

42d Medical Group

Integrity – Service – Excellence



U.S. AIR FORCE

Profession of Arms

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Leadership and Ethics Profession of Arms

- Officer (C/NC) first...medic second
- Part of an elite group of professionals
 - Expertise, responsibility, corporateness
- Codes of Conduct (Med, Legal, Military)
 - Protect the society you serve
 - Define acceptable behavior
- Culture of Service
 - Corporate America...focus on the individual
 - Military...focus on everyone but the individual



Leadership and Ethics Profession of Arms

- 2006 Gallup and Harris polls; military was the organization Americans had most faith in
- Beat out: clergy, politicians, teachers, professional athletes
- ...Again
- Military authority is stronger and more complete than that of almost any other human relationship
- With this authority comes responsibility
- With this responsibility comes accountability
- Responsibility and accountability start with the oath of office



Leadership and Ethics Oath of Office

I _____ do solemnly swear to 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, that I take this obligation freely without mental reservation or purpose of evasion and that I will well and faithfully discharge the duties of the office upon which I am about to enter, so help me God.



Leadership and Ethics Oath of Office

- First law of the United States, enacted in the first session of the first Congress on 1 June 1789
- Combination of constitutional requirement, historical influence or precedent and custom

“I_____ do solemnly swear or affirm (as the case may be) that I will support the Constitution of the United States”



Leadership and Ethics Oath of Office

“that I will support and defend the constitution of the United States”

- Constitution—not a person, the flag, the country...
 - Executive, Legislative, and Judicial
- **Soviet military oath:** “unquestioningly to carry out the requirements of all military regulations and orders of commanders and superiors”
- **Nazi military oath:** “that I will render unconditional obedience to Adolf Hitler, the Fuehrer of the German Reich and people”



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Nazi Germany Oath of Office

I swear by God this sacred oath, that I will render unconditional obedience to Adolf Hitler, the Fuehrer of the German Reich and people, supreme commander of the Armed Forces, and will be ready as a brave soldier to risk my life at any time for this oath.



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Soviet Oath of Office

I, citizen of the Union of Soviet Socialist Republics, joining the ranks of the Armed Forces, take the oath and solemnly pledge to observe military and state secrets, to observe the constitution of the USSR and Soviet laws, unquestioningly to carry out the requirements of all military regulations and orders of commanders and superiors.



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Soviet Oath of Office

I pledge conscientiously to study military science, to preserve in every way military and public property and to remain devoted till my last breath to my people, my Soviet homeland, and the Soviet government.



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Soviet Oath of Office

I am prepared at all times, on orders from the government, to come out in defense of my homeland, the Union of Soviet Socialist Republics. I pledge to defend it courageously, skillfully, with dignity and honor, without sparing my blood and life in securing complete victory over the enemies.



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Soviet Oath of Office

If I break this solemn vow, may I be severely punished by the Soviet people, universally hated, and despised by the working people.



Leadership and Ethics Oath of Office

“against all enemies foreign and domestic”

- Added in 1862

“and that I will bear true faith and allegiance to the same”

- Again added in 1862 during the civil war
- Pledge to the nation/the constitution—to avoid parochialism



Leadership and Ethics Oath of Office

“that I take this obligation feely without any mental reservation of purpose of evasion”

- Again added during the civil war by President Lincoln to guarantee loyalty



Leadership and Ethics Oath of Office

“and that I will well and faithfully discharge the duties of the office on which I am about to enter”

- Service to the constitution
- Service to the American people
- Service to the mission
- Service to each other



Leadership and Ethics Oath of Office

“so help me God.”

- 1862 for officer oath and 1962 for enlisted oath
- Assertion of sincerity to undertake the duties of military service in good faith
- “For the vast majority, this addition will assure a unique degree of personal conviction not otherwise attainable and prove a welcome source of both personal and national strength”



Leadership and Ethics Oath of Office

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Biomedical Sciences Orientation

Integrity – Service – Excellence



Command Perspective,
Ethics and Leadership

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Command Perspective Reality

- At the end of the day, the welfare of every member that works for you is your primary concern. Love them or hate them...their personal and professional welfare is your concern
- Tell them this...
 - When they are being disciplined
 - When they face tough domestic/civil issues
 - When they fail a CDC or other exam
 - When they need polishing



Command Perspective Mission

- Get mission execution right the first time and every time
- Avoid damage control
 - Cowboys
- Balance value added “revenue” to the organization with damage control “expenses” when trying to decide on transitioning a member



Command Perspective Style Points and Execution

- Command and supervision brings limited authority and unlimited liability
- Leadership is a quality perception just like beauty, charisma, hue, tone, art, etc
- Teachable spirit
- Memorize material for subordinates
- Never underestimate the power of hand-written notes
- Last hope...at the end of the line...for many actions



Leadership and Ethics Doing the Right Thing

- Admiral James Stockdale, Vietnam POW
 - Watched fellow POWs succumb to pressures
 - Avoided getting the first chink in his armor
 - Avoided first compromise
- Clear conscience sustained him until release
- You will have many chances to do the right thing in your career—seize those moments
- You will also have many chances to watch your bosses, peers, and subordinates do the right thing—learn from the positive and negative



Leadership and Ethics Learning the Right Lessons

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Leadership and Ethics

Autonomy

- Mi Lai defense/Lt Calley
- “The fact that the law of war has been violated pursuant to an order of a superior authority...does not deprive the act in question of its character as a war crime, nor does it constitute a defense in the trial of an accused individual, unless he did not know and could not reasonably have been expected to know that the act ordered was unlawful.”
- Must retain enough autonomy to keep you life in balance
- Ordering is the first, foundational task





Leadership and Ethics Mistakes

- Complex organizations with dynamic missions cannot be held to a zero defect standard
- Are you responsible for the actions of your airmen?
 - DUI, theft, failure to go, insubordination, bad finances
- There are times when rogue airmen do stupid things
- You are responsible for creating a working environment conducive to excellence that fosters teamwork, training, education, and personal accountability



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Influence
Time

1. Position.

People follow because they want to. People follow beyond state authority. Work is fun, influence spreads.

2. Permission.

People follow because of what you do for the unit. Success is sensed. They like you, problems resolve easily, influence spreads.

3. Production.

People follow because you invest in them. Long range growth occurs. Pipeline is strong, staff development occurs, influence far-reaching.

4. People Development

5. Personhood.

People follow because of who you are. Few make it this high. Influence felt in every one, everything even when you're not around.

People follow because they have to. Influence is limited to immediate duty area. You cause high turnover and low morale.

Source: John Maxwell, 360 Leader



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Leadership

- Leadership is a top down approach
 - Leaders lead and followers follow
- Myth or Reality?
- Great leaders are non-positional
- They lead through influence...
- ...not position, power, leverage, intimidation, coercion
- Same realities they use with their superiors and peers are also used on their subordinates
- That is what makes them so unique...so great



Leadership

“Leadership must be based on goodwill.

- Goodwill is intangible
- It implies pure motives, free from selfish conditions
- It starts with the belief that no one comes to work intentionally wanting to do a bad job
- Goodwill from a leader is displayed through
 - Trust, respect, and anything else that adds value to subordinates
- Goodwill from a follower is displayed through
 - Trust, respect, and anything else that adds value to superiors



Leadership

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Leadership

“Leadership must be based on goodwill. Goodwill does not mean posturing and, least of all pandering to the mob.

- Not everyone gets exactly what they want every time
- Not mean bowing to the lowest common denominator
- Not mean leaders are better or superior to followers
- It means pure motives, selflessness, trust, respect and anything else that adds value to another



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Leadership

“Leadership must be based on goodwill. Goodwill does not mean posturing and, least of all pandering to the mob. It means obvious and wholehearted commitment to helping followers.

- Subordinates can see, feel, touch, smell, hear, taste, experience, and know that you are genuinely and sincerely committed to their development and their welfare



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Adm James B. Stockdale



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Expeditionary Medics



**America's
Air Force**

