

Culture challenge

By Col. Jacob L. Hammons
152nd Airlift Wing Commander

"Culture eats strategy for breakfast." Peter Drucker
Largely attributed to the late management guru, this phrase permeates American business and government lexicon. At a recent strategic planning meeting, we discussed "culture versus strategy" at length while trying to capture a new strategic end state for the NVANG in 2030. The question remains, what is the relative importance that culture has on an organization as it relates to the execution of strategic, operational or tactical objectives?

As the first in a series of 152AW Notices to Airmen (NOTAM), you can probably see where I think culture resides in terms of importance to an organization. Positive culture is the most critical factor to achieving success! We can have the best strategies and ideas in the world, but without the culture to support adoption of those strategies, we will never get where we want to go. So what is culture? We can't have a dialogue about the kind of culture we want to cultivate here in Reno without first agreeing on a definition. Turning to Webster's, we find that the word culture derives from the Latin "cultus," which roughly translates to "style."

Culture: the set of shared attitude, values, goals, and practices that characterizes a company or corporation.

While a strict definition serves as a foundation, it doesn't really tell us anything about what kind of culture we desire here. Daniel Coyle's book, The Culture Code (from the CSAF reading list) is not only easy reading, but presents many real-world statistics and anecdotes to prove why positive cultural attributes are beneficial to organizations. These attributes are rooted deep in our sub-conscious, dating back to human origin. Basically, people want to feel a sense of belonging, which is rooted in our basic human need for safety. A positive organizational culture should signal "You are safe here. We are connected. You have a future."



Col. Jacob L. Hammons, gives his first commander's call as the commander of the 152nd Airlift Wing during the November unit training assembly on Nov. 2, 2019 in the Nevada Air National Guard Base fuel cell hangar in Reno. Hammons, a distinguished graduate of the U.S. Air Force Academy in 2000 and F-16 pilot with more than 500 combat hours flown in Afghanistan. (Photo by Airman Basic Jakob Ivanick, 152nd Airlift Wing Public Affairs)

How do we, as leaders, supervisors, and subordinates engender these outcomes? Coyle posits three qualities that define these belonging cues:
Energy: You are invested in the exchange that is occurring. (i.e. face-to-face communication, eye contact)
Individualization: You treat people as unique and valued.
Future Orientation: You signal the relationship will continue.
Now for the "so what?" How do we translate these simple ideas into practices that will improve the culture of the 152 AW? The Resilience Tactical Pause (RTP) was a great start to solidifying some of these practices, but we can't have multiple down days to emphasize talking to and showing empathy for one another. We can do this in our everyday lives. We used to call this "leadership by walking around," and now we see there is scientific proof of why it works. Set a goal to have as many of these "mini-connections" throughout the day across the organization. These don't have to be long, drawn-out speeches or philosophical debates. Just checking in on your people, letting them know you are there for them, understanding their personal and professional issues, and talking about what the future plans are for the AW. You'll be amazed at the results we can accomplish just by this one simple act of empathy. We can foster a culture of belonging, excellence and trust. I'm going to practice what I preach here and I hope you do the same.



Airmen in the News

The Military Connection: 3rd year medical student Caleena Longworth has the right stuff

Intro by Dr. John Fildes, MD, FACS, FCCM, FPCS (Hon), Interim Dean University of Nevada, Las Vegas School of Medicine
Feature by Paul Harasim, Editorial Associate Director University of Nevada, Las Vegas School of Medicine



1st Lt. Caleena Longworth was recognized during the Veteran's Day week by the University of Nevada Las Vegas School of Medicine for her service as an Air National Guardsman. She wears a pin showing that she is an Air Force veteran. Photo taken from UNLV School of Medicine Facebook page.

Around 175,000 young Americans are recruited each year by the U.S. military. A sacred promise made by President Abraham Lincoln -- we will take care of those who have served -- is at the heart of the recruiting pitch. How that promise often plays out at UNLV and other universities is through helping veterans access educational benefits and counseling.

To honor veterans at the UNLV School of Medicine during the recent Veterans Day celebration -- more than 70 students/faculty/staff at the medical school are veterans -- a luncheon was held by the university and the UNLV School of Medicine Military Medicine Group at the Shadow Lane Campus.

The veterans on hand included Dr. David Parks, a UNLV Medicine pediatric pulmonologist, and Cam Johnson, the medical school's director of IT operations. Students in attendance included Maran Shaker, whose service as a combat medic

[CLICK HERE FOR COMPLETE STORY](#)

New officer (and our own 152nd Security Forces Airman) sworn in for South Lake Tahoe Police Department

By South Lake Tahoe News (SouthTahoeNow.com)



Left to Right: Judy Brown, John Brown, Kim Brown, Ryan Brown and Rick Brown. Photo by South Tahoe News

SOUTH LAKE TAHOE, Calif. - A 2008 Douglas High School graduate is the newest member of the South Lake Tahoe Police Department (SLTPD).

Ryan Brown was sworn in by SLTPD Chief Brian Uhler in front of family, fellow officers, members of the SLT Fire Department and other staff members on Monday afternoon. He comes from the Alpine County Sheriff's Office where he spent four years as a deputy. Ryan has also been with the Nevada Air National Guard for six years.

Brown is a third-generation member of law enforcement. His dad Rick Brown was a member of the Douglas County Sheriff's Office and Nevada Department of Public Safety. His grandfather John was with the Los Angeles Police Department and, most recently, part of the legislative police department in Carson City.

Ryan's mother Kim and grandmother Judy were also there to support him. Kim was once the assistant girls' basketball coach at South Tahoe High School.

[CLICK HERE TO SEE THE STORY ON SOUTHTAHOENOW.COM](#)

Christmas Angel trees

BRINGING CHRISTMAS JOY TO KIDS IN LOCAL AREA

We will be sponsoring two Angel Trees this year. The first is the Salvation Army Angel trees and they are located in Bldg 56 in main hallway and upstairs in MXG. The Salvation Army Angel Tree gift tags are not for a specific child but are only suggestions, so choose any gift you would like to give. The Salvation Army has expressed a need for gifts for children ranging in ages 8-17. In my experience, gifts for teenagers are the most needed. If you would like to participate, please bring in an unwrapped gift. Drop off locations are in the Finance Office and Wing Command Suite. **Drop off deadline for The Salvation Army Angel Tree is 20 December.**

Our second Angel Tree is located in the Finance Office in bldg. 400A. We are collecting gifts for several homeless high school students in the area and these gift tags represent a specific child and what they would like for Christmas. We will assign these tags out so we can ensure all kids receive a gift and none are forgotten. Please bring in your unwrapped gift with your signed out gift tag to the Finance Office. **Drop off deadline for this Angel Tree is 13 December.**

If you would like to contribute to either Angel Tree but do not have time to shop, please contact Master Sgt. Caroline Cousineau in the finance office or call 788-4684.

Safety Gone Mobile

"Airman Safety App"

AF Connect Home

- Anonymous & Fast Hazard Reporting
- Examples of Reports:
 - Pot Holes
 - Slippery Floors
 - Hazardous Air Traffic (HATR)
- Ground/Weapons/Flight
- DOWNLOAD TODAY!

Report It ASAP

Airman Safety Action Program

WHAT ARE WE EATING?

Check out our mobile App for the menu!

Holiday Around The World

Dining Facility
December 08, 2019
0930L

Please join us in the DFAC for "Christmas Saran Wrap Ball Game"
No athletic skills required
Tutorials available on YouTube
Cool prizes awarded!
No RSVP required!

PT Testing

BASE-WIDE PT TEST
FITNESS TEST STARTS IN THE GYM SEE YOUR UPFM

Finance Forum

USE DTS/CTO FOR ALL RESERVATIONS

1. It is mandatory policy that all Uniformed Service Members and DoD civilian employees use an available DTMO contracted CTO ... for all official transportation requirements.
2. The eligible traveler must contact the responsible Service/Agency/DoD Component designated official if the official travel.
3. Payment construction comparisons provided below should in no way be interpreted to suggest that use of other than the DTMO contracted CTO ... is authorized or encouraged.
4. The payment options are provided for situations when the CTO ... cannot be used.

For More Finance Info:
[CLICK TO VISIT THE FINANCE PAGE](#)

Become a Pilot or Combat Systems Officer...

DO YOU HAVE THE "RIGHT STUFF?"

There will be a Hiring Board for C-130 Pilots and Combat Systems Officers November 2-3 of UTA drill. We are looking for highly motivated, hard-charging individuals who want to join the best tactical airlift unit in the country. This comes with the opportunity to excel at Undergraduate Pilot Training or Combat Systems Officer Training and as an Officer in the Nevada Air National Guard. Applications must be received at my desk by 16 September 2019.

Visit the link below and click on the application workbook hyperlink.
<http://www.152aw.ang.af.mil/MEMBERS/Current-Job-Openings>

Requirements:

- Preferred age no older than 33 for Pilot applications
- Enrolled in your final Bachelor's degree semester
- Flight time preferred
- Competitive AFOQT Scores
 - Call our Base Training Office at (775) 788-4511 to schedule test ASAP

For questions contact: usaf.nv.152-og.list.officer-hiring@mail.mil

High Roller Social Media

- @nevadaairguard
- @152AW Public Affairs
- @NUNationalGuard
- @152AW

Lodging Information

For the hotel location members can contact Services' billing office at: 775-788-9320 or usaf.nv.152-aw.list.lodging@mail.mil

Members must sign-in with the hotel representatives to ensure they are accounted for in the rooms. Failure to sign-in or not showing up for a confirmed reservation will result in by-name notification to AW/CC. The cut-off day for reserving a room is COB three days prior to drill. The cut-off day to cancel reservations is COB two days prior to drill.

Members are authorized Friday night stays if they are outside the commuting distance. Please see the map on OneHome.

Members on any type of orders will make their own reservations and pay for it on their GTC. Services provides at least two base billeting list updates during the month to provide a list of members who are currently signed up for lodging.

All RUTA lodging requests must be submitted NLT 72 hours before needed and all RUTA lodging is provided at Stead. If member goes elsewhere or does not notify Services in advance, charges will not be reimbursed. If a member is on any type of orders, the member will make their own reservations and pay for it on their GTC. The member then will be reimbursed on their travel voucher with the receipt.

[CLICK HERE TO SEE MONTHLY FLYERS](#)