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**Speaker 1** Henry. Everybody. Welcome back to the Debrief podcast. This is Airman Jantz, joined, as always by Colonel Baker and Chief Flores are 97th Air Mobility Wing Command team. And we have a very special guest this afternoon. We have Chief Shelly Jarvis from our small but mighty med group here on base. Welcome to the show, chief.

**Speaker 2** Thank you.

**Speaker 1** Yeah, but we'll bounce right into it. Command team, How are you gentlemen doing?

**Speaker 3** We're great. Yes, our podcast time. We've got Chief Jarvis with us. It has been a rapid fire two weeks. It's been absolutely full throttle between Commander and Chief Installation Excellence award site visit. So we're in the running for top two in the Air Force. We think we're the best in the Air Force. We definitely have the best airmen, mission and facilities and we put our best foot forward. So we're excited about that. And then we rolled right into a visit from our 19th Air Force commander, General Stewart, along with the eighth Air Force commander, General Martin, as well as a competency summit where our operations group was mapping out what competencies our flying training unit is going to be so we can orient to the China challenge and make sure that we're training for the future. So it's been a crazy, awesome two weeks. What do you think, Chief?

**Speaker 4** Yeah, a lot of senior leader engagements and from my perch point as the command chief is just advocacy. That's all that I see is folks are coming to show an interest and they want to understand the greatness of our mission, our airmen, and they walk away with a few nuggets to try to go carry the water for us at a higher level. And so you have a great little way to put that.

**Speaker 3** Yeah, we say senior leader interest leads to advocacy. Advocacy leads to progress, progress leads to resources and care for our family. So it's a great way to look at it.

**Speaker 4** So far, everyone out there is not just a dog and pony show. There is. There's a means to an end with these visits.

**Speaker 3** Yeah, it's perfect and they care. They're great Americans who really care about families here. It's speaking of some of their highlights were over at small but mighty tech medical group to Jarvis. Took a few folks through there. Did you?

**Speaker 2** We did. We did. We took on Colonel Dicus and then chief of the car. And John Stewart came by and they all they eat some bugs and they used drum goggles. And it was it was a great time.

**Speaker 4** Sounds like hazing to me.

**Speaker 5** Oh, yeah.

**Speaker 2** Fun hazing.

**Speaker 3** Our maker is a place of great excitement and fun. And to get show off a lot of great airmen and great initiatives, there is definitely an energy that really hits you when you walk in. It's a very positive energy. And how many times we've been over there, Chief, where we've walked in there and we walk out with our batteries recharged and I look over them and say, you can't pick that, cannot manufacture that on the spot. It either exists, it's part of the culture or it's not. So it's really remarkable. I don't know what you are doing over there. What's your what's what's the secret to.

**Speaker 2** Drunk goggles and.

**Speaker 5** And doing tricks and eating bugs? I say.

**Speaker 2** No, it's great. Just good airmen. Just it's super simple that they're motivated and they inspire me. So, yeah, they're just good.

**Speaker 1** Hey, Chief Jarvis, can we get a brief introduction into who you are? Where? Where did you come from? Tell me if you can. Why did you join? When did you join? You know, give me give me a little background on who Chief Jarvis is.

**Speaker 2** Yes. So I'm originally from Pocahontas, Arkansas. So in the middle of nowhere, Arkansas, which is actually not too far from here. So about six and a half hours I've been in the Air Force. I just hit 25 years last night, this Saturday with Saturday before last.

**Speaker 1** That's huge. Congratulations.

**Speaker 2** Thanks. Things that go so quick, right? It goes so fast. You know, one minute I'm marching on the wrong foot, it be empty, and then the next minute I'm a chief sitting here doing a podcast with the Wing Commander Command. So that's pretty cool. So I am married, I have two kids and a dog, and my family's still in Virginia right next here. My family stayed in Virginia. Why did I join the Air Force? So I lived in Europe by myself at age 19. So I got to travel all around and do a lot of really cool things. But then I kind of needed to do something else with my life, and I wanted to go to college. So I thought that the military had been around the military forever. My dad was in the military, and so I just thought it would be a good stepping stone for me for four years. Right. And here I am 25 years later.

**Speaker 3** So it happens.

**Speaker 5** It is.

**Speaker 2** It is for sure. For sure. Yeah, that's. That's really it. Oh, I'm a dental hygienist by trade. Okay. I've been in dental hygienist since 2008.

**Speaker 3** So I am curious. You were running around Europe. How did how did you end up right around Europe? So your dad was you said military. What served what.

**Speaker 2** Branch? So my dad was in the army. My dad was actually a warrant officer in the Army when he retired.

**Speaker 1** He was my mother. Yeah. Yep. Retired CW three.

**Speaker 2** Okay. Mine was a two. So my dad actually went to eat and then became more officer.

**Speaker 1** Same with.

**Speaker 2** My mom.

**Speaker 5** See, like, maybe he was related to your brother or sister.

**Speaker 2** But yeah. So my dad, once he retired from the military, he got into the system and he worked for Army Missile Command. And so when I was a senior in high school, we moved to Ramstein and I did my senior year of high school there. And I really, really enjoyed it. My husband at that time, and when my family left, I went with them for a little while and then I decided that, yeah, I wanted to move back to Europe. And I did. And I was young and I was broke, but I lived in Europe and it was amazing.

**Speaker 3** Were you working odd jobs or.

**Speaker 2** So I worked for now so I could get an I.D. card. So I worked at the rec center there, and then I worked at the deli at the commissary for a while so I couldn't make ends meet. I was broke.

**Speaker 5** I've been to that deli before, by the way. Is a nice place to place you. Yeah, it's.

**Speaker 2** It's cool. The cool thing about that, though, is my daughter graduated from Redstone High School as well. So that's not something with military families. You see that often. So it's it's pretty cool. Yeah. I loved living in Europe.

**Speaker 3** That's incredible. I love those stories of the jobs. As you're coming up, I have this theory that I think everybody in America should have to work with an arduous job. I think I think everybody should have to work like just gives you the appreciation, right, for working hard and for having to rely on the hours and appreciation for other people.

**Speaker 4** We're so sandwich artists.

**Speaker 3** So I was I worked at Subway. I started out as working in catering and which was a really hard job in high school. You got to work. You worked at Boeing and, you know, you're not always treated as well as you'd like to be in your service position. So I think you learn a lot. You do you learn to have perspective and treat people with respect when you're on the other side of the coin. So.

**Speaker 2** So lately I was a karaoke hostess.

**Speaker 5** Oh, that was good.

**Speaker 3** So this means you can sing?

**Speaker 2** No, absolutely not. No, no, absolutely not.

**Speaker 3** So you bounced around Europe for a while, didn't turn.

**Speaker 2** In five years later. And it's funny because it came in open general, but I wanted to be a dental assistant. All right? That just really always was. It was a cool job to me. And so I thought I was going to be security forces. I actually did, because I came in open general and I got the job I wanted and that was it.

**Speaker 1** That's funny how that how that happens. You go open, General, and then all of a sudden you're assuming security forces, but all of a sudden you get something just an outlier. It just happens to come up and look at that.

**Speaker 2** Crazy, you know, and nothing. So not that there there's there's a stigma with security forces, but I knew what I wanted to do. But if I couldn't come in with a guaranteed job. Right. And I knew that from being at Ramstein, I knew that security forces, they have a hard job. And it's not like dental assistants don't work hard. But, you know, and I didn't want to be.

**Speaker 3** A different kind of hard.

**Speaker 2** It is, absolutely.

**Speaker 1** But I wanted to ask you a question. You're you're the med group superintendent now. You've been a match.com functional manager. You've been a superintendent for a number of squadrons. How did your career as the squadron superintendents, the Match.com functional manager, how does that transition into a met group, a group superintendent? Was it easy, would you say, you you kind of just fit in really, really easily? Or were there some challenges from going from, say, a squadron level to a group level?

**Speaker 2** Yeah. So I've been lucky in my career and I've had the opportunity to actually fill in for a number of group superintendents and I actually was filled in for about four or five months at Ramstein as a group superintendent, and that's massive. And luckily while I was at Ramstein, I had really great chiefs that worked with me as the squadron SEALs, and they taught me a lot. So coming here, it I kind of fit in right away. I think. I think that they were a little bit surprised by me and how I operate at first. But I think that that.

**Speaker 3** Can you elaborate on that a little bit?

**Speaker 2** So I. Somebody told me once I needed to have unlisted calls or calls or calls right away because my standards were very, very high. And so I did. But my standards aren't high. I just enforce them. Right. And that's that's the difference. And so I think it was a little bit of a surprise in the beginning and how I operate. And I'm very blunt, very honest. But yeah, no, I fit in pretty quickly, but it wasn't I had to because of all the crime I got here on the 3rd of January and I'm crying, just spiked immediately and I didn't really even have a chance to get to know my commander. It just we had to work together. Super simple. And the way that my group was introduced to me was really, okay, how do we do this? How do we fix this? Right? And there are a lot of them that got sick. And how do we how do we take care of our patient population, our beneficiaries, And half of them are sick. And so we jumped in and, you know, anywhere that we could I helped as well. And so I think that that kind of created that bond in the beginning because they knew that I would have their backs and then I would work with them. So it wasn't that hard. It wasn't that difficult.

**Speaker 3** Nothing. Nothing builds a team like shared adversity. Overcoming adversity is really where you talk about that deep trust. You can overcome something challenging like that. It really does bring a team together, assuming that you're successful and you were and I was your chief and I were both of your two fours and they were both here when we all got through on Cronin, the Maker was really the heroes of that. That was a. We had cases in a day, case numbers in a day that we hadn't seen in months combined. I just kept fighting through it. It was incredible.

**Speaker 4** It was an interesting time. Joe Stewart Hey, Tony, that was the first time the medical tech, they were the lead unit in the fight. They I mean, to hear the stories, right? Like their group commander took on a secretary role, essentially all hands on deck to whatever it took. And it really benefits. I mean, 95%. So we're able to maintain our pipeline where it needed to be. It was pretty incredible.

**Speaker 3** I thought it was cool how you all adapted in the middle of it to changes in the whole testing program. And you know, you'll never run out of supplies, you never run out of tests. You tested all the time and you kept the functions of the service. It's amazing.

**Speaker 2** Yeah. You know, the amazing thing about how we changed our testing protocols was that was a tech sergeant who came up with that, right? So. So they presented it. A tech sergeant and staff sergeant presented it to our executive staff. And, you know, we decided, well, what can it hurt? Let's just try it. And it worked very, very well. And it was so cold outside. I remember that. And I remember walking out and checking on them to make sure that they were okay and just being like, Man, these guys are rock stars. It's freezing. And they're they're constantly out here because cars were just backed up, you know? So far with patients, they need to be tested.

**Speaker 4** There's this. This is the debrief. What would you say was the biggest lesson learned you learned from that time as a cheaper leader?

**Speaker 2** Oh, man, that's a great question. I would say. Words matter. Actions matter. Right. When we had people getting sick, we couldn't afford to lose any more people or, you know, we had somebody who would have worked so hard and so many hours that she was just spent. She was spent. And you could see it and you could see that she wasn't doing well. So we asked her to take a knee to go home. And she was one of our driving factors in how well everything worked out. Right. She was she was a key player in testing everything and, you know, telling her to go home and giving her that day or that those two days to kind of recoup and and gather her thoughts. I think that it really helped. And, you know, she actually was not going to re-enlist in in the Air Force and she ended up doing it. And that was one of the driving factors of her doing that. And, you know, that's awesome because we retained an amazing airman. So I think that actions and then words matter. It's not what you say sometimes. Also, it's how you say it. Right. And and, you know, if leaders panic or panic.

**Speaker 3** Yeah yeah you just can't as leader and there's that we've talked about this in previous debriefs. You know there's never you know nobody wants to follow negative energy. You know, there's always a place for optimism. I think we talked before there's a time and a place for at that moment, at that at that precise moment, to be honest with a team and say, hey, this is going to suck for a minute or two. But then there's always a you know, there's always a path to to a better place, I think. And that's it. You hit on like a key vein of of leadership. No matter how how bad it gets, It's okay for that. When it's bad, you know, you can't you can't tell your team in a sucky situation that, hey, this isn't a sucky situation, right? You know, they're just not going to respond well to that. But you can level with the team and say, you know what, right now, but here's a plan. We're going to fight through this. We're going to come out of a better place. It sounds like you did that. And the other thing which I've achieved is, is deploying the speed break. And I say this a lot, but I've realized one of the things I've learned to command is I will often say, hey, the squadron commanders are the speed brake, deploy the speed brake if you need to for the pace and the tempo of your unit, come up on the net. Let us know if you need to take a knee. But what I found is sometimes you have to be this speed break because our airmen are so mission focused that they won't do it. And it's not because they're they're maybe even under overt pressure, it's internal pressure. And they will not allow themselves to voice be great. Just like you said, with your superstar. You probably told her, you know, hey, when you need to take a break, take a break. Absolutely. Or him or him. But they just never came up on the net because they're working so hard. So you did it right.

**Speaker 2** And even when I asked her to go home, we told her I didn't ask her. I told her to go home. Actually, she said, we'll just have to finish a few things. And I was like, No, you don't have to finish a few things. You need to go. You need to go home. And so she said, okay, give me 5 minutes. And I said, okay. And then 5 minutes. I went back and walked her to the door because.

**Speaker 3** That was what watching what she did to get back in the fight. She incredible.

**Speaker 4** This is awesome. As we talk about this or that. Coach versus cheerleader. Yeah, balancing pushing our folks because there's a mission to get done but knowing when to roll them in. But know from afar there's two things that really stood out from my perch point to medical. One is they probably define what a multi curable airman really is during that two months, three months because of necessity, all hands on deck who needs to do what we do to get the mission done. In the other part is leading by example. Right? No job was too big or too small for any of our folks. And that's the most powerful thing a leader can do is is lead by example, lead with action. And like we said, sir, we like to say yes X, but they want to see your leader out front in the trenches with you. And that matters. And I think everybody did that during that time. For all. There is definitely a proud to be an airman I've ever been on the crew side. I mean, we were showing up there four crews and fewer fallen out for every crew. And there's a person with a little board just putting crews together, just get the mission done. That was a special time. I look back and I and I and I rejoice in our airmen's will to get to get things done around here.

**Speaker 3** So it was impressive. Lots of admiration for the team and get after it. And you're absolutely right. They have to know in those moments that everybody is going to roll up their sleeves and do what needs to be done. That's right. From the top to the bottom. So that's a little bit about that. Hey, this isn't you know, this isn't going to be this is it going to be fun at this moment time, but we're all in it together. Roro in the same boat demonstrate that.

**Speaker 4** And I think what's also cause rallying cries, you got to have a rallying cry. And it seems that you're right.

**Speaker 5** Three January I did. When was the.

**Speaker 4** Winning award ceremony? I think that's where we got the big unveiling.

**Speaker 5** It wasn't there. It was in.

**Speaker 2** February.

**Speaker 5** February.

**Speaker 2** In February.

**Speaker 5** So what's what's your guys is really proud of their shots. Shots, shots. It's accurate and it's got the little kilo bottles, too. We do have the little cove. Yeah, there's.

**Speaker 3** A lot of a lot of excitable, exciting energy. And the Who's.

**Speaker 4** Brainchild was that?

**Speaker 5** My. Oh, man.

**Speaker 2** Imagine that, right?

**Speaker 3** I think I think it was that there was at the very first award ceremony and the Joe in the Spirit Award on that. On that one. Or was it the next one.

**Speaker 2** So at the it was the annual awards where we unveiled that and it was the with the spirit stick. It was the. It might have been maybe two to afterwards, but they might they bring it. They are. So we're such a small group but. But my airmen definitely bring bring the energy and the fun to to me to my job. Right.

**Speaker 4** Thanks.

**Speaker 3** Are they're pros, too. Yeah. You know, it's it's it's it's it's unbridled energy, but it's always highly professional. I was thinking when Eric Carli was starting Carli.

**Speaker 2** Lloyd.

**Speaker 3** And Carli Air, she she operates like an NCO that when she was walking General Stuart in the team through the group and how poised and polished she was in that delivery and it wasn't scripted. She just knows the business inside and out to every turn to make exactly where the handoff was going to be. It was just incredible.

**Speaker 2** And she's a superstar for sure. She she did work really hard on that. But when we did our practice runs with her, she she had it down. I know that when when I walked with her, because I was one of the last people to walk with her before, you know, the actual visit. I was so impressed. I couldn't believe, you know, that she was operating at that level because I don't know if, as a one see, I operated at that level. So she's very impressive, very impressive, and she's always positive and has the best attitude. Most of them are there. You know, it's it's easy. It my job is easy.

**Speaker 4** I love that word. Positive. I think that's a choice. It is a great every day as opposed to happy as fleeting you can. You go in and out of that phase, but positive you can. That's a mindset that you bring everyday. I definitely demand a body, but I know you demand that of your airmen. But it's interesting, I, I think when we had our merger with Medical group, it was awesome. But I think when you came into the mix, there was a certain level of pride that went up over there.

**Speaker 3** What do you do to drive that? It really is. This goes back to what Chief and I were saying. You can feel it when you come into the it's a medical group and you can't manufacture that. So where does it where does it come from?

**Speaker 2** I think that. You know, I. We give them affirmation on a regular basis, but we also give them standards and discipline, and we talk to them about how important their jobs are. You know, I think one of the biggest things for me as a leader is I really like to have fun. I love to have fun. I love to laugh. And my commander does as well. And I think our airmen can feel that. You know, part of it also is is just letting them get to know you and being authentic with them. That authenticity goes a really, really long way. I'm going to visit them and just walking around, not just to check a box. Right. Not not to check a box, but to have them know that you truly care about what they're talking about and how they feel. And, you know, shots are shots. That makes a difference. You. It has to be fun. Yeah. Otherwise, it's it's work. And it can't always just be work.

**Speaker 4** So. Well said.

**Speaker 3** And, you know, I think in in our business, you know, I say that and I hope that we we lead in the way that you're leading us that that's the goal is to you know. It should be the nature of it should be fun and it should be rewarding. You can keep it on the side of professional and have a heck of a lot of fun doing what we do.

**Speaker 2** Right. And I think that, you know, when the SEC does come along, if they're generally having if they generally like what they do and they're having fun, then when that SEC does come along, it doesn't sting as bad.

**Speaker 3** That's right. They can persevere. Absolutely. Because, again, they know what's on the other side.

**Speaker 2** Right. A little bit more resilient. Yeah.

**Speaker 3** That's testing.

**Speaker 4** Yeah. I just say, what do you what do you do in the 99% of the time, there's no crisis. Rebuilding a team.

**Speaker 3** Building the foundation, laying the foundation.

**Speaker 4** So when you do hit that mark, you can get through it because your team trusts you.

**Speaker 2** Absolutely. Absolutely.

**Speaker 4** So what are we going to call this? The Altice effect? At some point.

**Speaker 3** What? Oh, yeah. It's a thing. I think Jeeps got part of the story. She's got part of this. She's definitely has part of this Alpha effect story. Right. Because if I'm not mistaken, you. Was. Were you jumping over the moon?

**Speaker 5** Of course I was.

**Speaker 2** Mountains with anger. It is because I was so mad for sure.

**Speaker 5** Absolutely.

**Speaker 2** No, no, I actually was not due to PKs to at all, actually. And so I had just got an extension to stay where I was in Virginia. And two months later I got a phone call saying that I was going to start interviewing for positions. And, you know, I interviewed with Colonel Ratana, and we hit it off. I knew. I knew. Right. I expected that phone call. And so my family and I decided that if I were to get selected for the position that they would stay in Virginia and I would pick us here knowing that there was a very good chance that I'd be heading back to Virginia within 13 months to become the CFO for my career field and.

**Speaker 3** Which you are set to go do.

**Speaker 2** Yes, sir. Thank you. Thank you. But I got here and, you know, it was January 3rd. It was freezing. It was so cold. I'll never forget that. How cold it was here when I got here. Right. Well, I wasn't supposed to be warmer here. And it was Wendy, very windy. But once I got to the Met group and and on the cross kicked off, you know, and I got to know my people really quickly. You know, I started to kind of like them a little bit. Right. And I always tell them, I don't like you.

**Speaker 5** To be mad. Right.

**Speaker 2** And it was very quickly after that, I realized that this is not even close to the worst assignment you can get. This is actually probably. Besides not having my family here, one of my favorite assignments, I will say that if my family were not in Virginia, my daughter just started nursing school too. I would absolutely bring them here and stay here. We have a great community.

**Speaker 5** Yeah.

**Speaker 2** I love this community. They're very accepting. And then my leadership and this wing is is a great wing. I've had opportunities here that I would never have any other place. As I was talking about the fact that I rode a horse.

**Speaker 5** Having dropped four official duties. Right with the.

**Speaker 3** Section.

**Speaker 5** Approved right.

**Speaker 3** Wing approved cowboy. Cowboy carver.

**Speaker 2** All right. I never thought that I would do that when I was in the military.

**Speaker 5** But it was so cool. It was so cool.

**Speaker 2** I went to a pow wow.

**Speaker 5** Yeah.

**Speaker 2** And Colonel Hollister and I were honored at the pow wow, and that was amazing. This is just a great place. It really is. I would come back here in 2 seconds.

**Speaker 3** It's awesome, Chief. And you had some great commanders. Do you.

**Speaker 5** Have.

**Speaker 2** I have Colonel written. She was. She was awesome. Very sassy. Very, very, very spicy.

**Speaker 5** You may listen to this Judy and Judy routine. Juliette's right. We're here to assist you with all your medical needs. That's what I miss.

**Speaker 2** Yeah, she was great. You know, she. She and I became pretty tight. You know, one of the things with her is that and I think it's with any leader when they trust you and they put faith in you, I don't think that you can go wrong. And same thing with Colonel Roberts. I absolutely love working with him. I'm going to miss him and his family. Yeah. And this family, you know, the wing family, it just in general, I've I've had it's just been really good. Just really great. And my airmen. My airmen. And I think that that's probably what I'm going to miss the most about being here is having airmen and having the chance to sit here with airmen. Right. Officers and enlisted. I will absolutely miss people coming to my office and saying hi and crying and sometimes. Right. Needing a hug. And I guess I'm a hugger now. I guess.

**Speaker 5** I don't know. I'll just.

**Speaker 3** I'll just.

**Speaker 5** Did that to you. Right? Right. Made me a hugger. Absolutely.

**Speaker 3** Making the impossible. Possibly.

**Speaker 2** Yeah, for sure. For sure. In the first time, you know, somebody starts to cry, I'm like, I don't know what to do with you. And they start stepping towards me, and I start stepping back. Right now.

**Speaker 4** For our listeners, it looked like she was that she was holding a baby.

**Speaker 2** And that's that's really what happened. I put my hands on their shoulders and no, we don't do that right.

**Speaker 3** Do you self deprecating a little bit. You definitely have that coaching that arm around the shoulder, warm side to you.

**Speaker 4** We were talking about Sheriff Rock in your there was a an NCO that was leading some event here and she was filling in for me as a command chief. And I heard the whispers afterwards that that chief night handed this poor NCO. But when we debriefs it, you know, you just hold them accountable. He had no plan. He had really no, he had a better but he didn't follow through with this side. And you hold them accountable. And, you know, one of our guiding principles, accurate feedback, always. Yeah. So I think it was a it was a rude awakening and he's better for it now. It's better for it. So.

**Speaker 5** Right.

**Speaker 2** And I've seen him since then and waved and whatnot, but I think he was pretty upset. But, you know, one of the biggest things I think as a leader is empathy, too. And when you're at that group level, if you have great squadron skills, you know your job is a little bit more fun and you get to have that empathy for for your airmen. And that's something that I didn't always have. I was very much a nice hander, you know. But as I think I've matured and grown into my stripes, I think that empathy is huge. And I love when they come to my office and they need to have my and need a hug. You know, that's it's the fact that they're coming to me. Yeah, to get that is huge.

**Speaker 4** You know, I just had an epiphany. That's the other power of having a strong network. The fact that the way he the way the project took took the conversation and the feedback, the way he felt was quickly diffuse when I talked to him because he trusted me a lot longer and I was able to speak to your to your good leadership, a good name. And he quickly. Okay. Well, if you're telling me that, then I'm going to. Right. Which goes to show. Right. Like when we may not have the best interaction with somebody, you hope your network can share what you really are about to help regain that credibility. And I think we got there.

**Speaker 2** Yeah, I think so, too.

**Speaker 3** Yeah, I just I love the the overall kind of thing you're describing across the privileged positions that we all have, and that's that the airmen are the source of energy. You know, it's these jobs are of course, they're arduous in some ways. They're hard and challenging. Everybody's jobs are challenging. But but contact with airmen really puts gas in your tank. It's the fills charge, the battery up. It's amazing to see people come off the staff and have contact with the wing because you can just see them light up. In fact, when your boss got here, we're kind of Robert's guys and he was coming off a really hard job on the staff that didn't have high contact with airmen. And the staffs are great, doing great work. But you know, the contact with airmen part and you could just see him visibly change from the interaction with the airmen that he had. And it was it was amazing watching as fired up.

**Speaker 2** He is and he loves so he loves being with airmen. Actually, right before I came over, we were we were walking around and talking to airmen. And, you know, it's it's just like I said, it's fun. They bring a smile to our face. Nine times out of ten, seven times, 9.7 times out of ten, you know, they're just they're just amazing. And I'm definitely like I said, that's what I'm going to miss the most. Having airmen right there, It's yeah, that's going to be hard.

**Speaker 3** Well, maybe at some point in the future you'll rotate out of your CFF job and into a demand job.

**Speaker 2** Maybe.

**Speaker 3** Love that. We'd love to see that one. Would you?

**Speaker 4** Yeah. I mean, she made the list this year, and it goes to show to events, talents. I mean, you look at her records, it was all postured for future functional manager gigs. She came here, hit the ground running, did an amazing job for a wing, put on a lot of really cool things are first CEO offsite was you at the charge and we put this is the first time you got pushed for strategy to get push for Comanche even lo and behold, you got picked up right away. So but you had a hard decision to make. And I know your family's I mean, that comes first, so. Right. It was easy for you, but obviously it was it was hard for us to see that such a talented leader goes back to that that side. But we understand, you know, it's interesting, when I first met Chief Jarvis, she was telling me about her MFM gig and she stays in some random building and it was doing it was during COVID, so you can't really get a lot of face time. And we really struck out, really stuck out was we start talking about airmen, you know, how she lit up every time she got to go visit bases and and see them. And I thought that's going to be a good leader that we have here.

**Speaker 2** Thank you. Thank you. I definitely yeah, I wouldn't I wouldn't change my time here for anything. I actually wouldn't. I would do it exactly the same.

**Speaker 3** So are you going to leave kicking and screaming as at the Alphas effect? I know that your family, but from an airman.

**Speaker 5** Perspective, that sounds like you're going.

**Speaker 2** Absolutely. Is your.

**Speaker 3** Separation.

**Speaker 2** It is. It is. And as time gets closer, it becomes a little bit harder for me. It does. I have had a couple of airmen deploy and I had to say, hey, I'll see you later. Right. Because when they come back, I won't be here. I had an airman, Airman Campbell, talk to me on Friday and say, Chief, I'm so sad you're going away. He's in like three weeks. And I said, It is in three weeks. She's like, Who's going to look at me with those eyes.

**Speaker 5** Was like.

**Speaker 2** Oh, I'm sure you'll do something and somebody will look at you with those eyes.

**Speaker 5** It's fine, right?

**Speaker 3** But even great airman, she's she's she's one of them.

**Speaker 4** She gets really great when dorm. When dorm with a quarter. Yes.

**Speaker 2** Baking cookies. Right. I had the opportunity to sit with another a staff sergeant today who I was going to mentor. Right. We had lunch and it was, Hey, Chief, will you do an exit interview with me and get set and let me get some mentorship? And it turns out that he mentored me instead, and I will miss that also. Yeah, right.

**Speaker 4** That was our our first guest ever. Scotty Shoemaker.

**Speaker 3** Was. Yeah. Who's off to Future? Yeah, a.

**Speaker 1** Future, Lieutenant.

**Speaker 3** Yeah.

**Speaker 1** Shoemaker.

**Speaker 4** They finally has a class date. I think he leaves this spring.

**Speaker 2** He does? I think he leaves in March. It's a few weeks after I leave.

**Speaker 3** It's amazing how fast the world moves.

**Speaker 2** It is for sure. He you know, he. He said a few things to me and just talked about legacy and and what his legacy, what he wants his legacy to be. And then, you know what mine would be. And it was, you know, for me as I made a difference. The difference. Right. And even if I left here tomorrow, I feel like I made a difference for my airmen and hopefully other airmen across the wing. You know, I that's the most important things that you can do is make a difference in a positive impact.

**Speaker 4** But stats matter how many, how many quarterly.

**Speaker 5** Words or what quarter is not what the world. So.

**Speaker 2** So she flowers likes to likes to call me the Al Bundy of quarterly awards or.

**Speaker 5** Touchdowns in one game.

**Speaker 2** So I will just say that since I've been here in in a year.

**Speaker 5** We've won about 12 quarterly awards, which is.

**Speaker 2** Pretty cool.

**Speaker 3** Doing good, punching above your weight. Small but mighty town as we go.

**Speaker 5** They absolutely are.

**Speaker 2** They are. They're they're a good group. I will cleaning out my office. You know, I just. I'm not doing it.

**Speaker 5** It's hard. It's funny.

**Speaker 2** See, my Sergeant Sutton, when he's as he's willing and he's going to have his little unicorns everywhere.

**Speaker 5** And Wonder Woman.

**Speaker 3** I hear like I started last week, it's almost.

**Speaker 2** No, no, I've really not know. All my winter room stuff is still up. So that's what he gets to look at for a minute.

**Speaker 4** Does he have any? I feel like we're your moderator. Duties are easy today.

**Speaker 3** They are? Yeah. We. We didn't even ask the normal question because we've been going back and forth so much about how James is doing. And he's got the cup, he's got the Minnesota.

**Speaker 4** He's wearing a turtleneck and stuff that interesting.

**Speaker 5** That's like I.

**Speaker 2** Tell him that.

**Speaker 5** Later.

**Speaker 1** It's it's a little cold outside. You lose it. You lose a lot of heat in the neck.

**Speaker 2** I guess So Looks.

**Speaker 5** Like it's been a challenge. So keep it.

**Speaker 4** Real. And Paul had one very similar you.

**Speaker 1** No, I'm doing very well. I appreciate you guys asking me. I mean, besides the weather, you know, the weather has been kind of hectic, but you guys mentioned the sync visit, which went well for us as well. In the PR office, we had Colonel Berenson dropped by the PR office. We got to show our show off our morale paintings of SpongeBob. And that's what we do to boost morale. Sometimes SpongeBob paintings. And I had the opportunity to showcase. I set up the podcast and I showcased it to her. She was super hyped about that. We talked about that, you know, and then we showcased what what we do for the wing, you know, what we do as pay, which I got to talk about our art wise. We get to go on and how and how that helps us in the future fight and, you know, showcasing to somebody and China and Russia who's watching out this Air force Air Force base, our page showcase what we're doing here and and Mighty in the mighty 97.

**Speaker 4** Our podcast is a matter of national security.

**Speaker 5** So, yes, you get to interact with.

**Speaker 4** All these.

**Speaker 3** Great leaders. Chiefs. Yeah.

**Speaker 1** And then we had the the MAF Mobility Air Force Competency Summit this last week. That was I was another great opportunity for a bunch of a bunch more TVs to take home and 18th 19 Air Force generals. I mean holy cow, what a what a heck of a two weeks it's been for the entire base, just nonstop. And guess what? We're not going to slow down. Where we got divvy is coming in left and right and events coming up. I mean, we've got I already saw legacy. The spear was on the calendar. I'm like, Oh man.

**Speaker 3** I think that's a little yeah.

**Speaker 4** The these last two weeks have been busy. Yeah, I probably the busiest I've ever seen since we've been here in our year and a half.

**Speaker 3** I think it was the highest, the highest RPMs that the team has had on the mission side. Teams always crashing and get after it on the hosting side. And again, you know, this is all for great purpose for our airmen is that interest and advocacy and resourcing and care for the family. So it's been been really have I couldn't be more proud. It's all the feedback we got.

**Speaker 4** Which was cool. So remember for the quarterly awards when I told you that I was worried but we're remembering the energy after reading Wrong about for the last two weeks. And that was the best part of the award ceremony I've been. I think.

**Speaker 3** I think they have and I noticed this throughout the. And beyond that, they have more energy. Somehow it just they they keep they keep finding more and maybe versus old. They're more fired up than that I've actually ever seen in the command. We're going to miss you.

**Speaker 2** I'm going to miss so miss you guys as well.

**Speaker 3** We're going to be kicking and screaming.

**Speaker 4** Sir, can I ask you what what stood out to you about Chief Jarvis when she arrived and her leadership style or was.

**Speaker 3** Yeah, a lot of things. What I noticed right away, I say this all the time and. The senior NCO corps is is the heart and soul of any unit, a unit that's failing and flailing. Look at the senior NCO corps unit, the striving. You almost always find a very cohesive senior NCO corps. So I definitely would say senior NCO leadership right off the bat. She mentioned her connection with Colonel Walton. So that ability to be the God bearer of standards and discipline, but also that translation of the commander's intent down an end and making sure that down through the skills and the flight levels that that's getting communicated because you can't fight through an action without a very strong senior NCO leader that's keeping all that stuff together. So I absolutely could visibly see what was going on there. And so I just saw great senior leadership, period. Thank you. That's what I can say. Thank you.

**Speaker 2** I appreciate.

**Speaker 5** That.

**Speaker 2** Earned makes.

**Speaker 3** Us credible. And I'm going to miss you.

**Speaker 1** Chief Jarvis, before we close her up. One of my questions I wanted to ask you and she for us, I don't think I've ever asked you this, but for some reason I thought of this. Have you ever been tempted to commission at one point in your career?

**Speaker 2** Maybe right after I went to dental hygiene school. Maybe. But, you know, I will tell you, people have always ask me why I haven't. And I love being a chief master sergeant. That's that's awesome. I would have had to have a commission, the Public Health Service also, because the Air Force doesn't.

**Speaker 5** Have.

**Speaker 2** Officer dental hygienist. But no, really, I love being a senior NCO. Once I got out of dental hygiene school, I was a master pretty quickly after that. And that feeling of of what you're responsible for at that point is huge. It changes you. I think, you know, people always say, when did you join the Air Force? And I can say, you know, 1998. How old were you?

**Speaker 5** Reborn. I was. Thank you for that. And I'm glad I'm here. Right? Yeah.

**Speaker 2** But so for me, really, it was when I became a senior NCO. I think I always held the Air Force, you know, near and dear to my heart and loved being an airman. But at that point, when I put that Master Sergeant Stripe on, I was a very different. It hit me different, Right. The responsibility was was immense at that point. But no, I've I've really never thought about commissioning.

**Speaker 1** Nice over to you, Chief Florez.

**Speaker 4** Commissioning? Yeah. So I always tell our FTE airman I join. I enlisted to not go to school. I'm Intercity, kid, and school was not important to me. But the Air Force has a way to make you a lifelong student. I think I shared a couple of times. I have a masters in my bachelors and I love learning. As a matter of fact, I won the lottery. I just go audit courses at universities all day. This is a part I'm a podcast junkie and all that. But no, I think at one point when I was at the top of my game as a boom operator, being aircrew, watching the pilots fly in, some of them super inexperience, I thought no matter how good I get on my job, I'm never going to command my own cockpit. That was the only time I thought I need to go be an officer. So I actually looking to be more an officer in the army to go fly helicopters. And then I'm a senior. And that dream quickly went to the to the wayside and I wouldn't change a thing. We had cadets not too long ago and they they were one of them was kind of complaining about, you know, I was being told what to do and I'll be trusted. And I said, you know, that's humility. To me, that's the ultimate level of humility when you can for us to always be the bridesmaid, never the bride, you're always going to work for a boss. And I think, can you still be influential? Can you still lead in that capacity regardless of what kind of boss you have? And the answer is absolutely, You better figure it out. Based on what Kirby always likes to tell, this is victory that he expects from his squadron of CEOs or above said, I love this. It challenges you as a leader because you're always going to work for somebody in your direction, and that's okay. The beauty is when you can find a lot of influence based on that. And it's not always about the money. When I talk to my young folks about going oats, I really know it down. And why do you want to go do this? Is it for the money? Because, you know, fact, once you make enough, it shouldn't matter anymore. It's more about purpose. And what's your endgame when it comes to that? So, no, but in conclusion, not really.

**Speaker 5** So do I did the same thing.

**Speaker 4** Yeah. And I'm too long winded to be an officer.

**Speaker 5** So I don't think I don't.

**Speaker 3** Think that's the case.

**Speaker 4** And then I get to work for amazing bosses like Colonel Baker and, you know, Chip Jobs gets to work for amazing bosses like Colonel Robertson. It's it's really neat to really be an ambassador for your for your position, you know, which you've after career we talked a lot about Be relevant, be real. We thought for this for a long time. For a very long time. You never heard the Comanches name or the Chiefs name. They're. They're in the background. And we were okay with that. But now we're we're earning our place in the mailbox, and that's important to us. You know, the coolest thing ever is when Colonel Baker. Put the Comanches name on the jet. And that was that was it was powerful enough for me. But how long we come. And it's important us continue to carry that. Sometimes you got to know whether it's the first gal and this duty or this other duty, how important your role is there, such as going the other road roads, not going to deliver on that.

**Speaker 3** Yeah, I think and it goes back to what you were asking me, Chief, about you, Jarvis. What did you see? I definitely saw a chief who was the foundation to strengthening her commander, you know, strengthening that command team. You're the rock of that command team. So it amplifies and provides that foundation, that platform for everything to happen. So that's that's fundamentally what what I saw when you got there and you do a lot of that same thing. Oh, certainly knows about.

**Speaker 4** Oh, gosh. So one, I think week two, she was already blowing up my phone about about how this ain't right and it wasn't. And, you know, I listen, I look past the SAS. I listened and. Sorry, Jesus, That's all the passion. You know what? I'm sorry about the past, the passion. I'm like, hey, if I to listen her concerns. And she was absolutely right. And I said, okay, let's change it. And I think we built we built trust very quickly on that. But then other little things you notice and small group, small group, it's just us who always stood up to talk to you from the. Oh, yeah, you're her decorum.

**Speaker 3** Professionalism is. Absolutely. World-Class For.

**Speaker 4** Sure. In our watershed moment, there was. She was pretty animated. Her previous boss got along really well, and I think they had a very free, open relationship. And I noticed some dynamics and I thought, you know what, there's nothing wrong with it. But I think we get better. And we had a little conversation about it and she totally took the feedback and and optimized. And that's what I really saw. And boy, she she she's a good guy. That's really what I walked away with because, you know, sometimes like long in the tooth or doesn't want to change though she's she takes the feedback from everybody and.

**Speaker 3** Will incorporate is just growing. Yeah still growing and we are for that matter so the.

**Speaker 2** I think that as a leader, if somebody gives you constructive criticism, you actually need to take a step back and get past whatever feelings you might have against it. But look at yourself in the mirror and if you can see any anything that they are saying and that mirror, then you need to fix yourself. Right. And when when she Flores, you know, kind of said, hey, maybe you can do this differently or you can do it better. I thought, man, I do. Do I actually do that? And so I changed it. But, you know, one of the things with with calling you two weeks after I got here and telling you I didn't feel something was just.

**Speaker 5** Lots of passion.

**Speaker 2** Right? Lots of passion. And the thing about it is that it was heard and changes were made and I felt like I truly made a difference. Yeah, right. So that legacy making that difference and it affected our airmen and affected them in a positive way.

**Speaker 3** That's awesome. And it is. I take the same tack. You know, we all we're humans, so sometimes you get feedback and it is things a little bit, you know, if you really are at the next level where you you can take it and it doesn't even sting when it's maybe about some idiosyncrasy about yourself or you then think, get on here. But that's a really hard place to get. But I do try to, regardless of the delivery, I always try to look for Is there a thread there of something that that is valuable regardless of how the person delivered it? And I know you all talk about yourselves very, you know, I think matter of factly about chiefs. Chiefs. I think that chiefs pride themselves in and direct kind of unfiltered. But even when it's not that kind of professional feedback, sometimes, you know, I've got feedback as a wing commander that I didn't really particularly like the level of professionalism with which somebody delivered something, but there's been several of those where it's been delivered in a way where I didn't really appreciate. But when I actually dig out what they're saying, there's actually something valuable in there. And it's actually led me to think about things such.

**Speaker 4** As overselling.

**Speaker 3** Some server style. And, you know, I would encourage people to always be respectful, professional because it's a more effective way to communicate a message. But but I would rather figure out more about what's going on and how to kind of change and make a difference than not know it all.

**Speaker 4** So that's I think that's what you're really good at, those teaching people. It's not about kissing up or being politically correct. It's about what gives you the right to get your voice. And I think the easy answer is, Oh, I'm keeping it real. But know the challenge is can you speak in a way where people want to listen? And I think you're really good at giving feedback in that area to make sure that, hey, you're forgiving and you're going to listen to the sentence over so many people. What they're going to they're going to shut down The second you you're your style sucks and you're trying to help us get better and making sure that we communicate effectively. Because at the end, a lot of women are are depending on their voice. So I think that's that's the one thing that I've gotten a lot better at because you.

**Speaker 3** Well, I've been learning, too, and I know some of my tells now when I'm when I'm getting feedback and one of my tells when I'm not receiving as well as I can is my my first response is to be dismissive. And now it's a tell for myself. Now I'll go back and go, Yeah, I'm being dismissive. I don't I'm I'm not liking what I'm hearing. So I now there's a place where you're you're dismissive because may maybe just and I don't mean dismissive in the sense of stop talking to me. I just mean, hey, maybe that's not the right idea at the right time. So there's a there's a nuance difference. But if I'm doing it out of principle and I don't think I do that a lot, but I have caught myself in time talking.

**Speaker 2** Absolutely. It's human.

**Speaker 4** Yeah, very. You describe it. You say there's certain things you can not give oxygen to. Yeah, right. A lot of is the peanut gallery sometimes. But I think you're really good at that. I'm like, oh, this is when it's obviously we had to let the old in. We're not going to take that. I'm not going to give it oxygen here.

**Speaker 3** Well, speaking of give an oxygen.

**Speaker 5** Chief.

**Speaker 3** Do you have your clothes out? Do you have your clothes out of oxygen for Chief Jarvis, who is probably administered oxygen and nitrous.

**Speaker 1** But, sir, Chief, this is your time. The floor is yours. Big shout outs, number one. Definitely give some shout outs. If you have any questions for us, this is your opportunity. And if you have anything that you just want to throw out there, by all means.

**Speaker 2** Oh, wow. That's no pressure at all, right? None. I think that I've said a lot as far as the Altice effect. Right. I will tell you that the group of chiefs that we have here on this space are absolutely amazing. You know, there's something about chiefs. I could meet a complete stranger. And if they're a chief, they're not a stranger any longer. That's what we do, right? We will always. We have each other's back. And I think that That's amazing. My men group. I will miss each and every one of those airmen, and they're even the ones that sometimes have a little bit more difficulties with their lives. And I have to say, get your life together on a regular basis. But, you know, my commander and my skills, I have absolutely loved working with them. Colonel Roberts. You know, his his he's not medical any longer, Right. His AFSC used to be medical. But there there it's not any longer. And to have somebody coming from that operational side back in and realizing what kind of airmen that we have also is, is amazing. So I will miss him and I will miss his family quite a bit as well. They're they're amazing people. And as far as just just this place. In general. It's so friendly and I'm not going to go back to that because I'm going to the DMV area and they are not friendly there. That is that is for sure. And then this command team as well, I've had opportunities here that I wouldn't have had maybe anywhere else with with both of you, Colonel Baker and she Flores, and then with Colonel Brady Lee as well. You know, I've covered for Chief Flores a few times with Colonel Brady Lee, and I've definitely enjoyed it. And we've laughed and right. We've laughed and tried not to get ourselves fired. And it has.

**Speaker 5** Been it.

**Speaker 2** It's been great. But I guess the biggest thing is that. Make Altice what you want it to be. You have to make it to be what you want it to be. And so if you are here and you don't go into the community and you don't do try to make it fun, it's not going to be fun. But if you open your eyes and you see all of the greatness that it has to offer, then it will be one of your favorite places as well. And I can't even believe that's coming out of my mouth right now, because never in a million years would I say that or what I think that I said that. And so one of the things that I'll also tell people is it's the it's one of the best kept secrets in the Air Force right here.

**Speaker 5** Here.

**Speaker 2** I wish I could write a job out for this job. And to say.

**Speaker 5** You just.

**Speaker 4** Did.

**Speaker 5** It is it's.

**Speaker 2** It's it's great. Some of the best people in the world are right here. Mobility's hometown, right?

**Speaker 5** That's right. Right.

**Speaker 4** What is it? A city with a future to share? Yeah. And ah, and our CEO back there does a really good job of narrating that. So in shout out to him he's got just found out he got an assignment in the South Dakota I'm sorry that he's constantly trying to turn it down to stay here longer after the.

**Speaker 5** I don't know if he's going to go that far. Right.

**Speaker 3** Minister.

**Speaker 1** But, gentlemen, do you have any closing and closing comments?

**Speaker 3** This has been a great all of these. You learn so much about the great people we have around us. We appreciate your achievements. You've really been there. Our basically our run here and for a large part of it and for a really, really tough part of it, fighting through all the crime, fighting through some of the different, you know, different challenges we've had. And you've been right there every step of the way. So you've been an amazing teammate. We really appreciate you. We are going to be sorry to see you go. It will be a great opportunity for somebody to step up. And I can't wait to see where you go with our Air Force. So no doubt you're going to kill it as the CNN reveal and your and then go back and I hope you will be stay all the way until 30 plus or wherever it is that you end up. And we appreciate you. And it's been a great it's been a great run. Thanks for being our thanks for being our close out. See out here, I think for for our podcast series. Yeah.

**Speaker 4** Yeah. Depending on where it goes. Yeah, I think so. So yeah, I don't think anyone has. If you look at people's careers, the impact you made one year was was immense. Great. I mean, with all the, all the tangible whinge I had over there, I mean to close out the Comanche books now, he got a promotion for 19th Air Force and I know you were instrumental in making that happen. And this is a way to do a year at Altus, I think, and to go on to bigger and better things. And hey, I know maybe next year you'll get an invite to the legacy this year as one of our strategic leaders.

**Speaker 5** And be fantastic. Absolutely. Yeah, exactly.

**Speaker 1** Chief Jarvis, you're going to be missed. I remember when you walked in here to take your official your official photo right when you got here, and I was like.

**Speaker 5** With her because she met her chief. She's awesome.

**Speaker 4** Who's there?

**Speaker 1** Yeah. Yeah. And every other interaction since then has just been awesome, you know? And I know I'm talking from everybody when I say you're going to be missed and you're always welcome back to Altus. So. Yeah, Yeah. But thank you very much for coming on, for giving us your time, your wisdom and and all the stories that you had. And with that, I believe that's a wrap for episode nine.

**Speaker 3** Really? Wow. Wow.

**Speaker 5** That point seven. 9.0.

**Speaker 3** And that'll be episode ten.

**Speaker 1** Yeah. There you go. And with that, thanks, everybody. Thanks, Commander team. Thanks, Chief Jarvis. American Giants, We're logging off.

**Speaker 3** Thanks, guys. We'll see you.

**Speaker 4** Thanks, Steve.

**Speaker 5** Thanks.