

## Podcast -5 w Lt Rogers.mp3

**Speaker 1** Hello, everybody. This is Airman Jan with the.

**Speaker 2** 97th Air Mobility Wing Command Team. As always, Colonel Baker and Chief Flores. And we are joined here by First Lieutenant Rogers from our mighty 97th LRT. And gentlemen, welcome back to the studio. How are you guys doing?

**Speaker 3** Thanks for having us. We're doing.

**Speaker 1** Awesome. You're doing great. Loving the new mandate that you're freshly minted. You still have fresh instructions on how to use. And that's how you get there. Yeah.

**Speaker 3** Every chance is professionalizing this one episode at a time. Yes. Of the game. Yes, sir. For for our audience out there. This this like the feeling that you have right now, that you're sitting in the room with us is all due to Airman Chance's ingenuity and resourcefulness.

**Speaker 1** Appreciate that. Thanks. Yeah, we're doing great. Yeah, that's good.

**Speaker 3** And we've got our Logistics Readiness Squadron, Lieutenant Rogers out here with us, which is awesome, secretary.

**Speaker 1** To be here?

**Speaker 2** Yeah. Yeah. Well, let's dove right into it. Lieutenant Rogers, can you kind of give us a background where where you came from, how you made it into the into the Air Force life?

**Speaker 4** Right. Sure. So I am a military brat, but I call Air Virginia home nowadays. I went to school at Boston University and then commission there out of there did ROTC. And then my first station was getting an airbase and I was in the LRC there. It's the large cell dressed in the Air Force. So I got a great foundation as an LRO and an LTE and then I was lucky to get all this as my second assignment. And I've been here for almost two years now, and in a couple of weeks I'll be heading off to my next assignment at Tula Airport Air Base, Greenland.

**Speaker 3** You're going to Greenland? Wow, that's incredible. Logistics readiness officer. Yes. LRO, what a cool story from Boston where you follow. I just got to ask, where you following the NBA finals?

**Speaker 4** I, I had a lot of friends who were posting about it, so I did okay. At all? Yes. I was following it. Vietnam, but I'm usually a New York sports fan. Team sports fan.

**Speaker 1** So you mentioned you have a lineage like a military background. What is it?

**Speaker 4** So my mom was Air Force and she retired out of the Pentagon. She was Intel and my grandfather was Army and retired out of Fort Eustis. And I have an uncle and cousins and the Army and the Navy.

**Speaker 1** Wow. So rich history.

**Speaker 3** Rich military history in your family. That's cool. Really cool. Yeah. So you were I had a lot of good role models probably to look up to you as you got started. Is it is it do you feel like you were well prepared and is everything you expected, by the way, what you think about that answer? I think it's really cool that we're making our way up the up the chain, so to speak, and we've got into our company great officer category here. And it's it's really cool how this story I think is is going to is going to be woven together between where we started here and now up to up to our first lieutenant that we had, which is cool. So you feel like you're prepared and ready for your Air Force journey?

**Speaker 4** I definitely feel like my family has given me a lot of stories and a lot of advice. And then my detachment, I would say, prepare me really well. I am awesome today to thank that brought me up. And then, you know, my, my first assignment we had I think 13 soldiers in our squadron alone and so that we were always looking out for each other. And so I got a great foundation that way.

**Speaker 3** Yeah, that's awesome.

**Speaker 2** I was actually going to ask you with the CG goes, How is it like when you guys are moving from airbase, from base to base, you know, the support system, you know, you're leaving one group of egos to go to another one. How how is that in your life? It doesn't make it easier to transition.

**Speaker 4** So I would say growing up as a military brat, where we move pretty frequently, I think I went to six different schools between K through eighth grade. So I was used to, you know, knowing which lunch table to sit at the first day of school. But you know, the C Joes here at Gardena and then here at all this have been so welcoming and it's just say your name, all right, we're doing this thing. Come with us. And it's like, okay, and all right, there's there's your friends.

**Speaker 3** So you think you're growing up as a military child. Do you think it helped prepare you for that adaptability.

**Speaker 4** And definitely being able to roll.

**Speaker 3** With the punches? Yeah, that's you know, Chief and I, we've got little ones. And so I love to hear their stories. You know, I'm sure it has its challenges as well, too. Like you said, you know, being being the new kid to school. How many times did you move? Quite a few, like.

**Speaker 4** I'd say I think eight total years. And then we were fortunate that my mom retired, was in high school, so I didn't have to change high school. So I'm really lucky.

**Speaker 1** Yeah.

**Speaker 2** But Colonel Baker, with your experience, I don't want to say a long time ago, but a long time ago saying when you were when you were Seago, can you relate to the lieutenant's kind of feeling of the Seago family?

**Speaker 1** Yeah, I think.

**Speaker 3** I think one thing when we one thing, this is a good thing to hit on. I think with the with the officer corps, there is a sense of collegiality that that I think is that stands the test of time or at least should stand the test of time. I think it's one of the tenets of of good officer ship is that your teammates around you obviously bring you into the fold at every turn. And I think we have this at every level. I mean, I think airmen have their their colleagues, that they're tight with an NCO as a C ensues and but also at the officer corps, because the the dynamic of a new lieutenant coming into our Air Force is a lot of the preparations they'll have. Certainly they'll have life experiences, they'll have some of their academic experiences, but they're not going to have that deep military operational experience to lean on. So they're they're going to have to have that network of collegial, collegial environment around them, of their cargoes. And then, of course, they're going to have to to find that senior NCO mentor and connect there and and make sure that, you know, they're they're getting that credibility, whether they learn and they get their feet underneath them.

**Speaker 1** So we need to clarify, when you mentioned your mom and your grandma, your grandpa and your uncle, were they enlisted? Are officers?

**Speaker 4** They're officers.

**Speaker 1** Okay.

**Speaker 3** Yeah. And so as you as you came up, I mean, were they your role models?

**Speaker 4** And I would definitely say my mom is my biggest role model.

**Speaker 3** You want to give her a shout out?

**Speaker 1** This is part of the thing.

**Speaker 4** Yeah, I guess. Shot. Yeah, yeah, yeah. Well, yeah, she, I, you know, she has always been the person who gives me advice, even when I'm just trying to vent to her and it's like, Oh, I just had a bad day. I really don't need advice on how I could have handled that situation better. But, you know, she she's always there for me and always has my back. So and.

**Speaker 3** That's awesome as.

**Speaker 1** Well. Shout out to Miss Dunn.

**Speaker 3** Yeah. Hey, Donna, if you're listening, if and when you pull us up on the debrief episode number five. Thanks for growing a great Air Force officer. We're excited to have you on episode five.

**Speaker 1** So that's cool. So you just wow. Kadena Right off the bat, that is a busy, busy base. I think it's population wise, largest air force base in our inventory. So did you do the same job in both locations?

**Speaker 4** So I was in L.A. at, you know, both here and there. I started out as at ground transportation. Oh, I see. And so my first section, like the first day in the Air Force was 140 people. So that was great. I had a senior master sergeant in my section alone, and that

was just such a great basis to enter the Air Force and and then I moved over to be a fuels operation I see as well. And then I came here and I was the deployment distribution flight commander, and now I'm the aerial operations flight commander.

**Speaker 1** So okay. So what would you say is one of the biggest lessons you learned from Kadena that you brought here you were able to implement right away leadership or management? Perfect leadership, sort of listeners can relate a little better.

**Speaker 4** I'd say that's a tough question, but I think I learned right off the bat tasks management with getting it so go go go that you know you have to take care of the camp task then in there because you don't know if you're going to be hit with, you know, hey, you got to deal with this more pressing situation later but and then leadership, I learned I got in a great front row seat on how to mentor and develop airmen, especially at, you know, like 140 at a time. That was a lot. But to see my seniors council and CEOs of, hey, this is what you need to be doing. And then, you know, coming to all this, I was able to ask those questions of my senior years that I then rate it on as a flight commander. Hey, what are we doing for these NCOs? What are we doing for him? And developed and.

**Speaker 3** Pay that forward pipeline, those lessons that you learned. Yes, there, which is phenomenal.

**Speaker 1** So she's paying it forward tempo. One thing we haven't mentioned is that you were just recently or kiosk president yesterday and you talk about his story and first of its kind officer leadership academy. Yeah, that was was produced you know I will give it to the SIU and CEOs and. It was originally a retired leadership academy, but you also get to make your own and it was very successful. I would say out of all of our courses that we have proliferated here, that was the one that's been probably the most successful as far as the feedback that I saw. The graduations.

**Speaker 3** Yeah. Really. Grass roots and leadership on the company. Great officer council as president made a huge difference and I agree with Chief on that. I think it is one of the most high value, high return on investment professional governments that we have. And it was pretty awesome to see you see lead, you know, right out of the gate and pay forward.

**Speaker 4** Pay back. It's just great. I feel like I learned so much every single week, not only from the mentors, but also the students. And I just I feel like every week I would leave the chapel classroom and be like, oh, I feel very blessed.

**Speaker 1** So perfect. Yeah, that's that's important. You know, what really made it a great course is that we had some some officers there. They were really just thrown out there and they were very frank and said, you know, I really didn't want to come. I was well told to do the course. But my graduation rate, they were probably the most invested. Yeah. And their last task was to break their leadership philosophy. And I wrote two of them, specifically him afterwards and said, yeah, our folks need this or, or our officers at this level, the CGA level to be able to come up with that. This was pretty amazing. And it kind of sets the tone for the rest of their career, regardless of what they do, whether it's their ten year or two, ten years or continue down making military career. They said that was a great way to do it. And perhaps some of them have some folks or. Yeah.

**Speaker 3** It's that you know, it's that conversation about and part of that is the art of leadership. It's coaching, it's trying to find that space where, you know, we always want to

be sensitive with with our teams time, but we also want to find those opportunities to grow. And sometimes folks don't know that they need to be grown in certain ways. And when it's something like that, which is grassroots, in the case of the Officer Leadership Academy and you take a look at the agenda that you built in the curriculum that you built for it, and it's super high protein stuff, you know, leading in the gray, making the hard call. Those kind of things are things that really build some skill sets or ops or so. And I agree with Chief. What he's talking about there is sometimes, you know, folks, you know, we need that knowledge for for the right things. And when you nudge somebody in to grow the way a coach gets, gets folks ready through, you know, through hard practice, and there's sometimes things that they may feel inconvenient at the time, but at the end of the day, they they pay huge dividends. And I think it's a case of getting it right on that. So I agree with the chief.

**Speaker 4** And I think the what the support officers learned from the rated officers in the room was equally as valuable. I don't think we necessarily understood what a Seago pilot does, at least at altars, and hearing their perspective like, okay, now we understand why you necessarily don't have the time to always, you know, interact with the CJC at a usual basis because, you know, you're on the road, so much flying. And so that was really eye opening to hear their perspective as well.

**Speaker 3** Yeah. And then I think the conversation really gets to progress, which is, well, what space can we interact in and how do we make this valuable for each and and you're going to find and Chief and I talk about this all the time and maybe you've seen it and it love to hear your thoughts, but that ability to to interact cross function only becomes more important, the more responsibility you have and the more senior you are. So it is a critical skill. And so learning, you know what those how to figure out those contact points and how to communicate, doing the different functions is is crucial. And so that that that alone in of itself, what you're getting on there is a is a big a big takeaway and a positive return on investment for the program.

**Speaker 1** It chipped away. I would say the biggest divide in our Air Force is probably the rate of community seago rate of community. With the support community, there's a it is not like they don't want to be around each other. There's just people in different missions since there are different levels of learning skills, could be a black commander or they could be a copilot that's really learning their craft. And and that takes a lot of time and effort on that side of the House. But the fact that we did overlay here helped really chip away at that, really getting together and getting talking. Yeah, I know being in ops group coming from an NSG now that's the biggest difference I saw and I saw they want to be invested but when I talk to the rate of the. You know, I guess because we're surrounded by 100 other flying officers, we never really see the need to go over. There were, ya know, on an island sometimes where it's you and like you said, 100 hundred plus enlisted airmen and they look at you for leadership and guidance while you also lean heavily on the. Yeah, you know, I can thing it.

**Speaker 3** No, it really is. I think what you find is there's more commonalities than than you think. And like Chief said, you know, that perceived divide is is really not it's not as wide as you think. Once you actually, like we said, find that space to figure out how to connect and how to communicate. So certainly there's there's differences and functions and that's why we have functions. But I think the fundamentals of leadership that you're going to find are are universal in many ways. Sometimes you have to apply a functional skill set, but the

actual mechanics of leadership are I would offer their their universal to a pretty high degree. And so in, you know, that's what you'll find too, which is cool.

**Speaker 4** Yeah, it was really interesting because it was so discussion based to hear, you know, a young second lieutenant, hey, I had this problem at work this week and to hear, you know, a pilot give their perspective on how they would solve it and to hear some maybe an Oasis flight commander, how they would solve it. And they're from large blades. So it was it was really interesting to see how they would take on that situation and that challenge. And and, you know, you learn from that. And they took away a lot of good things from.

**Speaker 3** Yeah, and I think I'm a combination, you know, where that really became evident is where we saw the leadership philosophies. And so Chief and I got to sit in on all of the graduates leadership philosophies. That was the combination of the leadership academy and they were all phenomenal. And the level of thought that went into it was amazing. But on the whole they weren't that far apart, you know? And so different people had different takes based on their personality, based on their different life experiences. But we find that the fundamentals were pretty closely aligned, which I think brings it all kind of full circle. Just one was a that was a fun one to get to. And by the way, Chief, I am not not apologetic at all. And I think it's a great thing that the genesis of that came from our list came from our senior NGOs, who, through the Air Power Leadership Academy, developed the bonds of it through through their professional development. And it was a great collaboration with company, great officer council, a development officer Virgin. And we can and should do that. You know, that that crosstalk goes both ways and really powerful. And I think that was part of a can get it right.

**Speaker 1** Absolutely no and was good. So I got to ask me, you know, there's so many facets of what makes you a leader in the Air Force such a fulfilling job in your career. What has been one of the moments that made you realize like, wow, this is why it's amazing to serve whether it's helping somebody out or getting the mission done. And when you look maybe like it wasn't going to happen or just some other kind of thing, that that to me, those are moments that just reaffirm our oath, our service to our country.

**Speaker 4** I would say I don't I can't think of one specific moment. It's several moments that have happened throughout my career. And I would say the first time I was asked to do a re-enlistment like that, that was probably more of the.

**Speaker 1** Colonel Baker's raising his hand over here.

**Speaker 4** I guess one of the most exciting moments for me as a lieutenant to be after that, because to me it's an honor like you enlisted could choose any person that any officer that they wanted to win technically not it at all. And they, you know, asked me to do it and they and so that was really impactful to me. And then getting to go to AI's graduations, I loved going to my airman's graduations are being invited to go because that is the first time in the Air Force that they are graduating from a professional military education course. And I know how much hard work that they had to put into that. And, you know, seeing how they've changed over those six ish weeks, I think, and what they're ready to bring back to the job and what they're ready to change and they are. And that they're ready to lead. It's it's really inspiring to watch that. So I love getting to go to those events and getting to do re-enlistment.

**Speaker 1** So your first reenlistment and you memorize it from the get go or did you have to.

**Speaker 4** Use it 100%? I wasn't going to get it right off the card.

**Speaker 1** Yes, sir. We underestimate how powerful replacements really are. You talk about people don't initially. They do a lot of. Ball with. They're saying don't really know what they're getting into and they commit anywhere from 46 years in this society to we underestimate how powerful reenlisting means that I can barely understand it and I'm willing to commit myself and my family to the institution for another for potentially your life. And I agree that the fact that when our enlisted ask a specific officer, it gives them that honor along with their family. I mean, I don't think there's very few things that are more honorable and powerful than that.

**Speaker 3** Yeah, that's awesome. Do you have any and I heard that is fundamentally what you're talking about is that that's going to make it less and less mature. You're seeing an airman grow, you're seeing them recommit, which is really cool. And from from your perspective, you know, in terms of memorable ones for you or people, you've asked, what's the symbolism? You know, you hit on a little bit, but some of those same things from from y'all's perspective when when you put reenlistment.

**Speaker 1** Well, that too. I think I was stopped by one guy shortly after 15th June 2007 in Iraq. My flight commander, then a captain, Captain Jason Daniel. He reenlisted me, melted into a Glock that that was an IED attack a few months prior, which was awesome. And then I had and frankly, I then I guess he just released me. It's our way. Some of them have been big. Some of them have been this grab a little flag from the uniform as a background and let's go in this room. And in reading this we on the spot and but they were all I think they were purposeful through that officer to make sure that they realized what was at stake. Not one that got into a little bit of trouble and bounced back. And I was so moved by how much he owned his transgression that he came very frequently, came to me for counseling, and I was able to tell my survival story, but also how I've had closure on This Week and how I wanted him to do it in front of a bunch of seagulls as well, over a million mosquitoes. It was pretty powerful moment, too.

**Speaker 3** Yeah, it's a really powerful moment. And I think we to your point, I think we undervalue the symbology and the importance of this. You know, it's easy to get it's easy to normalize those two way where they become routine. But I think the conversation we're having and I agree with all y'all, I think they're extremely important. I think the fact that Lieutenant Rogers takes time to memorize it, which I do as well, that says something I, I think, you know, that's your skin in the game and you taking the time to, you know, to put it to memory sends a message. And it's it shows that you are that you care. But it also, due to what we're saying here, I think it adds a degree of it. It it adds a degree of importance and demonstrates that you care.

**Speaker 1** And I notice that when you mention your two powerful moments, it's all about it's all about your mom. And that was very evident. Was it about how you want to reward regard recognized for having great job. It was all how you gave back to her. You know, the chief the fact that it's in this ceremony and even even more awesome I think it's it's pretty cool to hear you share changed.

**Speaker 4** I'm an LRO I mean leading airmen I feel like if it's not about them then I really should be. And you know, I there's so few times where I'm just going to be in charge of myself and myself only I usually will be in a position where I'm responsible for airmen. And so, you know, their successes have always been my successes.

**Speaker 3** Yeah. A lot of times, aside from the big maintenance bases, the S is one of the bigger, if not the biggest veterans installation. So yeah, it's kind of a big responsibility in terms of numbers of leadership and breadth of leadership. Impressive and cool. Did you want to be lauded from the very beginning, by the way?

**Speaker 4** I studied operations management in college, so yes, I definitely wanted that as one of my top choices so that I could use my degree.

**Speaker 3** So that's awesome. Well, when you look at if you if you look at the most recent case of what's going on in Ukraine and some of Russia's challenges there logistically has proven, you know, that in terms of the ability to project power and for logistics in our business, obviously air mobility, that is the enabler for our forces to fight forward. And I think it's it's pretty evident that in the way that conflicts playing out just underscores the importance of logistics overall. And so that is your you know, that's your bread and butter. And I think it's really cool that you have the touch point here and mobility's hometown to to get a feel for it. The heavy lift side and the air refueling side of things to see how that how that works. And so.

**Speaker 4** It was definitely proudest of my decision to Seattle World Stage how.

**Speaker 1** You remember Gordon we were general blackjack, blackjack, Pershing said about logistics. So he was the commander of our doughboys in World War One. He said the inventory wins, battles, logistics, workforce. So that was pretty cool.

**Speaker 3** Absolutely. And you know, that this this comes back to conversation about, you know, the highly professionalized logistics force that we have with our lobbies now, our roads and, you know, everybody in the community, it's great to hear you get it. And that passion for what you wanted to do in applying the skill set you had, I think is is good to. So I think you're whoever had that formative, you know, you already gave your shout out to mom and everybody else, but it's great to see it all accommodate.

**Speaker 4** I think it was also great because it showed to our young airmen. You only known all this, the training mission here. Hey, your job is important, and there's reason why we're doing it. This is. This is what happens if we don't do it, right?

**Speaker 3** Yeah, I. I was just making this case today about how I'm trying to move the team off of saying it's just training. I think when we say it's just training, we really have a way of minimizing the importance of what we do. I think when people say that I don't begrudge I think where they're coming from, which is what they're trying to have, is a risk conversation. They're trying to couch the risk. And certainly in the environment we operate, you know, we look at the risk to mission and force a little differently than we do to somebody who's at a forward operating base. Right. That is that is a completely fair discussion. But I think when we when I hear it's just training, that's that's not the essence of what they're trying to say. And when you look at any high performing organization, it's actually the training pipeline that is the seed and is the foundation for all of that. And when with an operation like we have, which, you know, because you're you're at the pointy end of



this operation, 70% of our mobility forces, any impact to that training pipeline is going to have cascading effect across our system. So that's something that I'm particularly passionate about, that I've been kind of have a lot of discussions about way we get on it. So I appreciate you bringing that up. It's good and understanding that and I'm sure that translates out to your home and field to school.

**Speaker 1** All right. I know.

**Speaker 2** All right. You want to.

**Speaker 3** Rogers, do you want. We've talked about the cup every single time.

**Speaker 2** I was here. I've always got my notes. I'm always prepared for ever. When you gentlemen show up, you know, you never know what you're.

**Speaker 3** Going to get.

**Speaker 1** Yeah.

**Speaker 3** You actually have the hardest out.

**Speaker 2** Oh, my gosh. But one question that I asked throughout every podcast is what what really motivates you? And I feel like we've touched on this, but if there's something specific, you know, that gets you out of bed every morning, I don't know if you're part of the 5 a.m. club, but like chief over here. But but if there's something that gets you out of bed every day, that motivates you. What? What is that?

**Speaker 4** I, I would say I am most motivated when I'm able to advocate a new opportunity for my area. There are so many things out there for my airmen to learn or, you know, experience. And so when I'm able to say, hey, I, I think we should do this is it will be beneficial for X-Y-Z reason. Can we go ahead and try it. And then, you know, when the bosses. Yeah, go ahead. And they come back and go, oh, you know, we experience all these cool things. We never knew. We didn't know how we didn't know all about this side of the Air Force or the Army. You know, it was it's really gratifying to have them experience that.

**Speaker 2** And one question I wanted to go back to, we had mentioned Seago is officers in general in their relationships with their with their senior NCOs and their NCOs. I wanted to ask you, you know, how how does that relationship with your senior and CEO's and your NCO is how does that impact accomplishing the mission?

**Speaker 4** I would say it's everything without a good relationship, a strong relationship with my senior years and years, nothing would get done or the mission would get done because they don't necessarily always need a flight commander to get the mission done. They I don't I'm not out there pushing pilots or turning wrenches every day. But to my to have a great trusting relationship. My senior NCO has always been really important. They I think they say that from day one in ROTC, find a good senior NCO and it's and and that's how you learn your first couple of years and I've been blessed with some awesome senior and CEOs and chiefs and have.

**Speaker 1** You ever had a challenging relationship with senior year?

**Speaker 4** I would say we had. I've had some where we have very different takes on how we approach leadership. But overall, the goal is we both have the goals, hey, we want to take care of our airmen, get the mission done and you know, make sure everybody is safe and trained is just sometimes how we want it to get out. That was different. But I think over time it just took time of, hey, this is how you know, hey, I'm going to default to your expertise because as logistics readiness officer, I will never be a subject matter expert in any flight that I go into. So I rely on, hey, when the senior NCO says This is what I think is best, I said, okay, that makes sense. Let's go with that. Or there are times where I'm like, I will question and say, Hey, can we attack it from this angle? What will it hurt us if we do it this way? And luckily it had some great senior NCOs that same things. So maybe not the way it's always been done, but I'll let you try it. And they're willing to let me have these different opportunities.

**Speaker 1** Why do you think that was? Why do you think they supported you those times other than obviously your rank them?

**Speaker 4** They were all learning opportunities. I was I would say not all of those. Hey, I want to have an idea. Let's try this. We're successful. And and I would go back and say, all right, I think we should keep it the way it was, or I think we should go the way you said it was. And I it but at least I got to learn and I got to try. And so I'm always grateful for that.

**Speaker 1** Yeah, I would say perhaps they trusted you know, we also have a point of friction and I tell people, what are you doing? The 99% of time when there's no friction, hopefully you're cultivating relationships based on trust. Like big glasses. They couldn't show down to get to know, you know, there's a lot, you know, building a team and getting to know them as well and being vulnerable. But it sounds like. He did all that and why they were willing to have your back and share that risk with you because of that.

**Speaker 3** Yeah. Sounds like trust to me. That's what trust sounds like, you know, willing to try something different. You know, it's in the approach we talk about this this a lot. You know, there's in the business that we do, there's there's certainly a time and a place where they go do. But like Chief said, most of the time, you know, it's a conversation about how do we how do we do this together and how do we how do we grow as a process? And how can we look at this from an approach that that makes sense and do it do it collaboratively without having to use, you know, the hard power to get things done. And so, again, you know, when needed, of course, time and a place for that. But, you know, trust looks like how do we do it in a collaborative way and we reserve the the hard power or the we just need to go do for the times that are time sensitive or urgent or they just have to be done. So it's a great conversation. We could we could go so far down this rabbit hole because I love talking about this, but it's a we had done some good stuff there. I mean. Jansen And what do you what do you look for from an airman's perspective? What do you look for in an officer and a lieutenant? So what do you what do you look to see? You know, right away he took us through kind of how that goes. You know, let's say new lieutenant shows up. What are you looking for?

**Speaker 2** So and right away I can go back to Lieutenant Ball's shout out, which enables Remus. Yeah. And I can go to Lieutenant Silver are my two officers that I've had the opportunity to work directly under. And I think the biggest thing and this goes for all of my leaders, including my senior NCOs, is just their support. You know, if whether it's something if there's a problem in the office, you know, they're there to be mediators of and

a non-biased opinion when it comes to our products. If we have ideas, you know, I like to have constructive feedback, you know, not not necessarily negative feedback. It's it's constructive so that I can take that feedback and learn from it. And that's that's the best way I personally learn, you know, and and this like I said, this comes from my, my lieutenants as well as my senior NCOs. And I think that's that's probably the top thing I look forward to from my leadership is, is their support and their constructive feedback.

**Speaker 3** Yeah, that's good. That's that's awesome to hear from your perspective. I think it's helpful. I was thinking what you were talking about that I think one of the challenges of being or anything else is just this direct me to center provide your current perspective. I think one of the challenges is there's great pressure on a lieutenant to produce. And generally I remember having a feeling there's something to prove now that has served me well from time to time. And that's one of the things where I look back, What did you get right? What did you get wrong? As a young lieutenant, I think I probably put too much pressure on myself when I actually look back on it in hindsight. But I think that is something that a lieutenant has a unique a unique pressure on them, that you are new to the Air Force and there's a lot of eyes on you that are going to, you know, that are trying to figure out whether or not you're going to be successful in this in this great adventure. We're probably not the is Air Force. And, you know, the vast majority of the times, of course, our lieutenants, our success when there's many ways to mentor you. But do you do you feel that pressure or is that a real pressure? Was it a real pressure?

**Speaker 4** And I just I would say, as a second lieutenant at Kadena, it was stressful times just because there is so much to learn, because we go to our first base first before going to tech school. So not understanding anything about Air Force logistics, was it? It was it was a lot to absorb really quickly. And it was trying to make sure that I understood situations or sounded competent in explaining matters and then also being able to relate to my airmen and get to know them as a person. So I did feel like there was some pressure, but I would say now as a first attendant, I know more what is expected of me.

**Speaker 3** And so because I think that's that's the, you know, one of the hard parts is there. It is there. I don't want to put words in your mouth every chance, but there is still a baseline level of competence that's needed as well. And so when somebody is brand new to organization and they don't have the experience to lean on, they're going to have to find ways, two ways to find competence in their job. And I think a lot of that can come down to what can I do as a leader? The things that L.T. here is talking about, like, how do I bring my team in? How do I foster these ideas? How do I give them the space to grow? And the things that you do figure out. Finding a way to get buy in from your team is really important as you're navigating a pretty difficult space.

**Speaker 2** Yeah. Colonel, just something that popped into my mind is having our leaders are lieutenants. They don't. They don't do. They don't go to the same tech school as US enlisted. So when they can comprehend what we're doing, what what the work is, we're doing the difficulty of it. And they can really be empathetic toward toward an airman when, gosh, I'm struggling on this. You know, it's it's really taken some time off. I you know, I'm going to be apologetic. I'm sorry it's taken time. But, hey, it's super difficult to do this one task, you know, when they can understand that that's that's super awesome, you know, and and in my experience, we've got a new lieutenant coming in and we're going to he is going to be back in the pit with us.

**Speaker 3** Enlisted what sounds like a scary place. What oh peer to.

**Speaker 2** Peer is that the that is cubicle city where us enlisted the junior enlisted set and you know we've got all our all our desktops and laptops but we're going to have our second lieutenant come in and he's going to you know, he's going to be in the meat of it. You know, he's going to be able to see and hear, you know, all the stuff that goes on back there. He'll be able to witness. Wow. Okay. Chance is putting together a podcast. What all is the editing that's going into that? That way when he does go off to tech school and learns his position and then comes back, he can hopefully understand, okay, these are the products we're putting out. This is what I can expect from my airmen and I think I think that's awesome.

**Speaker 3** From from set them up for success. So it.

**Speaker 1** Said on this podcast yeah that because it can be very scary or it could be a snake pit if I may to take a pilot.

**Speaker 3** Instructor training pit. There's no plans entail tactics.

**Speaker 4** I think that's a great idea, though. That is something that my senior interns did for me when I moved to the feels management. Like they said, Hey, L.T., for the next three weeks, you're not going to go to any meetings. Don't worry about any of them. We want you to learn what our airmen do. So one whole week I was we were doing twelves. So I sat in the truck and we were doing the hot pits. So you sit and you wait for a fighter jet to pull up and fill them up, and then you just sit out in the hot sun all day. And I really got to understand my parents perspectives. And then I got to do every single job in that flight of choice for a couple of weeks. And so that was really eye opening. I got to relate to them just so I actually knew what they did because the field management job is very technical. And then I was able to go to those meetings and say, Hey, I this, you know, this is actually I know actually what I'm talking about.

**Speaker 3** That's the competence part. And you found a way to find a way to build that early power of a question. How how important is that? And in the stories that you've told here, L.T., I mean, that is that is a really powerful way to build that confidence, build that trust to your team. I think the other part you hit on is admitting when you don't get it right, like you, you mentioned that in your earlier story, like they didn't all work out. And I don't know what I've learned over time is that teams appreciate that when look it it didn't this part did not go the way we thought it would. We're going to we're going to go back to what works and having an honest conversation about that that to too there's a there's a time for and Jake and I have talked about this every time there's a time for a this this sucks time, you know. But there's always in in my view, the the hope. And you always want to give your team hope at the end of that, that there's a better way to get there or that we're going to do the way that they would know done works. And so I think you having some honest conversations with your teams important to you can't you can't get up there and you know posture your team to go through a very difficult challenge when you get thrown curveballs that that that are not fun from the environment or whether name your name your condition that that that's what I call you know the conditions of you know hey team this this sucks. We're getting rained on. It's cold, but we're going to figure it out. But I think that's that's kind of what you're you're hitting on a few of those.

**Speaker 1** Speaking of weather this week with your career seems like a lot of rebuilding. And of course, overall, you've had a great experience. But I know you don't discipline. I'm

certain of it. You know, we don't like talking about it. But I have to ask, how do you balance accountability with compassion? I.

**Speaker 4** I am I can understand a scenario when, however, I feel there's standards for a reason. And so it's important that we uphold the standards. So that everyone understands, Hey, this is the line. You will not cross it. And I cannot be compassionate or okay. It was a mistake and it may not happen again. However, the standard is, you know, we need to hold you accountable. And I am not on series orders, so I am not actually punishing anyone. I am. It is more of a corrective tool. And, you know, Lawyers Elysees, they at the end of the day, they can be pulled out of the pit. But they it's just I want you to get better. I want you to learn from this situation so that we don't have to have this discussion again. Okay.

**Speaker 3** Yeah, I love this. And I mean, I think we've we've hit this on a few different angles from time to time. But I think the standards are what sets us apart. I think our aim and what the standards I think they want to be held to a higher standard. And being unapologetic about that is is perfectly appropriate. And so to your conversation, you know, those corrective actions to get them back on track, making sure that they understand the reason why, you know, there's the green, the uniform, the United States Air Force means something. We do a mission that involves life and death for our airmen. And so the standards and discipline that we need to do that are absolutely foundational to what we do. And so I think your your approach on the standard is where it is. I generally think that that resonates. And when folks get sideways with it, you know, there's there's one or two ways to go. And the vast majority of our folks are correct. Correct, correct the action and they move on and they're stronger for it. And so it's always again, this goes back to there's always hope and optimism at the end of every war stories. As far as I'm concerned.

**Speaker 1** You and it's always good to understand where you fall in the spectrum. Like, for me, I'm kind of guilty. My, my, my thing. So usually a balance falls on that one. I think it's important for our young CEOs to recognize where they fall in that spectrum and does do their CEO balance and comes to that. And if not, it's okay for you to tell them, like, I fall on the spectrum. This is where I need you to come with the argument. I think it was advocate to ensure that fair and balanced with the day.

**Speaker 2** So gentlemen, Lieutenant Rogers, we're wrapping up this episode.

**Speaker 3** This one fast.

**Speaker 1** As you might New Chance and I.

**Speaker 2** Think same concept.

**Speaker 1** To recap, it's a.

**Speaker 2** Coffee cup.

**Speaker 1** And you're telling me a proficiency here of that efficiency side.

**Speaker 2** But I've got to ask you, gentlemen, do you have any closing comments.

**Speaker 3** Due to anything that you're thinking about as we wrap it up? Like I said, this was this was a really dynamic. I love the way we're working up the working up the structure and really unique perspective to have.

**Speaker 1** You and I. So you know I think I you're not sure whether the like many course that I have an affinity for for CEOs or good officers. It's such a unique position where you have to come in with a curiosity, humility. You're at a disadvantage because the experience but it's it's your shop and you will fall on the sword if something goes wrong there. You hold accountable for that. And that's a tremendous opportunity to be in. And there's a lot of factors and I think is the crucible leadership when it comes to those formative years. But I'm such a consumer, so everybody will be asked like, who should be the CTO that we interview resoundingly, your name was dropped. So it was obvious. I mean, not only do you have a business inside the IRS, but I mean, you're handling a lot of the big wing projects. Wow, what a diverse path to go from the dinner to hear the amazing patch analysis. And now you're going to go to all the O2 we're sure about E.M. Yeah.

**Speaker 3** I agree. And it's been a great perspective to get to get from you. And it is a crucible of leadership, and I think that's a little bit of what we were hitting on there, where you're coming in with low experience but super high relative responsibility. And you it's it's hard to get it exactly right. And from what we've seen and heard and our chief said resoundingly, you're the you were the nomination. And we don't have a super scientific way of picking our lineup. But each time and I'm confident that we have got it exactly right and we crowdsource it a little bit. And then we look for things like who has outsized, outsized impact, who is punching beyond their section and making waves, good waves across the wing. And so that's that's how you got to. You were a household name through many different circles, and I think it was really successful. I love the shout out for your mom. So to miss Donna, you said Lieutenant Colonel, retired, colonel retired.

**Speaker 1** Let's get it right, sir.

**Speaker 3** I did not I did not demote you, Colonel. How cool was that that you get several shout out that direction? It clearly prepared you well.

**Speaker 1** And what an honor. I mean, to think that the court of public opinion says this is the person we have as a pretty amazing beyond Oprahs or packages that these are the intangible data points that really set you apart when you leave people out of your movie. Is that because you want to be remembered because of what you how you served your room.

**Speaker 4** Was very thankful for this opportunity. I always love getting to have my public speaking skills and I definitely thought it might have been a prank at first when I first received the email.

**Speaker 1** But every day or ourselves. Is that something that you then you have one last little. Yeah. Question typically for them.

**Speaker 3** Nothing to dangle this time.

**Speaker 1** Well you just you just geeking out over the microphone down.

**Speaker 2** But I did want to thank Lieutenant Rogers for coming on out of a very wide pool of awesome cargoes across this base. I mean, you could probably name a number of other

cargos. I could come on this podcast and hey, you're representing and you represented really well, and we really appreciate you coming on to this podcast, but if nobody else has anything else.

**Speaker 3** Yeah, thank you. I mean, yep.

**Speaker 1** Huger thinks. I mean, you realize you're not just leaving until you really needed to leave this week or you're leaving the next next week. Okay, you should align then.

**Speaker 3** And, and that is going to be its own unique experience. We need to have a debrief, you know, five years in the future and see how this all went like at like a, you know, a throwback follow up. So we'll see. We'll see where everybody is. We'll have a homecoming debrief and try to find Lieutenant Senator Rogers.

**Speaker 2** Thank you. Safe travels to your next base. And I would call that a wrap.

**Speaker 3** I think it's.

**Speaker 1** For.

**Speaker 2** Podcast number five in the box. Thank you, command team. Thank you, Lieutenant Rogers. We're wrapping up.