

# BE



## 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

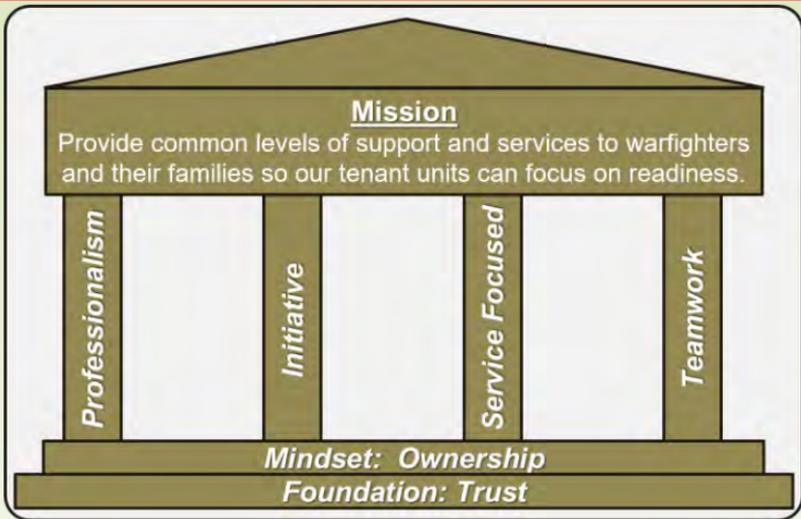
## PROFESSIONAL



- 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 and 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