

Executive Resume

Bobby J. Wilkes

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Leadership Profile

Senior Executive Leadership, Financial Management, Strategic Initiatives, Process Improvement, Program Implementation, Distribution Network Management, Team Building, Simulation and Training

Exceptional senior executive with hands-on oversight for a \$1.9 billion international aerospace operation. Expertise in general management, strategic business planning, process improvement, distribution network management, research & development, engineering, and process reengineering. A proven record of change management and innovation achieving high levels of efficiency. Courageous business leader with excellent insights on how to make the right decisions, at the right time, and for all the right reasons. Well-developed interpersonal skills with proven ability to lead, motivate, and inspire cross-functional teams to meet and surpass objectives. Extensive government and military sector multi-functional accomplishments, including an accomplished flying record. Served as a White House/Office of Secretary of Defense appointee, and Major General in the United States Air Force.

Professional Experience

Bobby J. Wilkes, LLC President

**Arlington, Virginia
2009 to present**

Provide clients with expertise and direction in defense, security, aerospace, and education with a range of services to include strategic planning, market analysis, risk management, program management, business development, and capture strategy/operations. Client companies include The Durango Group, Burdeshaw Associates, and Syntetics.

- Assisted Textron in the creation of business development and information collection leading to strategic planning for its vehicle production facilities. Designed an Air Force business plan for replacement of Security Forces vehicles.
- Worked project in support of business development/information collection leading to strategic planning for Science Applications International Corporation (SAIC). Provided regional knowledge to SAIC leadership on Central Asia to assist in business development proposals to United States Transportation Command.
- Developed a business proposal for The Eurasia Group to provide current business and intelligence analysis to United States Transportation Command for Defense Department supply routes that transit Europe and Central Asia.
- Developed a business capture proposal for Vertex Solutions/Adayana to win a five-year contract for an executive business/leadership development program presented four times a year to Air Force General Officers.
- Speak and mentor in many forums such as the Young Professionals in Foreign Policy, the Spatz Association, and the National Defense Transportation Association.

Department of Defense, Office of the Secretary of Defense Deputy Assistant Secretary of Defense (Senior Executive Service)

**The Pentagon, Washington, DC
2008 to 2009**

Advised the Secretary of Defense on all policy aspects for Pakistan, Afghanistan, and Central Asia; was selected as a White House appointee as Deputy Assistant Secretary of Defense. Managed the top national security issue with \$25 billion in operations and security assistance. Represented the Secretary with foreign governments, Congress, other U.S. agencies, and the private sector. Coordinated information requirements with the Central Intelligence Agency (CIA), the National Geospatial Agency (NGA), the National Reconnaissance Office (NRO), the National Security Agency (NSA), the Defense Intelligence Agency (DIA), and the embassy for national decision makers.

- Increased from one to four alternate routes of supply for Afghanistan, limiting vulnerabilities and accommodating a doubling of the 735,000 short tons of essential cargo while avoiding the destruction of \$200 million in equipment per year.
- Developed the Pakistan Capabilities Contingency Fund from scratch. Managed funding of \$400 million for fiscal year 2009 and \$574 million for fiscal year 2010—from zero to effective in two years.

- Directed the \$1 billion annual Pakistan Coalition Support Funds program. Rescued program viability and drove the historic 30 percent accountability to 75 percent within two years, satisfying Congressional inquiries.
- Regularly briefed and traveled with Secretary of Defense keeping him aware of the critical efforts in Pakistan and Afghanistan. Key participant in the '08 policy review which led to the decisions taken by the current administration to expand forces in Afghanistan and increase funding to Pakistan.

**The Joint Staff (Major General, USAF)
Deputy Director Strategy and Policy, J5, Asia Pacific, Joint Staff**

**The Pentagon, Washington, DC
2006 to 2008**

Led the Joint Staff policy effort for developing the Asia Pacific engagement strategy for 49 countries in the region. Represented the Chairman of the Joint Chiefs with foreign governments, other U.S. agencies and combatant commands. Kept the Chairman and Secretary of Defense abreast of the critical missions in Afghanistan and Pakistan. Chairman's representative to the Six Party Talks, providing advice to the U.S. team for negotiations with China, Russia, Japan, South Korea, and North Korea. General Officer responsible for facilitating Pacific Command and Central Command regional plans and policies with the Interagency in Washington DC.

- Delivered a comprehensive program to train and equip Afghanistan security forces, securing \$8.5 billion for the three-year program; contained costs despite numerous unforeseen changes.
- Championed Philippine security engagement and defense reform, developed U.S. National response options after North Korea missile launches, and engaged Japan in bilateral Joint Staff talks.
- Key participant in defense talks with South Korea focusing on the transfer of facilities from Seoul and the return of 20 facilities used by the U.S. since the Korean War. Details included the cleanup of facilities and the legal return of these facilities to the South Koreans.

**United States Air Force
Commander, 21st Expeditionary Mobility Task Force**

**McGuire AFB, New Jersey
2004 to 2006**

Full day-to-day responsibility for operations, intelligence, logistics, support, medical, and financial functions of this \$500 million organization with 20 geographically-separated units located in the U.S., Europe, and Southwest Asia. Organized, trained and equipped air mobility operations analysts responsible for theater-level air mobility operations. Hand picked to stand up this organization by USTRANSCOM Commander.

- Integrated air mobility planners into the Combined Air Operations Center; produced the first-ever joint end-to-end air and surface distribution system, saving lives daily by reducing trucks on the road by half.
- Implemented lean six sigma to increase efficiencies, moving operations to a more efficient location and decreasing theater operating costs by 30 percent while more than doubling supply deliveries per day.
- Led the largest mobility operations consolidation in Europe—transferred Rhein Main operations to Spangdahlem Air Base, closing this \$500 million project three months early.
- Provided leadership for Contingency Response Groups for the Pakistan earthquake and Hurricane Katrina.

Commander, College of Aerospace Doctrine, Research and Education

2001 to 2004

Directed a \$10 million operating budget to educate 7,000 students annually in intelligence, wargaming, public affairs, information operations, logistics, research, publications and software engineering; hosted 22 wargames from all Services each year. Provided three premier General Officer level courses attended by the top shelf future leaders in all services. This program was praised by the Chief of Staff of the Air Force as the single greatest educational tool for preparing general officers.

- Set the stage for the Air Force Doctrine Symposium prepping wargaming events for Homeland Defense and Countering Terrorism panels. Produced a ground-breaking Battlefield Air Operations concept.
- Deployed to Southwest Asia during this time as the Air Component Coordination Director and as Director of the Combined Air Operations Center. Coordinated intelligence, operational planning and execution of theater operations, including the invasion of Iraq in '03 along with the follow-on operations.
- Participated in Title X Air Force wargames that supported the larger decisions made by the Air Force that were incorporated in the Quadrennial Defense Reviews and Future Year Development Plans.

Commander, 355th Wing, Davis Monthan AFB, Arizona**1999 to 2001**

Directed operations, intelligence, logistics, support, medical, and financial functions of this \$1.9 billion wing with 30 organizations and a geographically-separated unit. Organized a multi-disciplined team; created a new business model, identified technical experts, built and resourced a repair facility, identified work and designed processes to ensure continued input of equipment. Boosted income by \$2 million per year, decreased aircraft out of commission rate for supply by 50 percent, and achieved 100 percent reliability of repaired equipment. Demanding Operational Readiness Inspection rated “top of the scale” by the Air Combat Command Inspector General.

- Key leader in providing new/remodeled facilities: an \$8.3 million ambulatory health care center, a \$2.2 million car care center, a \$19 million U.S. Border Patrol facility, a \$12 million base exchange mall complex, a \$7.5 million sports complex, and a \$5.5 million temporary lodging facility.
- Initiated a dorm management move to housing flight—cutting dorm oversight manpower by 40 percent. Led a team of Civil Engineers in \$212,000 roofing projects at 40 percent below contract cost with unique overhire roofer team preventing untold millions in potential building damage from monsoon rains.
- Won “Best in Air Force” awards in Security Forces, Force Protection, Housing, and Small Business. Achieved the ’99 Air Combat Command Installation Excellence Award.

Director of Operations, Joint Task Force, Southwest Asia**1998 to 1999**

Provided leadership for Operation Southern Watch missions and contingency operations in Southwest Asia. Orchestrated Operation DESERT FOX and integrated forces from five countries to include the first B-1B combat sorties and largest cruise missile strikes in Air Force history. Coordinated all guidance for strike operations, unit deconfliction, command and control, counter-air operations, surveillance support and aerial refueling for efforts involving more than 18 operational units from all branches of the U.S. Armed Services, the Royal Air Force, and the Kuwaiti Air Force.

- Built and maintained highly detailed Master Air Attack Plans and time-phased depictions that were briefed with unqualified success to the Joint Chiefs of Staff and the National Command Authorities.
- Artfully forged the Combined Air Operations Center team, successfully overcoming combat complications due to a changing threat environment, aborted missions, and weather.
- Integrated a combination of early warning, signals intelligence, defensive counter air, defense suppression and air refueling assets supporting high-value intelligence, surveillance, and reconnaissance missions.
- Successfully integrated the first-ever use of the B-1B Lancer in combat operations and the largest-ever strike by Tomahawk Land Attack Missiles and Conventional Air Launched Cruise Missiles.

Education

- MPA, Public Administration, The George Washington University—1993.
- MS, Aeronautical Science, Embry-Riddle Aeronautical University—1984.
- BS, History, United States Air Force Academy—1977.

Publications

- “Silver Flag, A Concept for Operational Warfare,” The Aerospace Power Journal, Winter 2001. Wargaming the operational level of warfare to benefit war fighters via education, training, and analysis.
- “Expeditionary Mobility Task Force, Projecting Combat Power” The Air and Space Power Journal, Summer 2005. The Expeditionary Mobility Task Force’s role in projecting combat power and shaping the battlespace.

Community Organizations/Activities

- Life member in the Air Force Association, the United States Air Force Academy Association of Graduates, Daedalians, Military Officers Association of America, and Non-Commissioned Officers Association.
- Senior Mentor for the National Defense Transportation Association.

Professional Training

- Enterprise Business Course, University of North Carolina, Chapel Hill, NC—2007.
- Executive Business Course, University of North Carolina, Chapel Hill, NC—2006.
- Director of Mobility Forces Course, Air Mobility Warfare Center, McGuire AFB, NJ—2004.
- Joint Flag Officer Warfighting Course, Maxwell AFB, AL—2004.
- Combined Forces Air Component Commanders Course, Maxwell AFB, AL—2004.
- Capstone, Department of Defense General Officer Leadership Development Course—2003.
- National Security Management Course, Maxwell School of Citizenship and Public Administration, Syracuse University, NY—2002.
- Industrial College of the Armed Forces, Fort McNair, Washington DC—1993.
- Air War College, Maxwell AFB, AL (correspondence)—1992.
- Armed Forces Staff College, Norfolk, VA—1990.
- Air Command and Staff College, Maxwell AFB, AL—1989.
- Squadron Officer School, Maxwell AFB, AL (correspondence)—1982.

Flight Information

- Command Pilot. More than 4,100 hours flown. Aircraft: Trainer: T-38, Tanker and Airlift: KC-10, C-130E, Electronic Combat: EC-130, Fighter: A-10, F-16A/B/C/D.

Honors and Awards

- Multiple “Best in Air Force” awards in Security Forces, Force Protection, Housing, and Small Business.
- Air Combat Command Installation Excellence Award.
- Office of the Secretary of Defense Award for Exceptional Public Service.
- Distinguished Service Medal.
- Defense Superior Service Medal.
- Legion of Merit Medal with two oak leaf clusters.
- Bronze Star Medal.
- Defense Meritorious Service Medal with one oak leaf cluster.
- Meritorious Service Medal with four oak leaf clusters.
- Air Force Commendation Medal.
- Army Commendation Medal.
- Joint Service Achievement Medal.
- Air Force Achievement Medal.
- Combat Readiness Medal with one oak leaf cluster.
- National Defense Service Medal with two bronze stars.
- Armed Forces Expeditionary Medal.
- Southwest Asia Service Medal.
- Military Outstanding Volunteer Service Medal.
- Kuwait Liberation Medal (Kingdom of Saudi Arabia).
- Kuwait Liberation Medal (Government of Kuwait).

Key Accomplishment Summary

Bobby J. Wilkes

Drove 125 percent expansion in Afghanistan National Army Personnel

Situation:

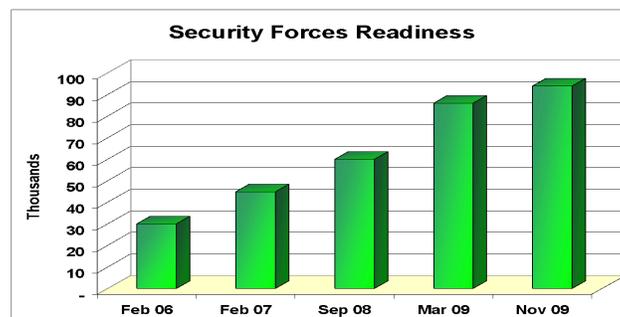
Afghanistan remained a critical national security imperative for the United States and the international community in 2006. The administration was in the deliberative process of prioritizing the Iraqi “surge” over efforts in Afghanistan. Afghanistan needed additional funding and an increase in trainers for the Afghanistan National Security Forces. Without the right level of commitment on the part of the U.S., its allies, and Afghanistan’s neighbors, the principles agreed upon by both the Afghan government and the international community at the 2006 London Conference and the goals stated in the Afghanistan Compact would not be achievable. Events in Pakistan further emphasized that a regional approach was required and that Pakistan must be a part of the solution.

Action Plan:

- Conducted strategic reviews at multiple levels and analyzed findings and recommendations from think tanks, study groups, administration officials, combatant commands, and services.
- Engaged the international coalition including Afghanistan and its neighbors through an interagency process within the U.S. government. With Allies, developed the strategy for security, governance and the rule of law, counter-narcotics, economic development and reconstruction, and resource requirements.
- Coordinated efforts to define requirements for the Afghanistan National Security Forces and conducted briefings with all levels of the U.S. government including Department of State, Department of Defense, U.S. Congress, Office of Management and Budget, U.S. Treasury and Deputy National Security Advisor, and the National Security Council.
- Secured \$8.5 billion Congressional budget funding in fiscal years 2007-2008 for a three-year program and contained costs within program despite numerous unforeseen changes.
- Personally traveled to engage with Allies at the legislative and executive levels of government. Met with the Executive and Bundestag members by party in Berlin to secure the Parliamentarians’ support for continuing German contributions in Afghanistan. Met with the Japanese Executive Department and Diet members in Tokyo, explaining the situation in Afghanistan and asking for their continued support. Secured \$17 billion in financial support in the following year Japanese budget.
- Secured an additional \$12 billion in fiscal year 2009 via the U.S. Congressional budgeting process to increase the size of the Afghanistan National Security Forces to 134,000 personnel.

Results:

Successfully delivered the three-year program to train and equip security forces; secured the necessary equipment six months ahead of schedule. In spite of a past lack of resources, the Afghan National Army has elements that are both effective and that can take the lead in operations, and it is already growing substantially. The force goal for the Afghanistan National Army was 60,000 in February 2006. It grew to 80,000 in February 2007, and to 134,000 in September 2008, thus meeting the original goal years early—this number was projected for 2013 with completion dates accelerated to late 2010 as a result of effective program management. Achieved a 100 percent increase in productivity of training units with a 60 percent improvement in the readiness of security forces, as illustrated below:



Stand Up of the 21st Expeditionary Mobility Task Force

Situation:

The Commander of the United States Transportation Command saw an urgent need to stand up an expeditionary mobility task force (EMTF) to support the combatant commanders with a rapid, tailored, worldwide air mobility response. The EMTF would extend existing Air Mobility Command infrastructure through both enroute employment and rapid forward deployment capabilities and would provide mission-ready command and control, aerial port, aircraft maintenance, and support personnel. It would also provide airlift, air refueling, aeromedical evacuation, and airfield opening planning and execution expertise to project and sustain combat forces worldwide. In the contingency response role, personnel would perform initial base assessment through full operational capability anywhere across the globe. Their expertise would include taking an austere airfield and preparing it to become a fully functioning port for joint warfighting requirements. Additionally, the EMTF would train and deploy personnel to serve as the coordinating authority between the theater command and control nodes, the Air Mobility Command Air Operations Center, and the Department of Defense's Joint Movement Center.

Action Plan:

- Developed new organizational structures with 20 operating locations in the U.S., Europe, and Southwest Asia and refocused this distribution and logistics network to provide rapid response airlift, air refueling, aeromedical evacuation, combat documentation, and airfield opening expertise supporting worldwide combatant forces. Established and refined rules of engagement, tactics, techniques, and operational procedures.
- Coordinated the setup of a location at McGuire Air Force Base in New Jersey. Utilized existing facilities and designed a campus to house the entire organization.
- Implemented a human resource plan to hire talented personnel to staff all organizational functions.
- Carried full day-to-day responsibility for operations, intelligence, logistics, support, medical, and financial functions of this \$500 million organization with 20 geographically separated units located in the U.S., Europe, and Southwest Asia.
- Provided fixed enroute and deployable port operations, coordinating worldwide delivery systems, aircraft control, maintenance functions, and base security, support, and force protection services.
- Organized, trained and equipped air mobility operations analysts responsible for theater level air mobility operations. These experts increased the velocity of deploying units, led the way in advocating technological and process changes to leverage reachback operations, and smoothed the seams between global and theater air-mobility operations. They integrate air mobility more fully into the joint scheme of maneuver, and worked with the ground units to coordinate cargo and passengers for movement in the theater and back stateside.
- Developed rules of engagement, tactics, techniques, and procedures for operations. Developed manning documents and organized/activated a wing and three contingency groups along with a support squadron. Drove the organization to completion ahead of schedule and on budget, selected leaders who ensured success and worked and built facilities and resources making this a top notch organization.

Results:

EMTF forces are crucial to the support of airlift and air-refueling missions that extend the speed and range of air expeditions. Portions of the EMTF's deployable and fixed forces work to increase the velocity of deploying units, while other parts speed downrange to unload cargo and passengers in preparation for decisive action. The war-fighting focus of the EMTF increases global air mobility responsiveness, which narrows the gap between deployment and employment of combat forces. The EMTF led the way in advocating technological and process changes to leverage reachback operations with US-based C2 and to smooth the seams between global and theater air-mobility operations. Some of the changes involved exploring the best way to integrate air mobility more fully into the joint scheme of maneuver by developing a cadre of air-mobility strategists.

Key Accomplishment Summary

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Employed “Out of the Box” Strategies to Drive a Tenfold ROI

Situation:

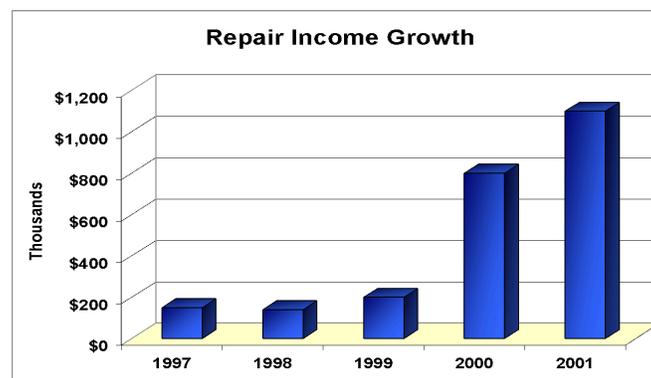
Davis-Monthan Air Force Base is home to the 355th Wing and its nine major tenant units, including the Twelfth Air Force. At any given time, Davis-Monthan has upwards of 2,000 airmen deployed across Southwest Asia for combat operations. Although these airmen come from every state in America, they call Tucson home. All are volunteers, and most joined after the attacks against our country on September 11, 2001. The base has been an integral part of the Tucson community since its commissioning in 1927. Davis Monthan put over \$846 million (\$1.2 billion with retiree data included) into circulation in the local community, employed 3,197 civilians, and created 4,340 jobs in the Old Pueblo. Between 1999 and 2001, money shortages for the support group could potentially close down vital community services; the situation required a review of opportunities to increase cash flow.

Action Plan:

- Explored a possible relationship with a depot-level military repair facility that was not able to repair high demand parts in an appropriate and timely manner.
- Coordinated with the depot’s major command and logistics group to identify parts that the depot would allow the local installation at Davis Monthan to repair. Established a working agreement and payment using the government pricing for repair schedule.
- Initiated Operation Gold Flag to reallocate resources from a facility on the Davis Monthan installation, refurbished the facility, and acquired the appropriate equipment to accomplish the circuit card repair work. Identified the parts on Davis Monthan assigned aircraft that could not be repaired at the depot in the necessary timeframe.
- Identified and trained existing skilled base personnel who could work on that particular line item and perform depot level repair.
- Flagged the supply system using the National Supply System stock numbers at Davis Monthan and other bases that had the same components to establish Davis Monthan as a depot level approved repair facility.
- Scheduled daily meetings headed up by the logistics group commander and overseen by the command senior enlisted advisor to integrate the comptroller, logistics, supply, flightline, and support resources in the planning and execution processes. Maintained a constant personal presence throughout the process.

Results:

Identified an opportunity to improve income generation within the wing. Organized a multi-disciplined team; created a new business model, identified technical experts, built and resourced a repair facility, identified work and designed processes to ensure continued input of equipment. Within two years, brought a \$2 million increase in income, as illustrated below. Achieved 100 percent reliability of repaired equipment and decreased out-of-commission aircraft by 50 percent.



Investing in the Client

Beyond “Satisfaction”

Competition is the fiber of business and with it comes higher expectations. The goal is to go beyond customer “satisfaction” to customer “happiness” or “delight.” Whatever the action word, the focus must be on customers so they not only return but refer others. It is crucial to understand customer needs and expectations while striving to continuously exceed those expectations. Generating a sense of customer “delight” via product excellence, world-class support, and continuous communication is essential. Ensuring client success requires hard work, commitment, and an investment of time and capital to support client solutions. That investment is worth the effort.

Fruitful Communication

Effective communication with all key players, including external stakeholders, is a critical component of success. All forms of open, fact-based communication should be employed with team members, subordinates, board members, shareholders, bond holders, vendors, and all employees. This goes a long way to ensure everyone understands the strategy and objectives as well as the company’s challenges and progress towards these goals. Communication tools should include face-to-face meetings, newsletters, video conferences, blogs, employee letters, management meetings, skip-level meetings, and conference calls.

Quality

Engaging the hearts and minds of all members of the workforce can be very powerful in coping with the fast-shifting realities of the business climate. Without sufficient empowerment, critical information about quality sits unused in workers’ minds and the energy to implement changes lies dormant. Quality should never be compromised. Standards must be set and rigorously measured; action must be taken to improve performance. Accurate reporting is essential in monitoring reworks, rejects, and process integrity. Effective analyses allow for improvement of processes and enhancement of services based on customer demand. Customers expect perfection and will pay for it. The investment made in quality will yield results through reduced rework, scrap, and customer satisfaction.

Technology

In today’s technology-savvy culture, simply investing in software-based technology to improve customer response, operational performance, and profitability is not enough. Consideration must be given to the business process owners who will ultimately determine its implementation and effectiveness. Rather than being the answer, technology is merely the means for carrying out tasks that will allow personnel to utilize their cognitive skills rather than their physical skills. Their jobs should stimulate their interest and cause them to think about improving the quality, the product, the process, and the customer experience.

Establishing Operational Excellence

Establishing and leveraging a foundation of operational excellence is critical to sustained value creation regardless of the type of business. This can be accomplished through initiatives and tools that include focused, cost-effective lean and six sigma process improvement tools, supply chain optimization, business process reengineering, top-grading, and strategically-focused improvement initiatives.

Building a Brand Provides Business Impetus

The company’s brand image should be a constant focus. Surveying key customers to gain their insights can be a valuable tool in building and maintaining a brand image. It can be a grave mistake to become too internally focused on this key activity and lose touch with the very important impressions of key constituents—the customers. Zeroing in on first identifying and then giving customers what they need will keep the momentum going.

Inspired Leadership

The Habit of Lifelong Learning

Lifelong learners develop good leadership qualities that include humility, openness, willingness to take risks, and the capacity to listen. They have high standards, ambitious goals, and a real sense of mission in their lives. The learning habit will enable these leaders to stay abreast of the latest techniques and processes to make business grow.

Achieving the Next Level

The rate of change in the business world is not going to slow down anytime soon. A “do it now” approach is essential for keeping up with change and will build a high sense of urgency to tackle both problems and opportunities. In a fast-moving world, teamwork at the top is essential to enable an effective response. Leaders provide the vision, communication, and empowerment that are at the heart of transformation and, without them, change will simply not happen well enough or fast enough to satisfy needs and expectations.

Passion and Enthusiasm

Being passionate about the work to be done brings about a level of enthusiasm that can produce win-wins all around. High energy levels motivate others to perform. Energy is contagious—a genuine sense of enthusiasm for what you are doing builds a desire to succeed in others; the effort put forth will bring success quickly. Feeling like you are winning generates the willingness to win.

Inspiring Respect

Compassion, care, concern, understanding, wisdom, and confidence are traits that inspire. Respect is not automatic . . . it must be earned over time. Setting high expectations and achieving goals goes a long way to earning respect. Leading by example coupled with respecting individuals and taking care of others will return tenfold.

Let Personality Ring

Be yourself . . . each person brings a unique quality to the mix. Manifesting a presence and charisma engages and energizes an organization and its people. Celebrate individual talents and others will respond positively. It isn't about being stiff and formal. Adding personality and enjoyment will improve productivity, increase creativity, and produce positive results. A team with an engaging spirit brings heart to its projects. A leader who encourages the light to shine brightly will influence team members and earn high respect and loyalty.

Developing Talent

Hiring the right people and allowing them the freedom to exercise creativity in performing their duties provides a great platform to identify new growth opportunities. The successful company will reward intelligent risk-taking and encourage dynamic people to take the initiative. A cohesive team spirit provides people with the incentive to excel—both the employees and the company will reap the rewards.

Leadership Does Not Mean “I’m in Charge!”

It's important for company leadership to be in touch with the organization. In many organizations, key leadership positions itself in the “ivory tower” and is remote from the front lines. Effective leaders know what's happening in their companies and have their fingers on the pulse of the organization at all times. Great leaders aren't afraid to get into the trenches and do what's expected of them—lead!

Infusing Trust

Core to the soul is a belief in integrity, a resounding commitment to excellence, and demonstrated service before self. With these characteristics in play, individuals can feel accepted and learn to trust both the organization and its leaders. When colleagues are heard and their opinions encouraged, trust ensues. Even when opinions may not be popular, allowing individuals to explain their thought processes can shed new light on a particular development or project that often leads to new opportunities. Trust is the core of a team.