



Kirk Rieckhoff:

Thank you. That's a very dramatic opening. It's great to meet you all. My name's Kirk Rieckhoff. I work for McKinsey & Company. I am happy to be on stage here with four officers to talk about building the warfighting mindset. It's September 11th and we'll all have our stories from September 11th. For me, it was being in the fighter squadron down in Seymour Johnson. We were briefing up to go do a 4V4 and we were pretty excited about the mission. All of a sudden, someone knocks on the door, and no one ever knocks on the door. They said, "Your plans have changed." And then we were briefed on what our new mission was going to be, which was how to defend the Capitol against an incoming aircraft. We found ourselves in the middle of the briefing strategizing on how you're going to end up shooting down a 747 or how you're going to strafe a cockpit. It was the most surreal thing in the world.

As we're doing that, there are maintainers out there scrambling, putting on AMRAAMs, putting on AM7s onto the aircraft, and then we launched with about two hour's notice and overhead. To me, this topic of the warfighting mindset is what that's all about of all right, you don't actually know what's going to happen, but you're going to train and practice and how do you handle that? As the secretary has challenged us, and I think he'll talk about this after this panel, as we think about posturing ourselves for great power competition, it's this warfighting mindset that's going to power us through. On that note, I'm really excited to talk today. What I'd like to do first is to go around and ask each one of you to introduce yourselves and where you're coming at this from. General Robinson?

Lt. Gen. Brian S. Robinson:

Kirk, thank you. I'd like to also say thank you to AFA for allowing me to join this esteemed panel here today to talk about this really valuable topic. You asked us to be brief, two minutes roughly. What I'm going to do is not going to talk about me, but I'm going to talk about the topic and then what AETC's role is in that as we see it. First and foremost, I think we should be very careful about taglines, cliché statements, trying to put labels on things. The warfighter mindset, we've seen that with MCA, Multi-Capable Airmen over time. If you try to find a definition of warfighter mindset, it's really hard to find, but you described attributes of it I would say in that way.

What AETC's role in achieving that warfighter mindset really is about is as the first command, the command through which everybody enters the Air Force and touches points with our Airmen, both uniformed and civilian, in either formal education, mostly formal education and training initial skills and/or the advanced skills training is to really inculcate it as to part of the DNA. We want to make it part of your core foundational competencies. But the kinds of things I would say to describe that would be we want someone who's biased for action, someone who can respond with what they understand is the right thing to do just based on their commander's intent, which we see in mission command already and the focus on that and the new one tack one that just was released.

Someone who's not afraid to make a decision based on that. Someone who's willing to look at a problem and go yes if, yes when, and do the risk assessment and be critical thinking and I'll end it with someone who's got the ability to see things with an anticipatory lens to anticipate if I do this, take this action now what do I think the next second or third order consequences or the next steps that'll happen. So you can again be prepared. I'll end it with all of that comes down to my mind about being ready, teaching our Airmen, our leaders to focus on being ready for what we think is going to come. In this case, it's what's going to come in the Great Power competition. I look forward to the discussion and dialogue. Thanks for having me

Lt. Gen. John P. Healy:



Thanks as well to AFA Kirk. Thanks very much for chairing this and it's great to read about what you've done in terms of that warrior mindset as well. I encourage everybody else to read. I think you're going to find a lot of similarities between the four of us in terms of what we talk about just right away smokey stole all my thunder. I'm very straightforward. I'm very simplistic with regard to the Air Force Reserve command. I've been in a job for 15 months or 13 months and I put out a task order right away that almost speaks exactly to this. In that task order, I talk about accountability at all levels from the most junior Airmen all the way up through me. Accountable for your AFSC training, your mental stability, your physical fitness, making sure your family's ready as well.

I also talk about some basic principles in addition to accountability about doing that through communication, solid communication, collaboration at all levels in, out, up, down, but above all, as Smokey said too, understanding the risk and then acting. When in doubt, act. Make sure you understand and grasp the risk at the appropriate level and act. My two priorities that I put out there right after this, which is ready now and transforming for the future. Readiness gives the basic building blocks, the blocking and tackling directly to the commanders to ensure that they know that their job is to provide a ready force to provide lethal effects in defense of this country. When I talk about transforming for the future, it really gets after a few things. Transforming in one respect on a new lexicon, a new way, a new enemy perspective. How do we get about agile combat employment? How do we work towards that? Multi-Capable Airmen, mission-type orders, AFFORGEN as it comes out? How do we understand that? How do we transform to be more effective in our readiness to get after those?

But I also look at it from data dominance. I think the reserve command is a very high mature data command right now, and I look to get to a data dominant state where we're looked upon for our data being absolutely rock solid. I'm a data driven guy, a process geek as well. When I look at data, it provides the answers. It provides everything we need. If it's not data driven, then it's typically just a vignette. As someone smart told me once, vignettes are sometimes interesting but not always compelling. I'm really about ready now and transforming for the future and how that can translate down to every Airman. I think that in itself answers what a warrior should be. Thanks.

Maj. Gen. Daniel Tulley:

Good morning, Kirk. Good morning everybody. Dan Tulley, vice director joint staff J7 and I'll echo the thanks to AFA for letting me be here and be a part of this esteemed panel. So for me, a warrior mindset really has a couple of foundational components. That foundation is what motivates you, what's your incentive? What gets you up every day? What's your higher purpose? Is it your faith, is it your family? Is it your country? Then there's two components with that. There's a team aspect. We always fight as part of a joint and combined team, and that's where we focus and joint staff J7 every day on joint and combined training. But then there's the individual piece. There's that ready now piece that we were talking about. What is it that you do? What's that discipline, that aggressiveness, that drive that you tap into as an individual?

I'd say a warrior mindset is also, it's one of those things that's much easier to see and you know it when you see it. We all hope that we pass that test one day. I'd highlight John Chapman 2002 special tactics controller paired with the Navy Seal team dropped into the mountains of Afghanistan. They're dropped into a firefight and one of the team members falls out the back of the helicopter. They make the split decision to go back in. Chapman is in this firefight. He's charging uphill and thigh deep snow to a position. Assault on a fixed position that's 12 meters away. He takes out the entire nest of enemy combatants. Then he turns there's another fixed position. It's got a heavy machine gun trained on him. He suffers mortal wounds and he goes down. But his last moments are captured. This is unique in the history of Medal of Honor winners. They're captured on an ISR video. I would recommend that video to anyone in this room. That's a warrior.



Brig. Gen. Timothy A. Sejba:

All right, good morning. Thanks to AFA for the opportunity to be here. I'm Brigadier General Tim Sejba. I'm the new commander of Space Training and Readiness Command out in Colorado Springs. I'd like to start with an image which I think highlights the results of a warrior image. The picture on the screen here shows the ceremonial streamers from all of our services and the campaigns that each of those services have fought in over the many years. If you think about space, even though the Space Forces is only four years old almost, we've actually been a part of the warrior mindset for almost 40 years in supporting the overall lethality of our joint force. In those 40 years we actually had the luxury of a benign environment, one that we really had space supremacy throughout those timeframes, but that's changed.

What's changed is we are now focused on a threat. A threat that continues to grow. One that we have seen for many years and only really been able to talk about over the last four or five years. But that threat is driving everything that we do within the Space Force to ensure that we continue the support that we have for our joint warfighters, but also maintaining that space supremacy that we've enjoyed for so many years. In Starcom, we actually have a number of pieces that come together to ensure the warrior mindset. We have everything from training to doctrine to education to test and evaluation. All of those pieces come together to ensure that Guardians have the warfighter mindset that we need today and going forward into the future. So I look forward to talking about that throughout the panel and look forward to the questions.

Lt. Gen. John P. Healy:

Hey, I'd just like to add in the end to Dan's story as well that might not be aware for others, but as that force was on the top of that hill and other combat controllers were calling and fire to cover two strike eagles were up in the air nearby, I believe, piloted by one person sitting to my right, right here and asked not to drop weapons because of too close to our friendlies and the first time asked for strafing from Strike Eagles ever maybe.

Kirk Rieckhoff:

Yeah.

Lt. Gen. John P. Healy:

Again, the ability to adapt, overcome, and get the job done to protect others right here too.

Kirk Rieckhoff:

Thanks. We did not coordinate that ahead of time. All right, well let me pivot it to what are we actually talking about when we talk about a warfighting mindset? I think that term actually gets used quite a bit. General Healy?

Lt. Gen. John P. Healy:

Yeah, I had trouble with this one and you saw my initial, we were chatting via email for a few weeks ago. My initial response was like, I have no idea what warrior mindset is. I can't find it in any definition in any doctrine. It's never been talked about with respect to specifics that attributes that somebody might or might not have. I was relaying this back to them. I was like, I don't know how hard to kick back on this one. I'm not a fan of. I think what we're seeing more and more now, which is our current culture of assigning labels to things and trying to categorize things and trying to put it in a bin because it's a little



bit more comfortable that way. I think we all alluded to a bit in our opening comments, but when I see what attributes we're trying to get after, we're trying to get after that ready force that's able to adapt and overcome.

I think we're really going down the right path right now with regard to a lot of the way we're trying to train our folks for Agile Combat Employment, Multi-Capable Airmen, being able to understand the set of commander's intent priorities and then being able to carry those things out. I think what we're doing by bringing that along is we're building a warrior mindset, so to speak, and I'm using that label. We're building the ability for our Airmen at the most junior level to think about how they fit into a team, how that team fits into the mission of that unit, which is ultimately providing lethal effects.

I would dare say that every single person in this room, we can figure out how you specifically fit into the process of providing lethal effects in defense of this country. We're trying to build that right now in the Air Force Reserve and in the Air Force, and I think with the experience that we maintain in the Air Force Reserve, by bringing in those folks still wanting the ability to serve after they've completed their active duty tour, it allows us the opportunity to capitalize on some of those experiences.

Ultimately, I think it's important to us because I think what we're training for right now is I think something if we can't prevent is going to be something like we've never seen before and something we've never truly trained for maybe since World War II. The ability for us to innovate, to utilize the experience that we have within the Air Force and the reserve gives us that opportunity I think to build a preparedness, a readiness, maybe a mindset so to speak, so that if things come to conflict, we'll be ready to prevail.

Kirk Rieckhoff:

Thanks General Robinson.

Lt. Gen. Brian S. Robinson:

Thanks and I agree with General Healy with regard to some things we haven't seen since probably the less great power conflict, which is World War II. For that reason at AETC, we actually have pulled or developed 32 or so or more vignettes, if you will, from the history books of World War II and the campaigns in both Pacific and the European theaters and pulled those out to show great examples of how those that have gone before us and the shoulders upon who we stand, whose shoulders upon which we stand have figured out a way to achieve the impossible. One example I would offer is after the Norton bomb site proved to be less than effective in a different theater, in a different environment, we developed through the innovation in the insight from Airmen at the tactical level, the barrel skip bombing technique to bring some capacity back and effectiveness back into that campaign.

I don't know that anybody told them to go out and do that, but they said we think we have a different way and that's the beautiful part about our air force because our Airmen, our people are our most important asset, highest comparative advantage and by hook or crook, but by design we will figure out a way to get it done. Most other countries are wedded to doctrine. That's frustrating for them that we will step away from doctrine in a heartbeat if it's not working on a tactical battlefield and find a different way. Sometimes frustrating for us, but in the end we wind up having the agility to understand the commander's intent, like General Healy said, to move out and figure out a way to get the mission done and assess the risk and how you're going to do it.

In the first command, what we're doing to try to bring the warrior mindset to be, as I mentioned in my opening comments about the foundational competencies and get it part of the DNA, we're actually looking for the, since we have very deliberate and sometimes prolonged touchpoints with our Airmen in BMT and initial skills training in all the pipelines and pathways that we train, what are the right areas



and the right dose to introduce our Airmen into the idea of the warrior mindset, the agile combat employment, and how to think about problems differently.

One example is what used to be known as the beast portion of BMT. We now have replaced that with an exercise called Pacer Forge. Just imagine you spent the better part of six weeks knowing that at 5:30 in the morning we all tie our shoes this way. We go to the chow hall DFAC and very scripted, very regimen, very conformist. Then we put them in that particular play space, that sandbox as a team, here's a problem you have to solve. No real guidance on how to solve it. The MTIs kind of fall back into a coach and/or risk management team and let them work through that problem as a group, as a team and figure out what solutions they can come up with for that.

We're doing the same in tech school now as we're developing a secondary force developing a program called Bracer Forge. Think a little bit more steeped now in your particular discipline, but you have several of them on one of our campuses, so Shepherd Air Force Base or Keesler for example. Take a pause, come together, here's a problem to solve. Bring what you know to the table and try to solve this problem both with your personal experience and what you've gained professionally at this time. The same thing applies at Air University through our professional military education, both for officers and enlisted personnel where we sit down and think about, talk about, posit what it means to be in warfighting and imagining the environment for the great power competition. What do we think it's going to be like to prevail in a fight, to get to the fight? What do we think it's going to be like to prevail in the fight to get airborne? What do we think it's going to be like in the fight to sustain the fight? Just three of the six fights, for example.

I'll end with this and as I'm looking at a good venture of mine, General Minihan here, one of the main feedback items from Operation Allies Refuge from the force that went out and did that across the board was if we had only known what this was going to be like, we think we would've been better prepared. That gets back to the readiness piece. We own touchpoints on that and that's our goal is to make sure we inject those at the right level, at the right pace and the right quantity as we have the Airmen in our fold.

Kirk Rieckhoff:

Thanks, Smokey. Let me shift gears just a little bit. Dan, you're in the joint staff. We were talking about the warfighting mindset. What does that mean from what you've seen there or the other mindsets that you're encountering?

Maj. Gen. Daniel Tulley:

Great question. The comments about doctrine, I'm torn on that, sir, because J7 owns doctrine for the joint staff, but it's important. A lot of different mindsets. The positives are all over the place. Innovation, we see that throughout the Air Force. A hard work ethic, the desire to get things done, to get to, yes. But then within the joint force from the joint staff, we often see still pockets of stovepipes of excellence, service specific or domain specific focus, and I don't attribute that to the folks in uniform. I attribute that to the structures we operate within. For example, we have 109 tier one exercises the joint staff supports every year. Right? These are major exercises for all the combatant commands and so how do we integrate more tightly as service components as a joint force with our allies and partners with the interagency to train like we will fight one day against an adversary who might be exceptionally good at this. Right?

It's a wicked challenge. The common denominator always comes down to integration. How do we integrate, how do we better integrate. Right? I'll just offer from where we sit in J7, we offer executive education capstone for general officers. We also track all the education programs across the department



and there is a unifying vision for the joint chiefs of staff that was signed out a couple of years ago, but there are still 89 or 90 different professional military education programs. The number of those that are joint, they all have a joint flavor, but some of the schools have been around like West Point and the army, they've had education going for 200 years. Joint was added on after 1986 in Goldwater-Nickels. How do we make joint first? How do we make that the first go-to, or how do we strike that correct balance between what we need to teach our Airmen and our Guardians and what we need them to understand about the joint fight from an early age?

Kirk Rieckhoff:

Thanks, Tim. How about you from your perspective?

Brig. Gen. Timothy A. Sejba:

Yeah, I think there's a couple of different insights that I would highlight. First, I think through the morning already, and I'm sure as the secretary takes the stage, we're going to continue to hear about the sense of urgency. Certainly that has been one of the key themes, at least from a space force perspective that I have seen along with other Guardians for the last four years. Prior to my current role, I was a PEO out in Los Angeles and the sense of urgency of how we are trying to deliver a different, more resilient space architecture is absolutely driving the entire acquisition organizations across the board. Understanding that the capabilities that we have relied upon for so many decades, while war winning, are not resilient against the threats that we see. As we look at a sense of urgency, how do we feel those capabilities in a much more timely manner than we have in the past?

That brings things to Starcom where we are responsible for testing and evaluating those capabilities. In doing so, we're looking at different ways of how we actually test and evaluate in a more integrated fashion. One that brings together DT and OT in a seamless team so that we look at each of those new systems, we embed ourselves early in the acquisition so that when it comes to tests that we test once and we get the information we need to be able to go through and inform DT and OT recommendations. Those are just some of the things that we're looking at right now when it comes, a sense of urgency. But then we're starting to talk about things that maybe a few years ago we wouldn't have had to talk about. In a threatened environment, now we have to talk about things like red threat and kill chains.

Again, areas that in 4 or 5, maybe 10 years ago certainly were part of the lexicon across our air force and that we were a key enabler for, but now we actually have to do that across the various services and the domains. We also have to worry about that within our space domain. That is part of our lexicon and mindset that we are starting to drive now. How do we go through and execute against threats 1v1. When we talk about great power competition, what does one v many look like that we are going to have to operate? What is that environment like? How do we test and train? How do we ready our force to be prepared to operate in that kind of contested operation? Those are a few of the things that I see. I also would highlight the idea of integration. Again across a lot of different acquisition organizations, but across the Space Force between Starcom and our test and evaluation and readiness responsibilities, our operations command within Space Ops Command, and certainly Space Systems Command from an acquisition standpoint.

Lt. Gen. Brian S. Robinson:

Hey Kirk, sorry, can I just pull the thread on something he said, which I think is very important? It's about thinking about this problem set, particularly with the PRC, I think all domain. Right? Space, cyber, information, and the physical domain, in our case the Air Force, the air domain. But what's important in some of those other domains that are out there? I think there are many in this room, but I personally





feel sometimes when I think about those other domains that in terms of the sense of urgency on any given day, we're kind of at D minus 30, D minus 60. Right? It's not going to be the D minus 300 start mobilizing kind of thing. That, to me, reinforces the sense of emergency. When you said that, that just made me think of that.

Kirk Rieckhoff:

Well, on that note, Smokey, as you look at the department, are there things that we could do more of or less of to build a warrior mindset?

Lt. Gen. Brian S. Robinson:

Yeah, thanks for that. Great question. I think at a tactical level and an operational level, somewhere in that space, I think we can do more training, which obviously comes with the time to do it. The training I'm talking about is thoughtful training. Think about the adversary. Our number one and number two concerns are in the national defense strategy, we all know who they are, how they're going to fight, how they see the battle space. Think about in that all domain perspective, how you're going to get to the fight. The deployment order does come, but your power projection platform that you're projecting from is contested. How are you going to make that happen? And contested in a lot of ways.

I would argue don't wait for headquarters of any level to tell you exactly how to train to that. The information's out there, the doc statements are there, the white papers are published and there's lots of research that's available at the right levels to figure out what you want to train your organization to at the wing group or even squadron perspective. We should all be synchronized and aligned to the six fights and the operational imperatives, but no one should have to tell any squadron commander or any SEL what to train to specifically. Use your imagination, understand where your force is, and then go get after it.

Kirk Rieckhoff:

Thanks. Tim, from your perspective with Starcom.

Brig. Gen. Timothy A. Sejba:

I think there's a couple pieces. First, we're in the process of really trying to deliver an operational test and training infrastructure. One that takes years, maybe decades of individual trainers for specific missions and starting to integrate those together into a more coherent training infrastructure that allows us then to inject things like red threats and really start to train as we might fight in the future. That's a huge undertaking as we move forward, but one that's absolutely critical for us to be able to train like we potentially have to fight in the future. One that again, I think exists in a lot of the other domains and other services, but one that we just haven't necessarily had to put in place for space in the past. Again, a lot of great capability that has to come together.

I think the one thing that maybe we quit doing, I'm not sure I could say just one, but recently I heard General Salzman, our CSO used the words ruthless prioritization. When you're a force of 14,000 strong of officer, enlisted, and civilians, it's sometimes daunting to think about all the things that you have ahead of you. At times though, we have to also look back and say, look at all the things we've accomplished over the last three and a half years as Guardians of a new service. But that then requires you look forward looking at the threat, understanding what you have to get after and ruthless prioritization of what is absolutely most important to be ready to potentially fight in the future. Those are some of the things that we need from Starcom and across our service, the training infrastructure,



and we're going to have to have ruthless prioritization to make sure we go after the most important things.

Lt. Gen. John P. Healy:

If you don't mind.

Kirk Rieckhoff:

Please.

Lt. Gen. John P. Healy:

Yeah, it's interesting. As I was thinking about some of the things we need to do more of, I agree with General Robinson, 100 percent the exercises. I think AFFORGEN is really getting us to the perspective with the certification events, but I think we need so much more of that at the grassroots level as I do. I was this past weekend out at Westover Air Reserve base, and it was interesting to see how they take commander's intent and what they do, how they run with it. It's fascinating and always exciting to see. We've got a C5 unit. C5s don't do air evac, but we've got a very strong air evac unit there within the ops group. How do they manage getting their training done? Well, they coordinated with Wright Patterson C17 and they did a combined sortie between the two of them, about a six-hour sortie, both working together, finding out what's working best for one versus the other, making sure they get their beans done, but also making sure they're getting it done in a rather dissimilar environment rather than just up and down their hallways.

They're getting after the core AFSC training that way. They had a reclaimed North 40 area of the ramp that's called Dog Patch that they're creating an austere environment now for [inaudible 00:27:14] type site. We were out there as well with the explosive ordinance, EOD folks working with CE doing UXO recovery and doing rapid runway repair. Utilizing, combining the two, making sure they're working together to use what they have at hand. Then lastly, what I saw out there, which was I thought very, it was kind of frightening. They asked me if I wanted to participate in it. It was a reclaimed building that wasn't being utilized anymore, and it was probably about 90 degrees up there and no air conditioning in there. They were doing TCCC training on steroids. They bring all the folks in and they do the basics of TCCC tier one, but then in the back room it was a completely blacked out room with strobe lights, smoke, loud music, banging on metal, trying to create a stressful environment for the individuals as possible where they have to infiltrate the room, find the person, assess them, treat them, and then evacuate them.

This was completely on their own initiative that they started TCCC tier one, sort of like I said on steroids. I only thank God that I didn't volunteer to be part of that because I was in a flop sweat just watching it because of banging and screaming and yelling and the tourniquet being put on. It's this grassroots level of innovation and taking intent and acting on it, which is I think truly what we need to do more of. We need to do more exercises like we're currently, we started the thing in the reserve called rally series about four years ago during the height of covid because we still needed to get our training done, but we couldn't physically get together, so how could we do that? We put them at four different bases. We did distributed operations, simulating second island chain type environment.

Our maintenance and our crews never interacted with the other units that were participating. They got virtual briefings and they met in the air over an assigned point and elaborating on that. As we went through last year, we did it down in the panhandle and we incorporated special search and rescue as well, trying to incorporate what we think is going to be the environment. As of a couple of days ago, we got 300 plus people associated with 130s, tankers, C17s, doing rally in the Pacific in Guam, building





infrastructure with our civil engineers, getting after logistics under attack, agile combat employment, all trying to work towards what they think, what we think that environment's going to be. I think lastly, what could we do maybe a little bit less is and jokingly saying, I think sitting on a panel in service dress talking about how to do it and maybe just get out there and doing it.

Kirk Rieckhoff:

All right, fair point. I'm going to switch gears here then with just a few minutes left here. A question for you, Dan, when we were preparing for this one, one of the things we talked about was the idea of when organizations are in a crisis, they oftentimes rise to a whole new level of performance that almost shocks everybody who's in the organization sometimes and you just watch people coalesce. What is it in your mind, you've seen this a few different times that allows organizations to perform at that new level?

Maj. Gen. Daniel Tulley:

Great question. At a fundamental level, it's the people in the organization. I'd like to say the leadership, but it's always the people way more than the leadership, right? 2019 had the good fortune of being in command of the 379th at IUD and we're standing up Prince Sultan Air Base for the second time in my career. As we stood that operation up, we started flowing Airman supplies out to PSAB. Now I went out to visit, there's 50 folks in line for the chow hall, not a single one complaining. Having a conversation with them. "How long is this line usually take?" "Well, last few days it's been about an hour, a little over an hour, sir." Phenomenal Airman out there getting it done. Right? If I go back to IUD and there's two people in line for a hamburger, there's a whole different story.

I'm trying to wrap my mind around that. Right? But it comes down to the people and the situation they're in. I know that all Airmen, all Guardians are high performing teams, but it's the environment we put them in coupled with the leadership and the urgency of the situation. How do we get that urgency, that high level of performance day to day because that urgency should be in place now. I mean you can see it in places. There is mobility Guardian out in the Pacific, not just because General Minihan sitting here in the front row, but that's air mobility command, the command I grew up in getting after things in a dramatically different way than they ever have in the past. How do we foster that type of attitude, that type of spirit all the time? It's a question, but I can see it happening. I see success, it's getting there.

Kirk Rieckhoff:

Awesome. Thanks. Let me throw it back to you.

Lt. Gen. Brian S. Robinson:

Sorry, I was just going to say to Tulley's point, it's about reps and sets. Right? You can't run at a high performance sustain for a long time. You'll burn the force out, but you give them just like exercising and the way we do that, get up for an exercise, deliver the approach, you're properly nourished and fit for it, go after it, take the lessons learned, debrief and reset for another deliberate approach at it. That's how that comradery, the esprit corps, that trust in each other comes to be. It's the repetition and the sets and training that allow you to have the confidence to fall back on that when the moment of extremist does occur.

Lt. Gen. John P. Healy:

Yeah, it's amazing. From the Air Force Reserve perspective, we've got non-prior service coming in through AETC and then we've got people who are 30 year senior master sergeants and 28 year lieutenant colonels and everywhere in between. We've got quite a bit of experience and I think we're



most effective when that experience comes from affiliations from the active component. I think if we truly want to maintain that high level of performance that we see in critical in crisis, I think we need to do a better job of total force.

Total force can't be two initials that we talk about after everything's baked already. Total force has got to be an integration across all disciplines so that we're taking advantage of and incorporating that high level experience of over 45 percent of the instructor corps and the air mobility command, our reservists over 70 percent in the combat air forces, incorporating that at all levels, truly integrating the units so that we're the most effective all the time. We're going to get after it in AFFORGEN in terms of the certification events. But like I said earlier, I think we need to bake this in at a more grassroots level so that high level of expectation, that high level of ability is seen from the training from the onset and then we're able to carry that truly forward too if we do have to go to conflict.

Kirk Rieckhoff:

Thanks. All right, let's go ahead and wrap this up and I'd like to do this by asking you all a question. If you had one piece of advice for the audience out here, given your experience, when you think about building a warrior mindset, what would it be? Tim?

Brig. Gen. Timothy A. Sejba:

I would say I would go back to mission command. General Saltzman has talked about this quite a bit and we've heard it across the Air Force as well. Delegation down and empowerment is absolutely foundational to how we get after the Warrior mindset. Again, with 14,000 strong, we need every Guardian, officer, enlisted, and civilian focused on what they can do and taking the lead whenever they can. I think that's an absolutely critical piece. We deliberately, over the last several years, removed an entire layer of leadership for this exact same reason so that we could push the decision maker closer to those that are doing the work day in, day out. But again, I think empowerment and mission command is foundational to the warrior mindset as we go forward.

Maj. Gen. Daniel Tulley:

My closing comments will track with my opening comments, Kirk. Team and individual relentlessly pursue realism and training. Be ready, be prepared. Be very deliberate about that. Understand your adversary, understand how your adversary thinks that you view them, but be relentless. Do not settle for good enough or for the same old training program or for what you've done for 10, 20 years. We've got to adapt. We've got to be forward-thinking. There's always a tension between fight tonight readiness and future readiness of the force. You see that play out in the budget battles all the time, but it's a challenge for a warrior spirit and for a high performing team. How do you see that future fight? How do you envision it and then get ready for it?

Lt. Gen. John P. Healy:

Yeah, I'd go to the basics, and this is what I try to instill in my commanders on down to instill down to the most junior Airmen. Know your job, know what your requirements are, be the best at your AFSE first and foremost. My AFSE changed a few years ago. I'm like a 91 GO now. I'm certainly not the best at that, but when I was a captain, I strived always to be the best at my AFSE, best pilot. Be the best at that. Know where you fit into that fight. Know how that team is made up, where that team fits into the unit, and how that unit ultimately provides lethal effects and just, I hate to quote him, but I will. Bill Belichick says, "Just do your damn job."



Lt. Gen. Brian S. Robinson:

That's hard to follow, but I take issue with your first. You are pretty dog on good GO. Excellent, excellent. No, actually it's a very common theme. Really what I would say is really is empower your Airmen at every level, starting with the why and all I will say is our CGOs, junior FTOs, NCOs, and senior NCOs are far more capable than I think. We often give them credit for going off and doing an exercise and being the mission commander, untethered with the commander's intent in their pocket on how to do that and the right authorities and then support and coach them in that way.

That is part of how we collectively, as an Air Force, develop our Airmen. It is a shared ecosystem. AATC doesn't have a lock on it. We have the formal piece, but everyone out here who's in a line unit right now has the informal piece and the Air Force does one thing persistently and that's train. Everything we do, we train. Be it operational or in training, but we train and grow from it and we learn from it and we take the lessons back and make ourselves better. But I would say in the end, know why you're doing it for what purpose and empower your Airmen to go get it done and then get the feedback and then revise and do it again.

Kirk Rieckhoff:

All right, well thank you gentlemen and thank you all for the time. Over to the Secretary now.