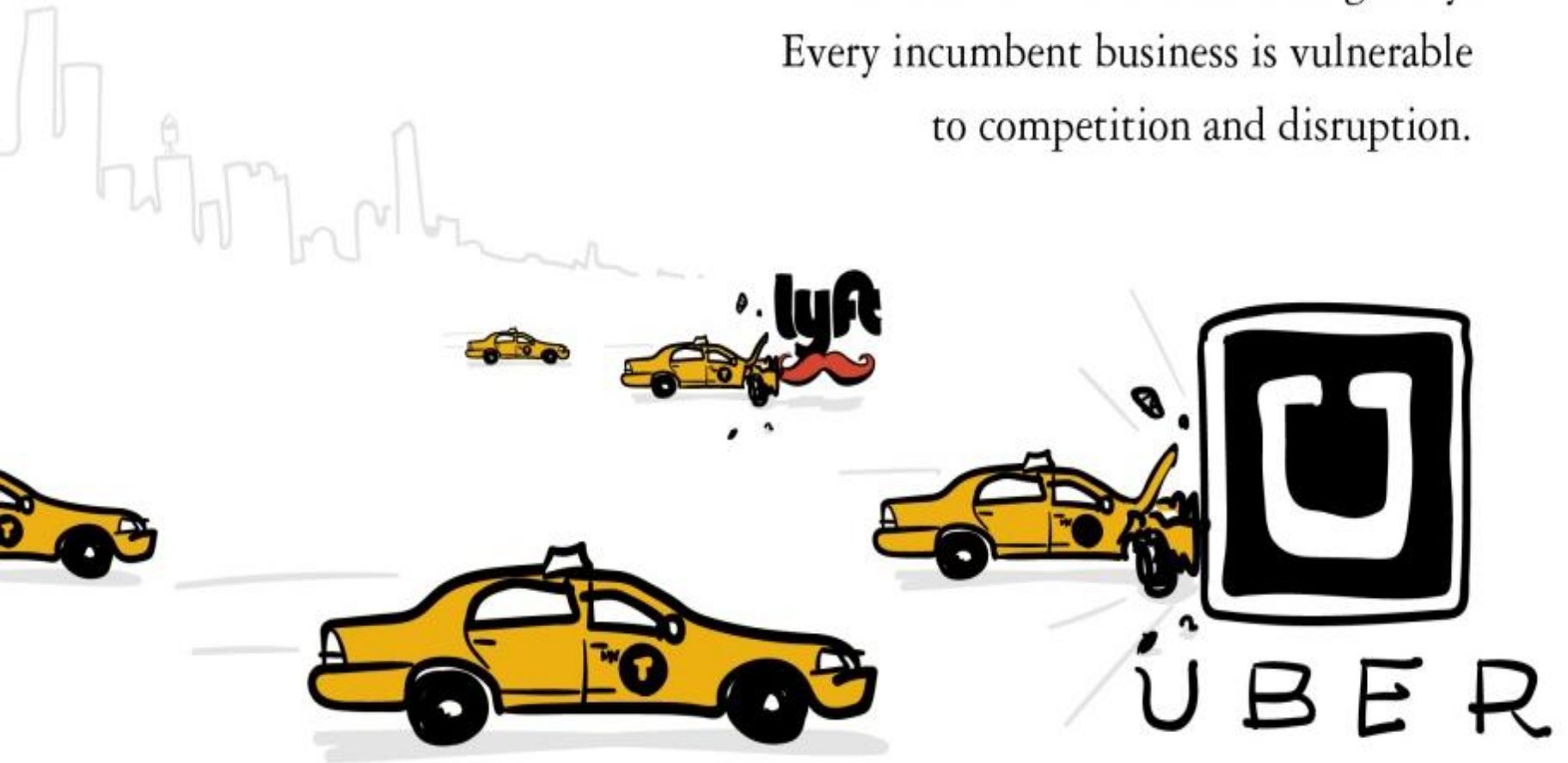
THE FUTURE:  
HOW MOBILE TECHNOLOGY IS CHANGING RETAIL

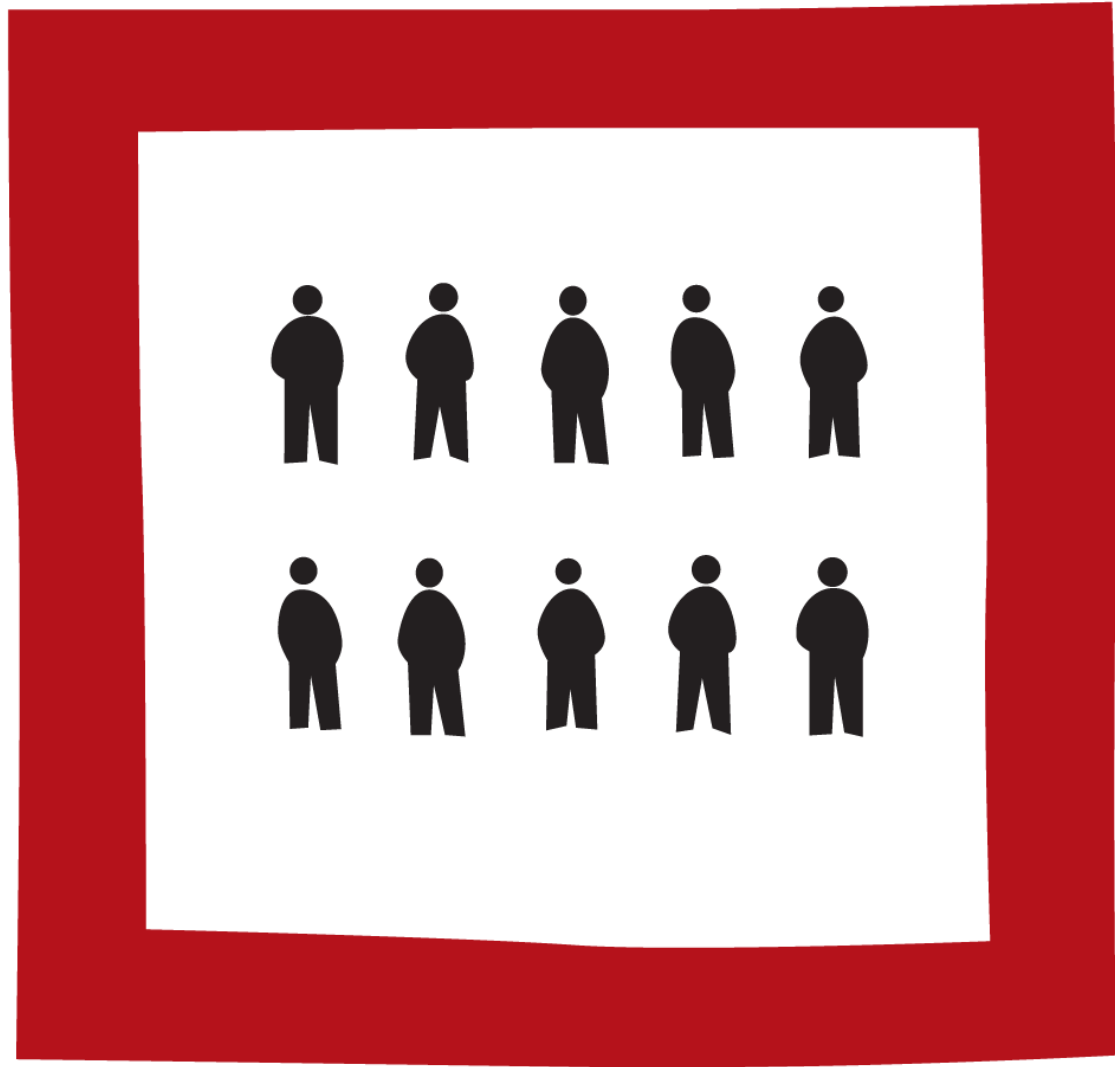
Embracing mobile commerce and engaging with customers through their smartphones and tablets will help your multi-channel retail business to cut a slice of this \$119 billion (about €76 billion) marketplace.

**DOWNLOAD NOW!**



As a result, barriers to entry that have stood for decades are melting away. Every incumbent business is vulnerable to competition and disruption.







≈30% of Projects are  
Cancelled before Complete

*Standish Group*





70% of Change Management  
Projects Fail

*Forrester, 2011*



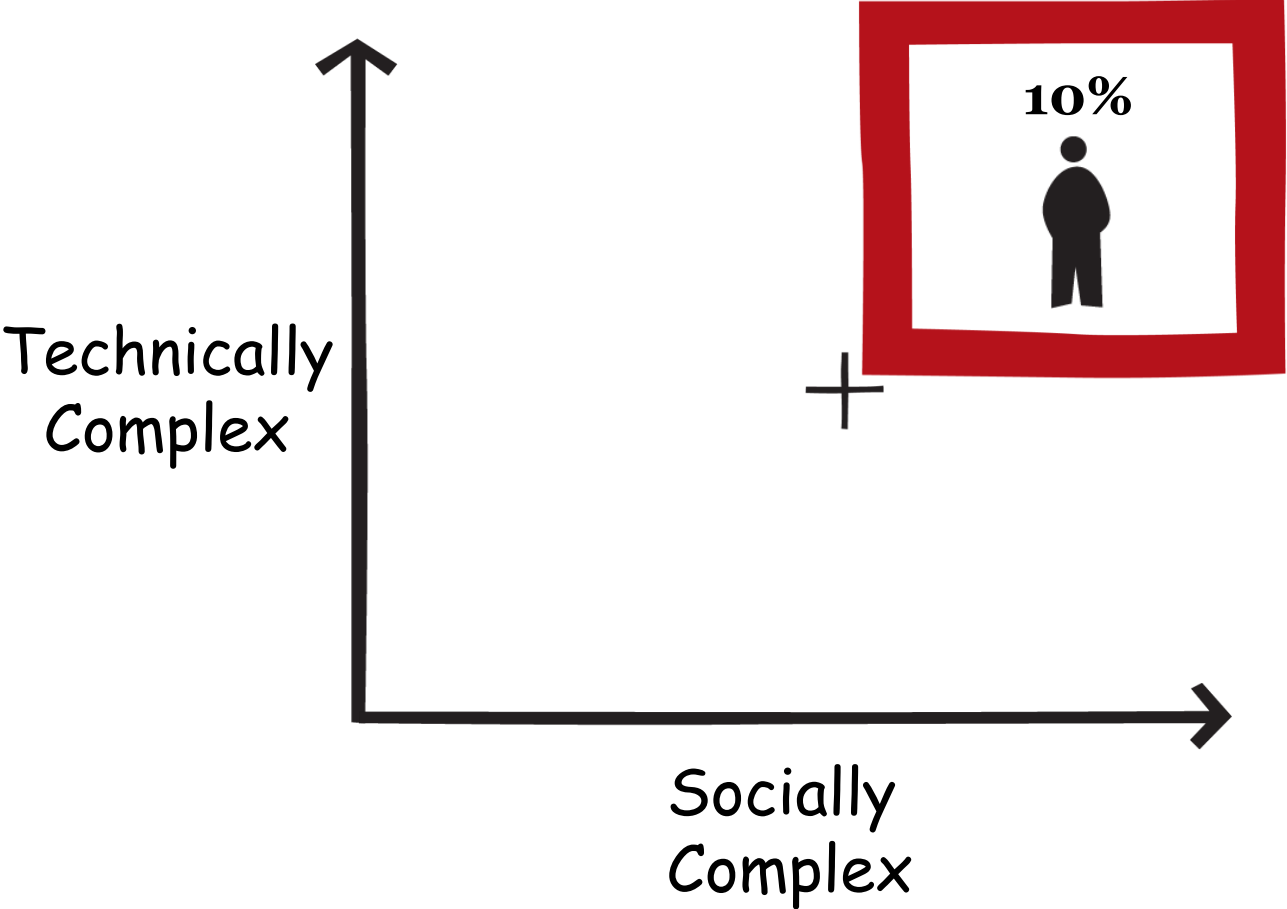




≈90% of Projects in Large  
Companies Fail to Complete  
On-Time and On-Budget

*Standish Group*





# How Can I Be in the 10%?

1. Understand people are drawn toward the positive

“Whatever you can do or dream you can, begin it. Boldness has genius, magic, and power in it.”  
Johann Wolfgang von Goethe

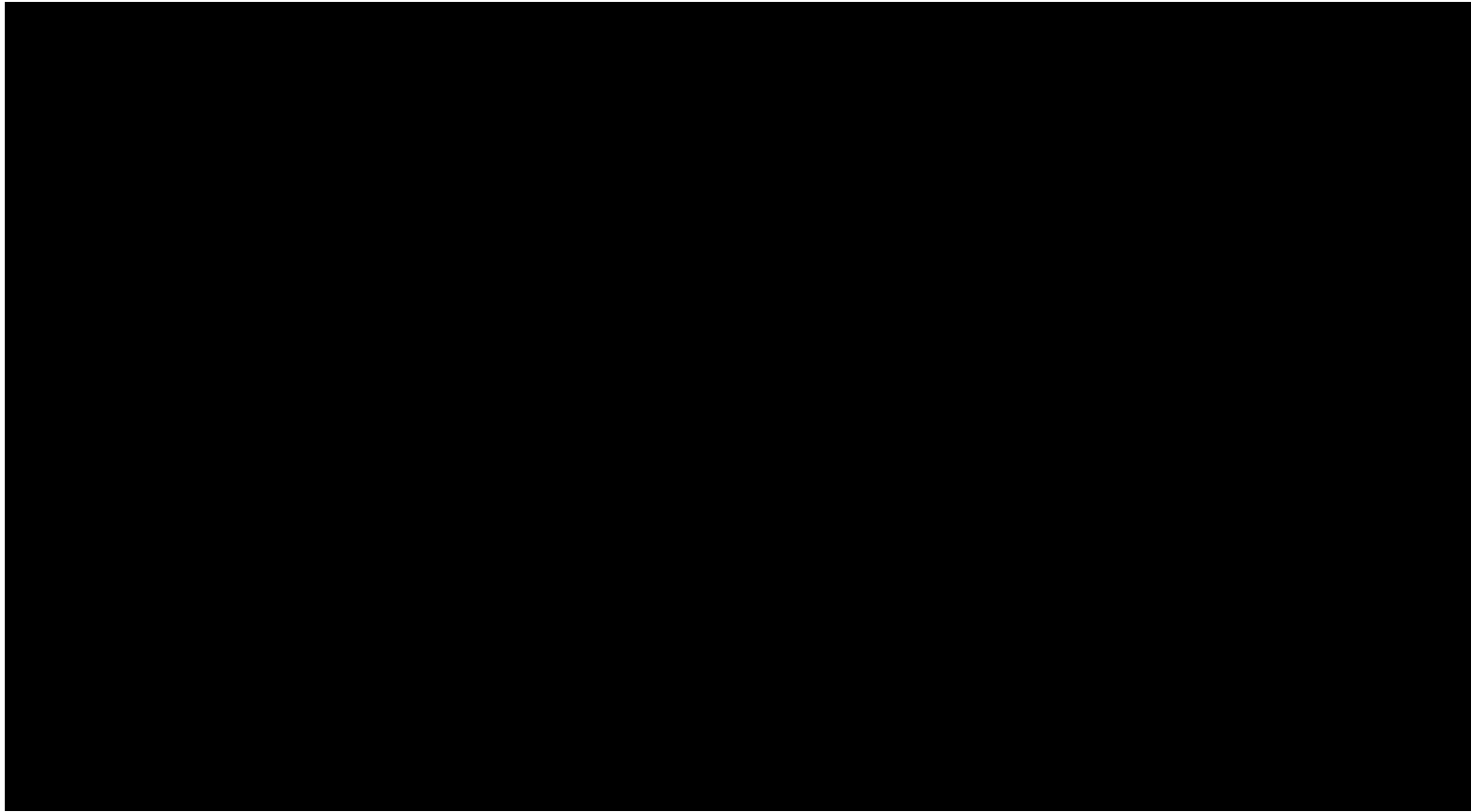
2. Thoughts and words create worlds

“Speech is power: Speech is to persuade, to covert, to compel.”  
Ralph Waldo Emerson

3. You create the world you pay attention to

“I saw the angel in the marble and carved until I set him free.”  
Michelangelo

# Create Coalitions of the Unlikely

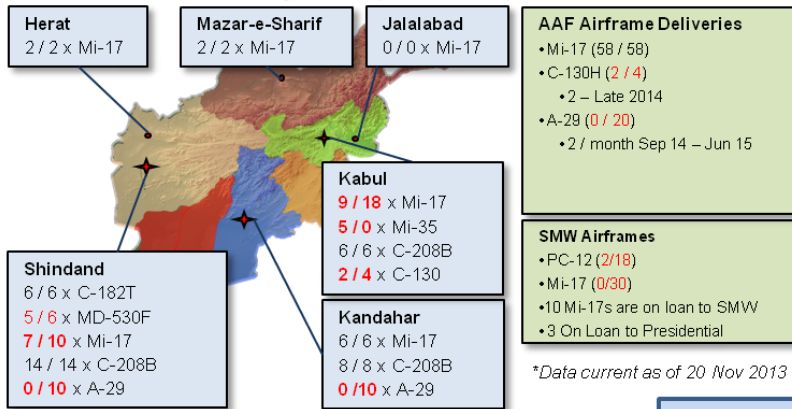


# The Positive Power of Inclusion

- Research by Deloitte shows that work teams w/high levels of inclusion outperform others by **8:1**.
- While > 80% of companies promote “high inclusion,” only **11%** admit they really are.
- Leveraging the **strengths** of diverse members is a key contributor to creativity & Innovation

# THE PICTURE AS IT LOOKED IN FALL 2013

## Increasing AAF System Scope to 2015\*



## Complex Capability Integration

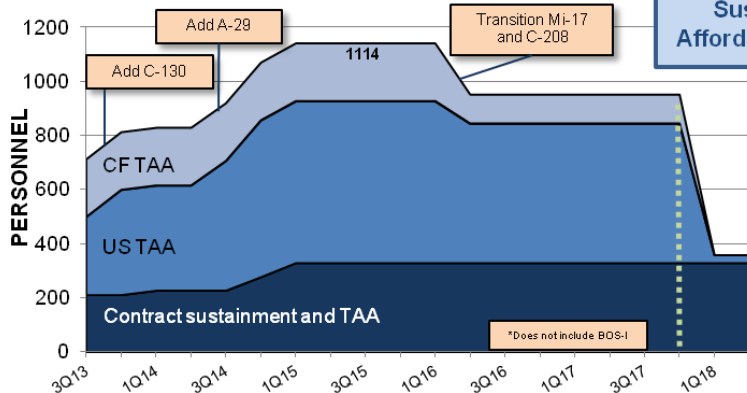
AAF Status as of August 2013

Capability	D	O	T	M	L	P	F	Capability	D	O	T	M	L	P	F
Air Base Defense	█	█	█	█	█	█	█	Pax Cargo	█	█	█	█	█	█	█
QRF	█	█	█	█	█	█	█	CASEVAC/HR	█	█	█	█	█	█	█
CID	█	█	█	█	█	█	█	Air Assault	█	█	█	█	█	█	█
Material Mgt	█	█	█	█	█	█	█	Presential	█	█	█	█	█	█	█
Distribution Mgmt	█	█	█	█	█	█	█	Civil Support	█	█	█	█	█	█	█
Maintenance	█	█	█	█	█	█	█	Air Interdiction	█	█	█	█	█	█	█
BOS-I	█	█	█	█	█	█	█	Close Air/Combat Attack	█	█	█	█	█	█	█
Medical Services	█	█	█	█	█	█	█	Close Air Support	█	█	█	█	█	█	█
Personnel Pgms	█	█	█	█	█	█	█	Escort/O'watch	█	█	█	█	█	█	█
Recruiting	█	█	█	█	█	█	█	ALO	█	█	█	█	█	█	█
Resouce Mgmt	█	█	█	█	█	█	█	Aerial Recon / Route Recon	█	█	█	█	█	█	█
Air Threat Analysis	█	█	█	█	█	█	█	Command and Control	█	█	█	█	█	█	█
Aerial Imagery	█	█	█	█	█	█	█	Comm	█	█	█	█	█	█	█

█ Capability NOT integrated; plans NOT in place/progress   
 █ Capability integrated  
█ Capability NOT integrated; plans in place/progress   
 █ NOT planned

## AAF Fleet Increasing 40% in High Threat Environment

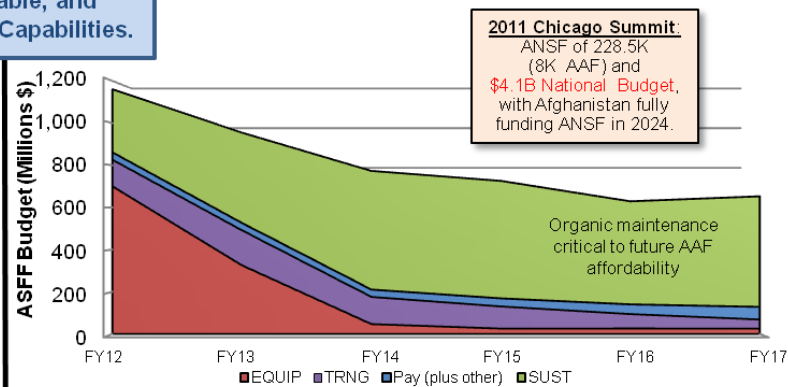
### Increasing Coalition Footprint



NATC-A had Planned Growth Through 2017 to Help the AAF Integrate Complex, Sustainable, and Affordable Capabilities.

## Integration of Diverse Capabilities Must Be Sustainable

### Dynamic Resource Requirement



**2011 Chicago Summit:**  
ANSF of 228.5K (8K AAF) and \$4.1B National Budget, with Afghanistan fully funding ANSF in 2024.

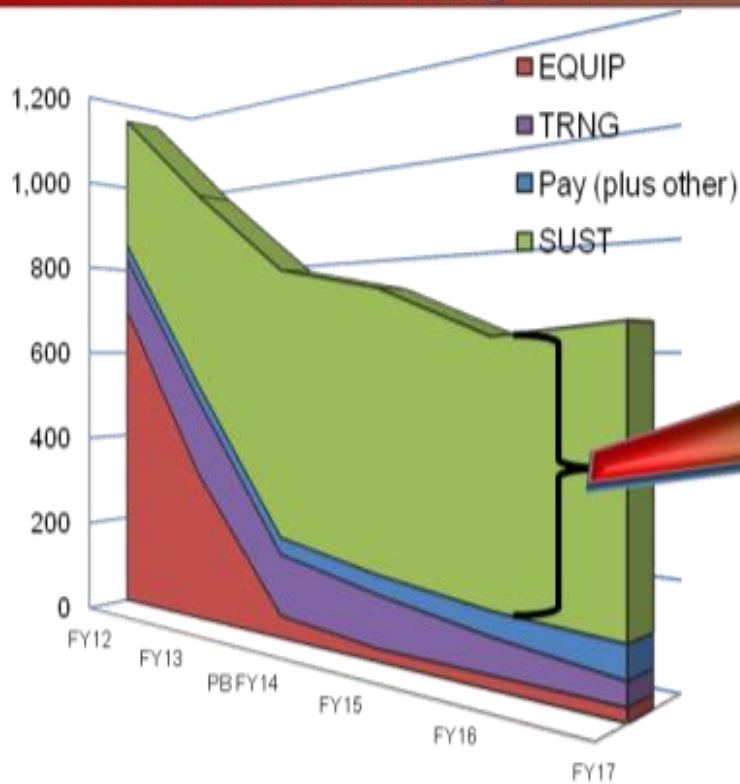
Organic maintenance critical to future AAF affordability

Net NATO Growth Needed to Accomplish Emerging Missions = 70%

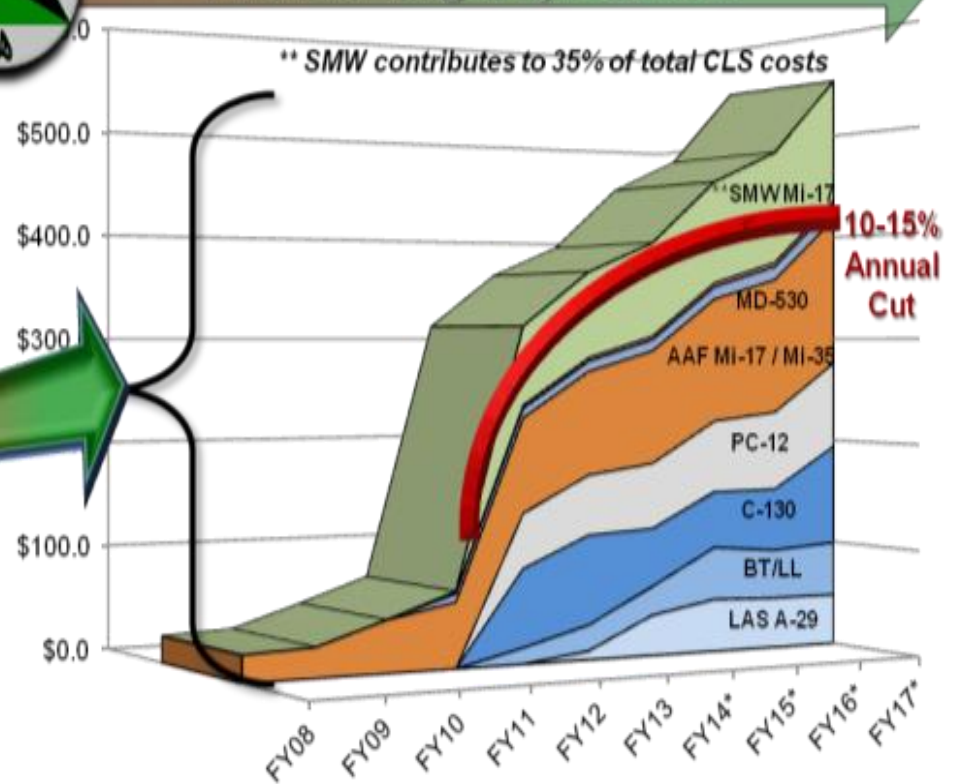
Focus on Organic Sustainment in Constrained Fiscal Situation

# A Daunting Challenge...

Financial Plan Aug 2013

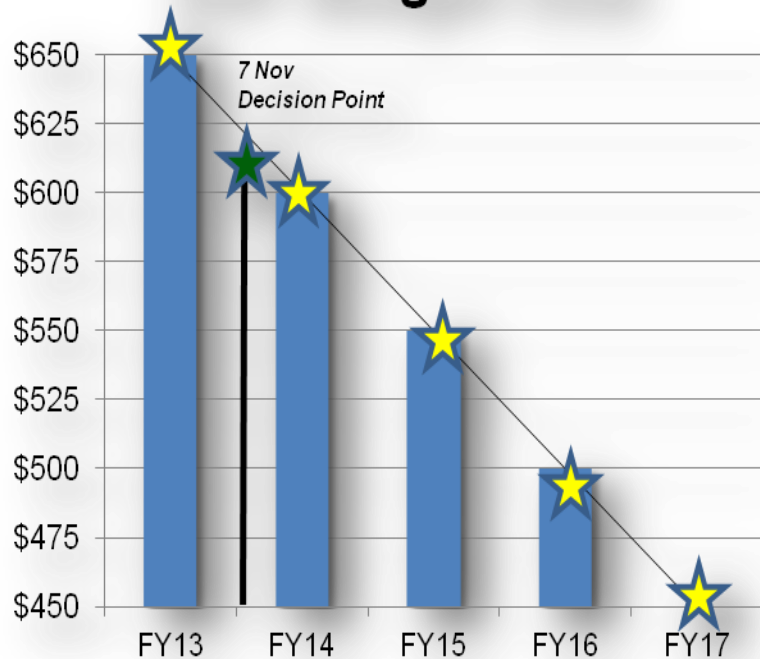


Financial Target by Dec 2014



# Externally...

## AAF Budget Goal



## Afghan Aviation Enterprise Status Summation

Weapon Systems	Proposed Contract Changes	OPR	Suspense Date	Overall Status
Mi-17	TORP 76 – 9 F2AST– 10	PM-NSRW ACC-REDSTONE	TBD	
PC-12	11	BIG SAFARI and AFSAT	TBD	
C-130	8	AFLCMC ROBINS AFB	TBD	
C-182/C-208	8	AFLCMC WRIGHT PAT and AFSAT	TBD	
MD-530	5	PM-NSRW ACC- REDSTONE	TBD	
A-29	14	AFLCMC WRIGHT PAT and AFSAT	TBD	





# Internally...

## VALUE STREAM EVENTS



“No One Has Asked Us In Four Years!”

## RANDOM SAMPLE CLUB



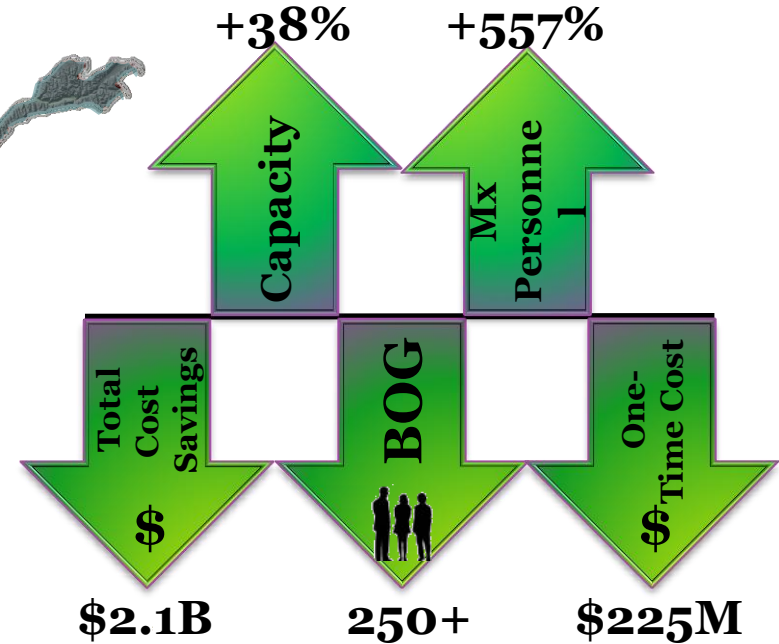
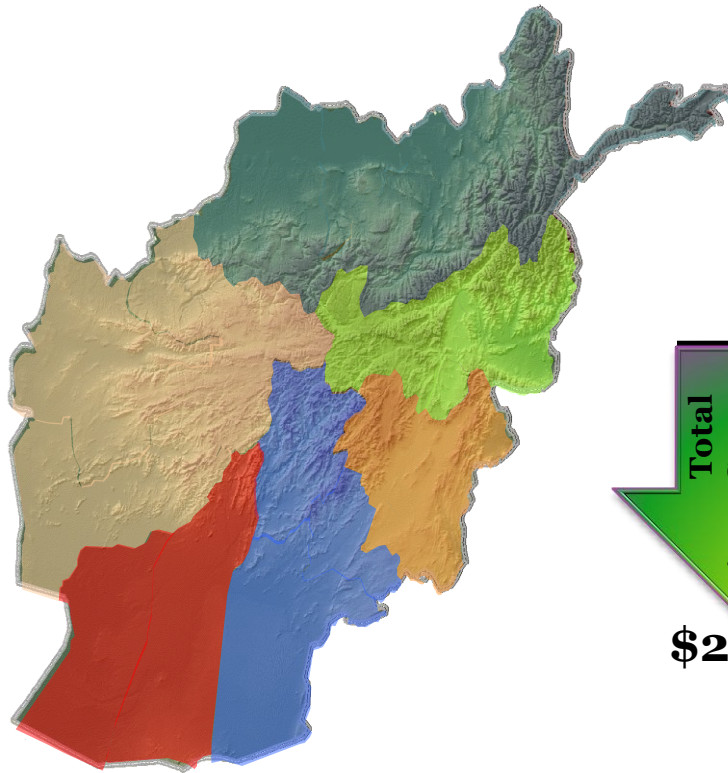
“Everyone Has Something of Value to Share”

# Stunning Results

## We Delivered greater combat capability @ Lower Cost & Decreased Risk

Interim Success Strategy 2014

ISS14



Most forward-thinking companies tout their consensus-driven approach. But they *fail to understand* what consensus means.

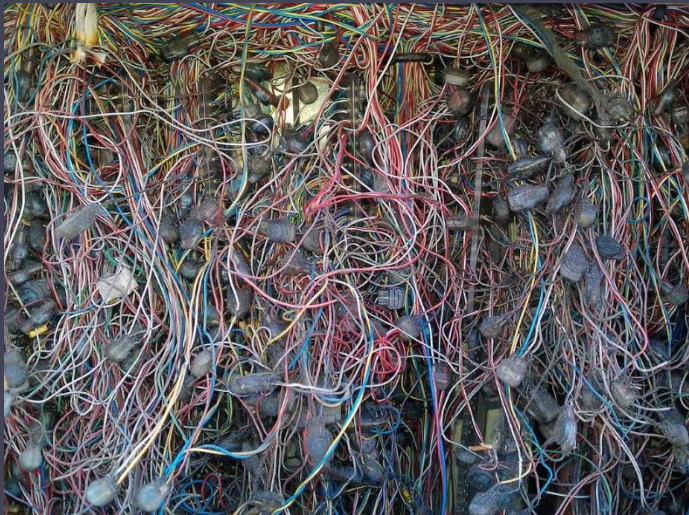


# The Takeaway...

It's not about everyone agreeing,  
it's about everyone being heard and  
then rallying around the *best* answer.

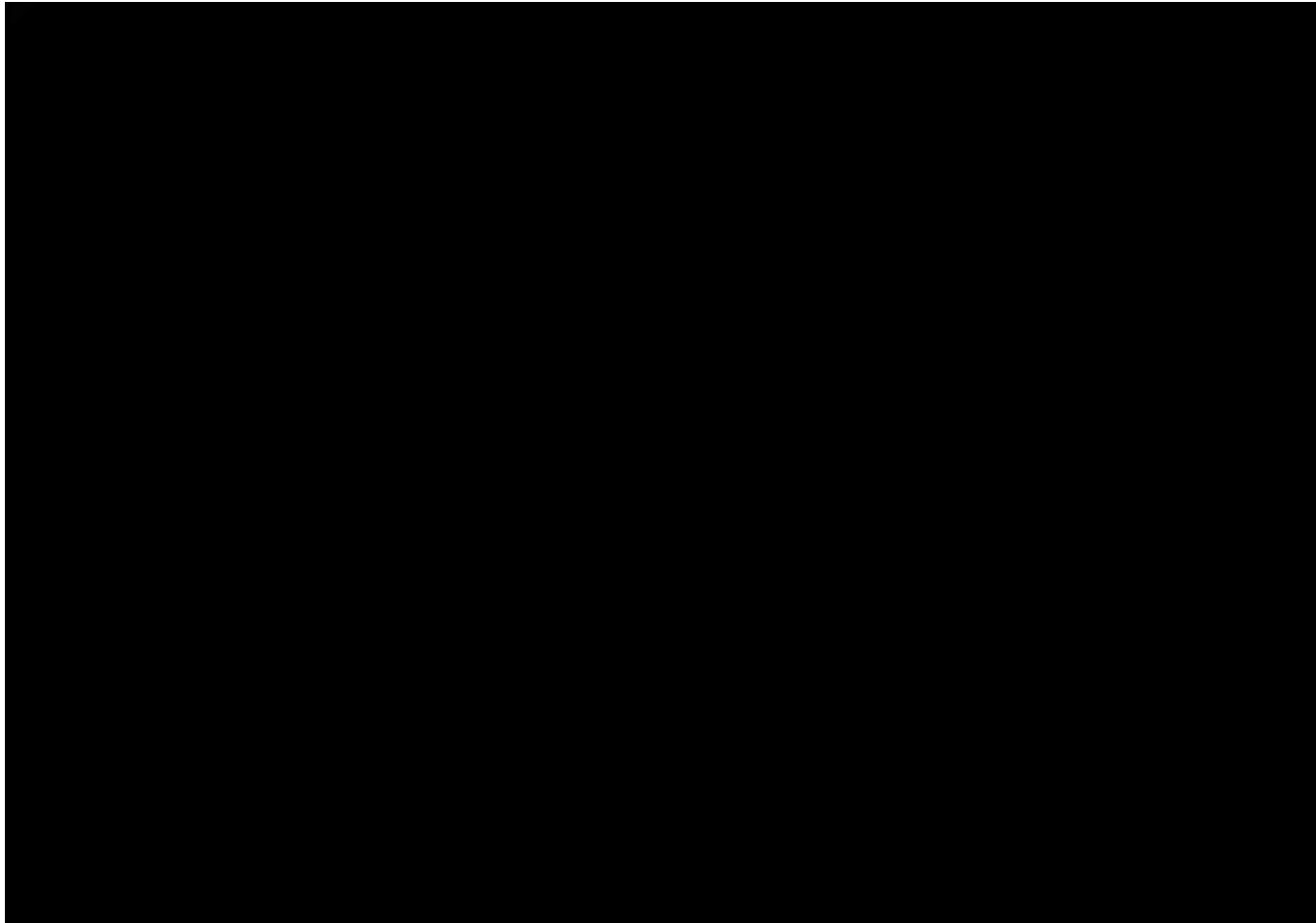


# Celebrate Simplicity



*“Simplicity is the  
ultimate  
sophistication.”*  
Leonardo da Vinci

# Got Coherence?





AAF Status as of August 2013															
Capability	D	O	T	M	L	P	F	Capability	D	O	T	M	L	P	F
Air Base Defense	Red	Red	Red	Red	Red	Red	Red	Pax Cargo	Green	Green	Green	Green	Green	Green	Green
QRF	Red	Red	Red	Red	Red	Red	Red	CASEVAC/HR	Green	Green	Green	Green	Green	Green	Green
CID	Red	Red	Red	Red	Red	Red	Red	Air Assault	Green	Green	Green	Green	Green	Green	Green
Material Mgt	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Presential	Green	Green	Green	Green	Green	Green	Green
Distribution Mgmt	Red	Red	Red	Red	Red	Red	Red	Civil Support	Green	Green	Green	Green	Green	Green	Green
Maintenance	Green	Green	Green	Green	Green	Green	Green	Air Interdict	Red	Red	Red	Red	Red	Red	Red
BOS-I	Red	Red	Red	Red	Red	Red	Red	Close Air/Comba	Red	Red	Red	Red	Red	Red	Red
Medical Services	Green	Green	Green	Green	Green	Green	Green	Close A	Red	Red	Red	Red	Red	Red	Red
Personnel Pgms	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Escort	Red	Red	Red	Red	Red	Red	Red
Recruiting	Red	Red	Red	Red	Red	Red	Red	ALO	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Resouce Mgmt	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Aerial Recon / Route Recon	Green	Green	Green	Green	Green	Green	Green
Air Threat Analysis	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Command and Control	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Aerial Imagery	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Comm	Red	Black	Red	Green	Red	Yellow	Yellow

Projected Status as of December 2014															
Capability	D	O	T	M	L	P	F	Capability	D	O	T	M	L	P	F
FP	Air Base Defense	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Air Movement	Pax Cargo	Green	Green	Green	Green	Green	Green
	QRF	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow		CASEVAC/HR	Green	Green	Green	Green	Green	Green
	CID	Green	Yellow	Red	Green	Yellow	Yellow		Air Assault	Green	Green	Green	Green	Green	Green
Sustainment	Material Mgt	Green	Green	Green	Green	Green	Green	Air Movement	Presential	Green	Green	Green	Green	Green	Green
	Distribution Mgmt	Green	Green	Green	Green	Green	Green		Civil Support	Green	Green	Green	Green	Green	Green
	Finance	Green	Green	Green	Green	Green	Green		Air Interdiction	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Intel	BOS-I	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Aerial Fires	ATAC	Green	Green	Green	Green	Green	Green
	Medical Services	Green	Green	Green	Green	Green	Green		Close Air/Combat	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Personnel Pgms	Green	Green	Green	Green	Green	Green		Escort/O'watch	Green	Green	Green	Green	Green	Green
	Recruiting	Green	Green	Green	Green	Green	Green		ALO	Green	Green	Green	Green	Green	Green
	Resouce Mgmt	Green	Green	Green	Green	Green	Green		Aerial Recon	Green	Green	Green	Green	Green	Green
Comm	Air Threat Analysis	Green	Green	Green	Green	Green	Green	Comm	Command and Control	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Aerial Imagery	Green	Yellow	Yellow	Yellow	Yellow	Yellow		Comm	Yellow	Red	Red	Green	Yellow	Yellow

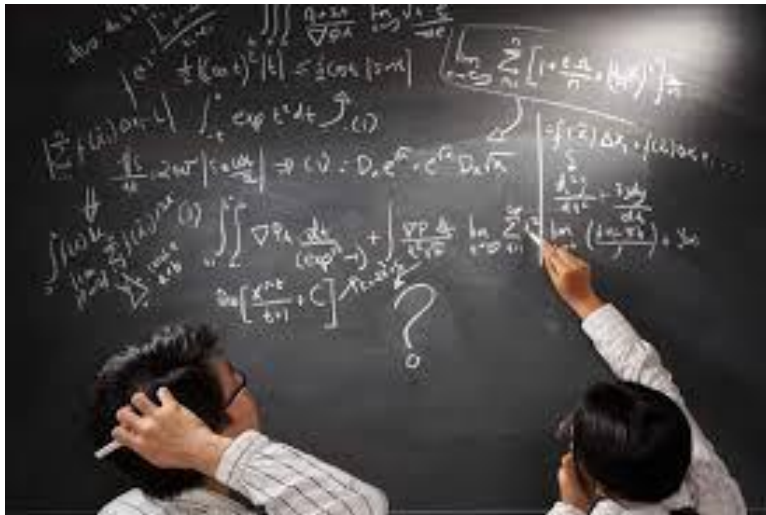
■ Capability NOT integrated; plans NOT in place/progress   
 ■ Capability integrated  
■ Capability NOT integrated; plans in place/progress   
 ■ NOT planned



**Mi-17**  
 CASEVAC/HR  
 PAX/Cargo  
 Aerial Escort  
 Armed Overwatch  
 Forward Firing  
 Civil Support  
 Presidential  
**Limited Night Ops**

**C-208**  
 CASEVAC/HR  
 PAX/Cargo  
~~Airdrop~~  
~~Night Flying~~  
 Civil Support  
 Aerial Imagery  
**Aerial Recon**

**C-130**  
 CASEVAC/HR  
 PAX/Cargo  
~~Airdrop~~



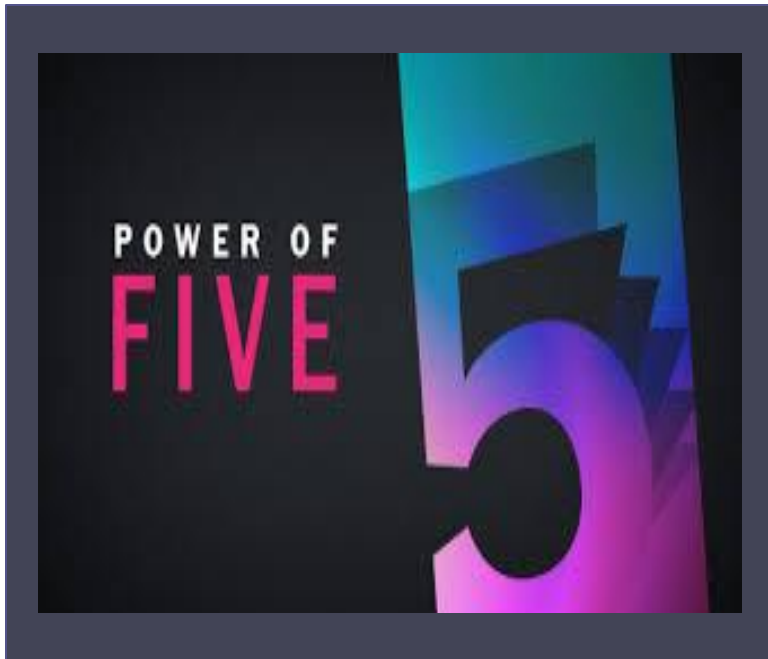
1. Clarify Expectations:
2. Practice the Nice No
3. Reduce levels and increase spans



# Setting You Up for Success...



# Promote Positive Communication



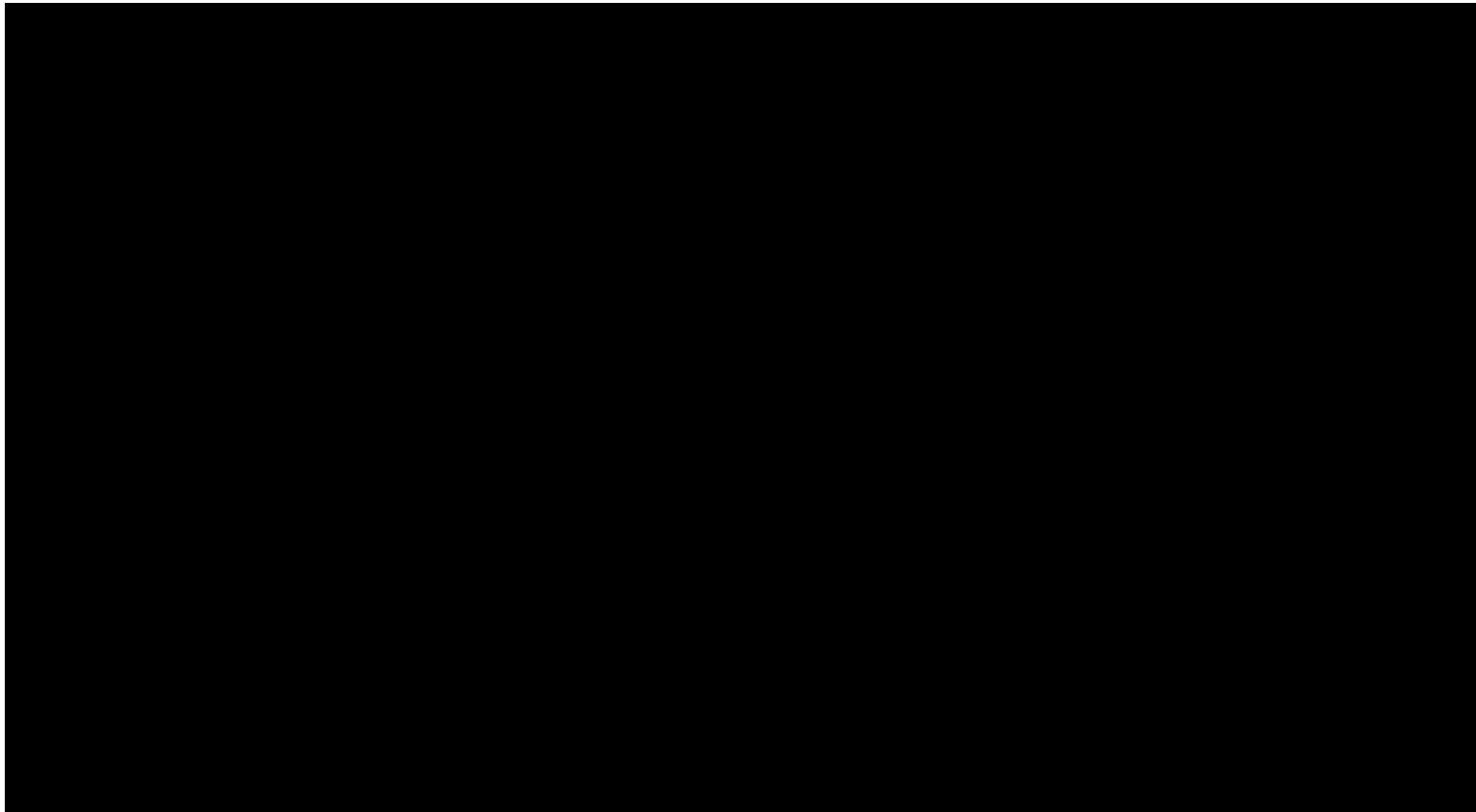
Put the **power**  
**of Five** to work  
**for you**



# POSITIVE Communication Matters

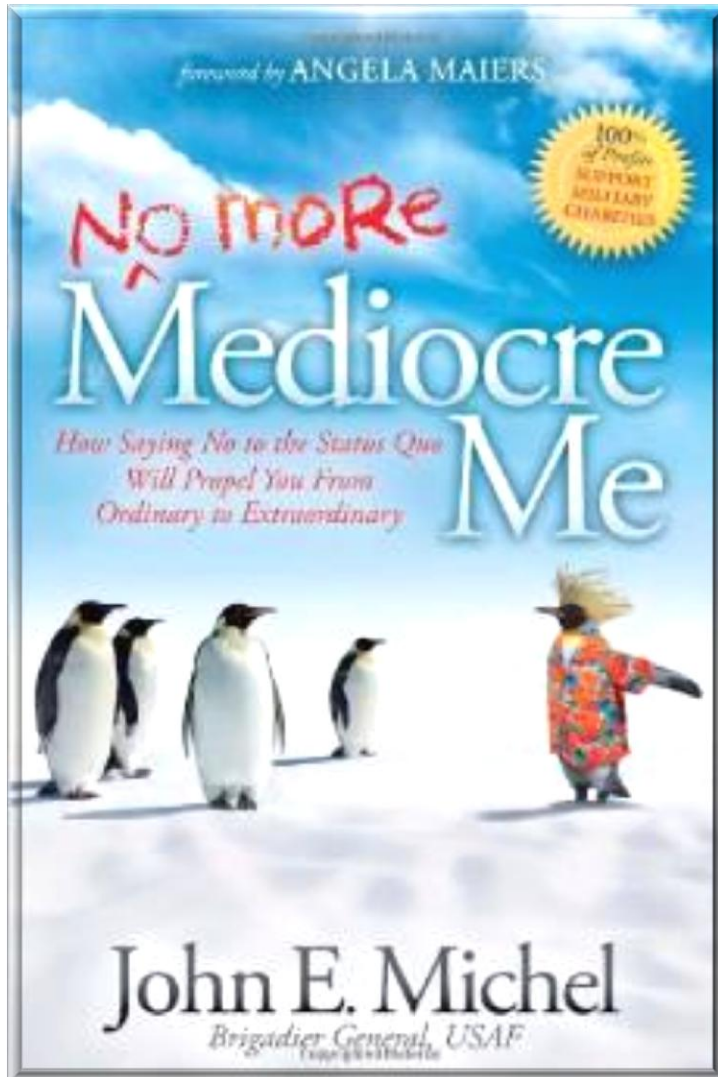


# Live Up to Your Full Potential...









**Copies  
available at  
\$15 with All  
Proceeds  
Benefiting  
Military  
Charities...**