**Intro**

**Attention Statement: …**

**Introduction:** Good evening, I’m MSgt Holdredge and I’m going to talk leadership philosophy. Subordinates expect leaders to show them the standard and train them to reach it. They expect leaders to lead by example, keep them informed and to care for them. You are going ask you people to make extraordinary sacrifices, assume goals and tasks that seem impossible. When you train people to the standard, inspire eagerness, and consistently look after their interests, they will be prepared to accomplish any mission, anytime, anywhere.

**Motivation:** A leadership philosophy creates the environment for these things to happen. The philosophy is what the leader stands for, what's important to them, and sets the stage to articulate their leadership vision to followers.

**Purpose:** You have had a tough journey the last 5 and half weeks in Airman Leadership School. And tonight we are celebrating the hard work and commitment of those last five weeks. You’ve learned how to become effective leaders through communicating and conducting yourself as a military professional. There is one thing I believe you still have to do and that’s to develop your leadership philosophy. To jump start this important component, I am going to share with you my philosophy. I call it my 3 rules of 3. It starts with Discipline and self-control. Learning how to work hard, stay committed and taking care of yourself so you can create an environment to care for others. I will also talk about Keeping Your Eye on the Ball. Staying focused on the mission, vision, and values. It’s about knowing how to build your directions to get to your destination. And lastly, I’m will talk about what it takes to Run to Win. Never Cheating on your Training, Exuding excellence and playing to jump on opportunity.

**Transition: So, now we have an idea of what we are going to discuss, let’s look at the critical aspect of leadership; discipline.**

**Body**

**MP 1: Discipline**

The foundation of a successful leader is their discipline. It’s the eagerness to stay committed to goals and purpose day in and day out. It’s the ability to stay motivated no matter what obstacles rear up in front of you. A disciplined leader always does their best, they are never out fought out hustled, and they never lose their temper. Discipline is what leaders use to control themselves. It is self-control.

* **Self-Control –** before you can lead others, you must be able to lead yourself.Self-control is forged through mental toughness. Mental toughness is learned and it starts small by setting and achieving goals. Then you set you sight higher and succeed again. You will not succeed everytime, but stay patient when working to the goal, celebrate your victories and shrug off those setbacks and in the end you will prevail. Each time you raise the bar and succeed, you gain skills and confidence that makes to success more likely.

Self control creates consistency, which is absolutely critical trait for a leader. It ensures you are consistent personally and professionally. The choices you make in your personal life affect your professional life. They are not separate. A leader who lacks self control outside the organization may lack it within the organization.

* **Commitment**

The strength of a group is in its leader. Hall of Fame Football coach Vince Lombardi said, the difference between men is not lack of strength or knowledge, but rather lack of will. The difference between men is energy.

Commitment is determination and persistence. Good things take time, a lot of time and achieving those goals and the mission requires commitment. There will be adversity, unexpected events, surprises, setbacks and back luck. People are going to tell you to quit, that the game is over. That’s when the questions come in…do we go on, does the fight continue, your team will look to you for an answer and what are you going to tell them.

I remember reading biography about the 3 Time NBA Champion Larry Bird, and in the book was an example of commitment, He said…during my sophomore year, I broke my ankle and was out almost the entire season. I was really upset, but I did try to keep practicing any way I could. I found that I could still shoot free throws while I was propped up on my crutches, and I could pass the ball if I hobbled around on my cast. When I finally came back from my injury, I was making passes no one had ever seen before. Suddenly, I had a new way to play.

Upon his return, his team was in the playoffs. His team was losing badly and heard his coach telling him to get in there. He said “the first time he got the ball, I launch it from 20 feet and it goes in.” The crowd is going absolutely crazy while I’m passing, rebounding and sinking all of my shots. They battle back, with one second left and down only by one point. Bird gets the ball and someone fouls him. Bird said “I go to the free throw line and I pretend that it is 6:00 AM and I am taking one of my 500 free throw shots that I shoot every morning. Both shoots are good, we win by one.

Your answer to your people is commitment. It keeps you in the game even when others tell you that it is over. The game is over only when you, the leader, says it is.

And your commitment needs to be out front so your entire team can see it. In leadership, your reaction is crucial because your team will follow your example.

Think big, act decisively, go for the win. Let your people know that, if you don’t, you find yourself leading teams that can only operate in the best of weather, and when the storm rolls in, that adversity, they will quit and look for the first exit. Remember, it’s not about who starts the game, it’s about who finishes it.

* **Hard Work is effort.**

Hard work is putting forth the effort. There is no easy way, no trick or secret formula. Success travels in the company of hard work.

Personal excellence is not determined by the size of the job, but by the size of the effort. Give 100%. You can’t make up for poor effort today by giving 150% tomorrow. You don’t have 150%, you only have 100 and that’s what you owe this Air Force today.

Effort is not about how tall you are, it’s about how tall you play.

**Transition:**

**MP 2: Keep Your Eye on the Ball**

People need to what is expected of them and need to be shown where they are going.

Stay focused on the ball by emphasizing mission, vision and values.

* **Mission**

Your mission is your reason to exist. But it starts with discipline and commitment. A plan is only as powerful as the discipline and commitment behind it. Define the game and expect everyone to play by it.

* **Vision**

The vision is your road map. It translates an idea or thought into a concrete plan for success.

Leaders articulate their vision by showing your people what the starting line looks like, what they are going to see along the way, what the finish line looks like. If you don’t show them the finish line, they won’t know it when they see it.

During my last deployment to Iraq, our sister unit the returned to the FOB for after their last mission outside the wire and at the ECP, they dismounted to clear their weapons. When they returned to their vehicles and proceeded back to Battalion. They weren’t wearing their seat belts, the gunners were not wearing their restraint systems, which keeps them buckled to the vehicle, and they were speeding. One of those vehicles rolled that afternoon and a gunner was ejected from the vehicle and was killed. They thought they were at the finish line and they weren’t. Leaders failed to paint that picture and they paid for it.

Don’t let your team fail because we are not laying out our vision. If people can’t see it, they won’t commit. They must hear, taste, and see that vision. They need to be able to recognize it if it is coming down the hall.

* **Values**

Values attract good people.

The kind of people I want running the race are those who share a code of behavior, values and standards.

Make your values visible. What you do is who you are and who you are is what the organization becomes. People follow the leader.

Lead by example, there is no leadership tool more powerful. You teaching your subordinates everyday by your behavior and demonstration, whether it is showing respect for others, being on time or exercising control.

Everyone you lead are boss watchers. Leadership is about power and that power is the ability inspire others. Serving as a role model is the leader’s most important responsibility and if your people don’t see you putting forth the effort every day, they won’t either.

Earn trust. – There is only one way to earn trust…you earn it. Trust is an investment, it’s based on your integrity. It is earned through patient investment and predictable behaviors.

Leaders destroy trust by not following through, asking for input when their mind is already made up, making up answers. Leaders destroy trust by shooting the messenger, asking people to do more than possible.

And when you people don’t trust you, they will stop coming to you because they believe that you don’t care or you are in it for yourself. And when they stop coming to you, that’s the day you’ve stop leading them.

Build systems that unleash trust, if you don’t, you’ll build systems that destroy it.

**Transition:**

**MP 3: Run to Win**

First Corinthians 9:24 says “Do you know that all in a race indeed run, but only one receives the prize…so run to win.

Set a high standard for you team and keep that standard out front, on a wall or mission statement so everybody sees it.

* **Don’t Cheat on your Training**

Training starts with self knowledge. You can’t improve something you don’t understand. When we know ourselves, we know where we need to work and develop.

Don’t cheat on your confidence booster. Confidence is gained through preparation and training.

To play with confidence, a team must feel that everything is possible has been done to prepare them.

Heavy weight boxing legend Joe Frazier talked about the progress of a tough fight: You enter the ring with a game plan of course. But once the fight is underway, things rarely go as planned. At that point, you are left with your reflexes and instincts. It’s the sacrifice during all those hours of training that allows you to hang in there against the likes of Ali and Foreman. That’s where your roadwork shows. But if you cheated on that roadwork in the dark morning hours, well you’re found out now, under the bright lights.

If you cheat on your deployment training, when you’re on the battlefield and you and your teammates need it, you’ll be found out.

If you cheat on loading bombs, investigating case, repairing A/C, you be found out.

If you cheat while training for your PT test, when you take your test, or more importantly, when you need it, you’ll be found out.

Train to practice skills that lead to mastery of the task. Once you master the skill, the skill goes from the conscious level to the subconscious level. When you are at that point, you are free to let your instincts guide you.

Juma Ikangaa the winner of the 1989 Boston Marathon said: “The will to win means nothing without the will to prepare.”

* **Excellence**

Excellence is an attitude, a way of conducting business. It’s striving to accomplish your absolute very best. Nothing less than your best effort will work. Excellence is achieved by the relentless pursuit of perfection.

The leader does it better and better and better, but is never satisfied. Focus on improvement…now. Not tomorrow, not next week, let’s get it done today.

Excellence is in the details. You don’t accomplish big things by doing big things well, you accomplish big things by doing the little things well.

Those little things, like pennies, add up. A banker isn’t careless with pennies, a good leader isn’t careless with the details.

Little things make big things happen. Think small, work hard, get good.

* **Play to jump on Opportunity**

Maintain excellence at all times so you can play to jump on opportunity. You’ll never know when the critical moment is about to happen, and when it does arrive, you will have to be playing at your best to take advantage of those opportunities.

Rahman vs. Lewis – Lewis said after he won Heavy Weight Title: Lucky…Lucky is performing when the opportunity presents itself.

Prepare you people for all situations, act with confidence that comes with preparation and training.

Be ready and your chance may come because if you are not ready, it may not come again.

**Transition:**

**Conclusion:**

**MP 1: Discipline**

**MP 2: Keep Your Eye on the Ball**

**MP 3: Run to Win**

**Remotivation: Keep your eye on the ball - define the game and expect everyone to play by it.**

**Closure: We have enemies that want to destroy the us, and that will never happen as long as we are leading America's Airmen to defend the force, project airpower and make any sacrifice necessary to protect this nations freedoms.**