A MEMBER OF THE GARRISON TEAM

• Understand…
  ➢ Our mission and our function
  ➢ Your role
  ➢ Those we support (compassion)
• We achieve our goals/objectives together
• Use every opportunity to make the team better/stronger
• We are better through the networks/relationships we build
• Positivity in all we do

PROFESSIONAL

• Treat others with dignity and respect
• Do what is right – all of the time
• Make yourself better: education/training
  ➢ Be an expert in your field
  ➢ Competence = Credibility
  ➢ Build trust and confidence
• Make the Garrison experience the most professionally rewarding for yourself, those with whom you work, and those you serve
• Provide balanced counsel and guidance

PROACTIVE

• Take ownership of the task, process, and outcome
• Recognize problems before they become a crisis
• Be problem solvers - solve problems at the lowest, most appropriate level
• Creativity is essential – get to “yes”
• Prepared = timely
Our Approach

- Trust comes first:
  - Cohesion by fostering welcoming, caring, and safe environment
  - Personal touch
  - Demonstrate through your example
  - Assume risk for your subordinates

- The “why” matters – our purpose

- The climate we set propels our success
  - Goal is to put ownership where expertise resides
  - Accountability - make decision appropriate to your level
  - Solve problems at the lowest/appropriate level
  - Be more efficient, effective, and responsive
  - Emotion vs. Passion: Passion for service and those we serve is good. Emotion clouds our decision making
  - Don’t be afraid to fail–blame unnecessary–accept–fix–get better
  - Continue to lead (timely, accurate, highest quality possible)

- Adaptive and creative problem solvers:
  - Goal: create understanding and develop options for decision makers
  - We deal with complex problems – no simple solutions
  - Analysis is our bedrock
  - Sacrifice speed for thorough, multi-sided analysis
  - Base decision making on what we want to accomplish an how best to utilize limited resources (stewards of the Army’s resources)
  - Eliminate biases: ID consequences and risks
  - Think multiple moves/years ahead
  - Innovate – think creatively
  - Expand analytical team (harness knowledge / expertise)
  - Build influence through relationships and networks