

## The Debrief - Ep 2.mp3

**Speaker 1** Hello, everybody. Welcome to the Debrief episode two on the Airman Jantz. And as always, I'm joined by the 97th Air Mobility Wing Command Team Colonel Blaine Baker and Chief Cesar Flores. And we have a special guest on the second episode of the podcast. Senior Airman Scotty Shoemaker. He does know he's he's on this podcast that

**Speaker 2** he has to be here. He got called out last time we told you we did.

**Speaker 1** Yeah, but gentlemen, thank you again. We made it through episode one. We're on episode two. I'd like to start off today. How are you guys doing?

**Speaker 2** Fantastic. I mean, we've had a chance to, you know, get out there, be with our team. We've been our team has been just flying the socks off of the flight line and really pushing it on the mission side. So like we always say, from gel line to the firing line to the flight line, everybody has been getting after it in a major way. And that's awesome. So no time to waste.

**Speaker 3** You know, we have a record breaking week.

**Speaker 2** We did one hundred thirty nine sorties. So we went back and looked at the last five years and the last five years have been really busy, probably busiest and out history, even though we've always been busy. But yeah, one hundred thirty nine sorties is far and away a record. So we're really proud of the team, but it's not just because we did one hundred thirty nine sorties. We graduated forty eight air crew members, which is a big number and it's about delivering air power for America. So that's what we're getting after. It was awesome. That's great. Good week and you had a good week. You're doing some executive development.

**Speaker 3** Yeah, wouldn't you? This leading strategic resource in Colorado Springs, the weather was phenomenal. Got to go hike at least once. And now I'm happy to be back. I spent the weekend in Fort Worth, Texas, my hometown, and got some great feedback. This show has permeated down there already. And of course, the same me, the boss talk about the same for people. Give us great feedback no matter what. But I have a best friend. His name's Ed. He said, Hey, I listen to the podcast. It's actually really good. And I appreciate that because he would have told me if it stuck or not.

**Speaker 1** So shout out under

**Speaker 3** shout out to Edgar.

**Speaker 2** But you got to tell what the real highlight of your week in weekend was. Oh, no, he hasn't said it yet. You got to say it.

**Speaker 3** I finally went to the dark side of on a Tesla Model three and everything that I thought so and more.

**Speaker 1** Is that the dark side, though, like come on compared to the previous moved

**Speaker 2** away from his moved away from combustion, so he and combustion. They had a bit of a fall out. So yeah, you're in the EV side side, but you seem very happy.

**Speaker 3** Oh, I'm very happy. My son, Giovanni, he he's a combustion kind of person and he despises my Tesla. But he rode back with me this week and he recently moved out, but he rode back me this weekend, and by the time we got back to L.A. proper, he was a believer. He said, OK, dad, I got to admit I really liked this Tesla. Yeah, I changed your mind completely. So take that combustion.

**Speaker 2** Absolutely. We got to we got to see where, where are where our where the young ones among us, like Scott Shoemaker here are on this whole combustion eve thing. And maybe what you had going on this weekend.

**Speaker 4** Oh, my weekend was excellent and I'm doing excellent now. I got to connect with our friend this weekend. Somebody who I haven't talked to in a while went out the lot and just hung out, got some lunch, just got to reconnect and something that I needed, something that they needed, right? Just to kind of get some perspective from each other. And I think we left that with some much needed perspective.

**Speaker 2** Nice. Did you see any Teslas while you're out there, though?

**Speaker 4** No. But my my boss has one, so I see it every day.

**Speaker 1** My boss does, too.

**Speaker 3** And I hear of announces car club.

**Speaker 1** Yeah, the Tesla club.

**Speaker 3** What do you drive, Scotty? I drive an Elantra. Oh, nice.

**Speaker 4** I'm more on the economic side,

**Speaker 1** especially with gas going up right now.

**Speaker 4** No, I'll get there one day, though. Yeah. This this

**Speaker 2** this Alijah. These these gas to lead you to, to really ponder your decisions for now, chief, you're you're sitting. You're sitting.

**Speaker 1** Pretty good choice. Perfect timing, too. Excellent value. Yeah. But hey, there is a reason we brought on Airman Shoemaker and one one of those reasons is you recently were awarded Airmen of the Year on a Altus Air Force Base. I'd love to get, you know, both the command teams and your perspective on, you know, why do you believe you got it? And then your guys's perspective, you know, why? Why was he deserving of the award? Yeah.

**Speaker 2** Well, you first. What do you? Congratulations again.

**Speaker 4** Thank you. So it's a big deal. Well, first thing's first, I got to announce the external factors might got to come from a place of gratitude first, and I got to just be grateful for the people that I have around me. That goes leadership, that goes friends, that goes and mentors even to my teammates, right to my truth. I got to be thankful for landing

here, right? Being in the job, I have been at this base right here. A lot of things had to go right for me to get that award right or even get put up for that award. So I mean, it's all about the people that are around you that help you and develop you to get to that place. And I got to know that first, just to come from a sentiment of gratefulness and then looking inside just that drive by and just all starts with a mindset and all sorts of perspective, right? And I was raised instilled with values to always apply myself. So I always reach for the Moon, right? And. So anything specific going, no, besides that,

**Speaker 1** you know, I was going to get into this later, but I'd love because there's a lot

**Speaker 4** of threatening to pull him to the

**Speaker 1** wall here. Let's go back to we kind of gave our origin stories last episode. One thing I wanted to get from you is when did you join and why did you join?

**Speaker 4** OK? I joined in 2017. Right? And. There, really, I wasn't so sure what I was going to do, what my options were back home, right? So I got introduced to the Air Force around the time I was a sophomore in high school. My uncle, he was in the Air Force and he's retired. He's by Lackland, by Randolph right now. And my mom brought the idea to me and I was completely against it at first, but I just had no idea what the military was like. It just seemed like a like a crazy idea. Why would I even consider that? You know, I came down for a family trip. I went down to Randolph to see my uncle and I was kind of wrong. He sold me the base once the German to the fact is went around and you can see that there was a community here. Right in the gym was brand new, brand new remodeled great facility. The defrag was also remodeled, so it was a lot of nice, nice facilities and then just the lifestyle. It looked like something that might spark my attention. And then I went to his house. No house paid off. Cars paid off. Right. Had a nice, nice career and that's what it did for him. And then I saw his his room in his house. He had a room in there full of his decorations, like a heritage room. And I kind of felt how I felt connected to that, right? Like, it's nice to leave somewhere and like, have a lot a career and leave there with something and with the recognition. So that kind of that kind of spun me up and put the Air Force on my mind. And then just getting back to high school just. Not so sure, but rather to take what path to take. My college like how my dad, I want to get into any student loan debt. The I want to go from a community college to a university or just wasn't to to sir. And then of course, I was interested in flying, but that also takes money. So I realize that the Air Force is probably my best bet. It's probably the most or all the opportunity would lie. So a sign to make that move.

**Speaker 3** OK, that's awesome. Well, I can say as the Comanche, as one of the keepers of the awards, his troubles, his awards right up, every single bullet under the leadership was truly leadership that would have rivaled other noncommissioned officer totals. Six as you would have been competitive in your category. In addition to doing honor guard and going to school and doing all these other things powered by Bio, what was the what was the Air Force level award that you won? That was it was because it was kind of heated in there.

**Speaker 4** It's for my career. Fueled by environmental engineering chairman

**Speaker 3** of the year, he was the award of the year for that and it was just kind of thrown in there like, Oh, by the way, I'm also this things. All right. And then when you meet him, you see, like such a humble young man, such a talented person, but you see so much

greatness on the other side. It's quite impressive to see that it really to me as a Comanche, that the optic matches the right. That's always so important. Those two things

**Speaker 2** mesh. Yeah, the performance in person matches the write up and what goes up. I agree the other way I think you can tell, you know, and chief and I see this all the time, you know, when it's the right airman, by the way, that the airman's peers and supervision react. And so when you get the right airman out front and recognize them, and it was deafening for the annual awards ceremony from the made group when he came up to be recognized, it was deafening. There was lots of people that were on their feet clapping because they're proud of him. And it tells you that that person is doing the right thing by their team. I think when we look at these annual awards and we talk about this a lot in the Air Force and we have a couple of things in different venues where Jeff and I look at some of the accolades at the wing overall has received and earned their earned. But what I always like to say about it is it's really the accolades are one thing, but it's all of the work that's gone into it. It's what's happened underneath to make that happen is the airmen that you've grown, the teammates that you've served, the excellence that you bring to the fight, the inspired, proficient adaptive mindset that we talk about all the time here. And like you said, it's really clear. It's evident when when it's the right person because you started that by saying that the person matches the record and matches the right up. And then I add that. The way your teammates react says it all. And we see that in all the venues that we go on, so it's pretty cool, pretty impressive to watch that.

**Speaker 3** And he's also part of the 4:30 5:00 a.m. gym club in the Moorhead. We're fighting for you, but he's there every morning to get in after it. And not just that he's he also gravitates to other young airmen that are trying to get into fitness, and you will never see that in a rider. But he's pointing to other folks that are a couple of years younger than him, maybe even older. But they look up to him because of the way he carries himself leads by example. So we call them, we call folks like Scotty. Household names around the wing. And it was evident. But again, I think his response and how his folks respond is, we got it right.

**Speaker 2** Yeah, I agree. What drives you to get up? What's what's your gym motivation? Erin Schumaker, what do you what gets you out there that early in the morning in the land of the Comanche, if you're with the early birds in the gym? What is it?

**Speaker 4** Obviously, there's a few things. One of them is you've got to challenge the mind or the body, so your mind knows how to react to it and can face those challenges as well. Another thing is you got to just work on yourself, right? And that's one way I can develop myself to be better. So I challenging myself. And then also, I want to like what I see in the mirror right now, going to also feel good so I can project that type of energy out into the open where I feel good about myself. And if I get out early in the morning, I know I can sell myself out to have a good day. It all started. It all starts with having a good morning.

**Speaker 2** And like, that's like to make your bed.

**Speaker 3** That's Admiral McRaven. I thought that great. That's his grave. Instead of instead of just making his bed, he goes and makes the gym's bed, apparently.

**Speaker 2** So you can make a lot of beds in the time you get in between the time that you get to the gym and then the time that most people wake up. But that's that's fantastic to

hear. I feel like you're having a little mini debrief with yourself every day about how you get better. We we talked about that.

**Speaker 4** That's funny. You mention that because I actually do, because at the end of every day, I journal. And I kind of do a debrief for myself. I just put my day up for review. And I just kind of have an interrogation myself. What did I do, right? What can I work on, how I perform in this area?

**Speaker 2** This sounds familiar. I know somebody who does this. Do you know anybody who does this to you? Oh gosh. She for us.

**Speaker 3** Yeah. Oh, really? I do. Yeah, I do. I do mine in the morning. I get up before and while I listen to the news, I journal a little bit and then I read some devotionals every day. And then at the end of the day, I asked myself, Did I actually deliver on my journal? So I do gratitude. And then how will I be intentional with it? And then at the end of the day, did I deliver on that intention or not? But I had no idea. How old are you? Twenty three. I had nowhere near that discipline at 23, so I could only imagine what I would have been at this at this stage. So kudos to you, young man. Kudos.

**Speaker 2** Yeah, I mean, that's really the spirit of this whole debris thing. That's what what we talked about at the beginning, what happened, why it happened and how to get better at the journal experience with that's a little bit of capturing almost in these micro debriefs every day, which is really cool concept.

**Speaker 1** And I wanted to ask, you know, you're we just asked what motivates you to go to the gym every morning? But you know, what is your motivation every day to just succeed and to go to work and just your entire life as a whole? What what is your motivation in life?

**Speaker 4** That's a good question. I'll start the accidental first. My family right now are looking up to me, and I can't let my parents down, killing my grandparents down, right? Every time I kind of catch myself one to so I think about what would my family think about this? Who am I letting down? And we kind of put that kind of pressure on you to perform. And then another thing is. When I get to the end of my life, I don't want to leave any untapped potential there. Right? I want to squeeze out every ounce that I have. And see what I can really do in this life, and I listen to David Goggins a lot and he kind of talks about that as well in his speeches and his books, but it's true. I don't want to get to the get to that in my life and think, what could I have done? What opportunities do I take so. And one of my favorite movies is a Bronx tale. Not sure if you've seen it? Actually, they would talk about this thing. We did so much. I talked about this and I said, Robert De.

**Speaker 3** He's a bus driver.

**Speaker 4** And he tells his son, he says the worst thing or the saddest thing in life is wasted talent. So I want to use all my gifts and all my potential. Let's see if I can make an impact. We're going to

**Speaker 2** do. Yeah, that's that's fantastic. That's cheaper. Not talk about this heart of the lion concept that. Major-General Wills actually floated us during one of the one of the engagements he was having with the wing commanders, and I think there is absolutely something to be said about leaving it all on the field, whatever it is you're doing. And it's

that that concept of. We can't go for broke in this job, but it's what do you call it, go for broke, leave it all on the field or

**Speaker 3** big Air Force calls it excellent along with excellence?

**Speaker 2** Absolutely. And it's important to think about that fight and win. I think that's what it's going to take to win, to really win. And that's what we need our airmen prepared to do. And I think part of what you're doing is you're you're lifting the rest of your team up this with this idea. And there's, of course, there's a component of of your personal growth behind it. But I think the more important part is the value that it has for your team. And I don't know if you've thought about it through through that lens yet, but when you as you continue to serve in our Air Force and as you get more responsibility and your breadth of leadership expands, you're going to find that this fulfillment, these fulfillment that you get in your personal growth are going to be even more amplified through your team's growth. And that's the really special thing. That's that's the essence of of team leadership and the coaching component of what it is we have the privilege of doing.

**Speaker 3** Did you play any sports in high school basketball? Okay, so you learned that early. So I got to ask because I know we've talked a little bit because some of your future potential plans where you want to go. Obviously, you're very talented. But it also we have to make sure that we're doing our part to cultivate that talent. Tell us about your first supervisor and maybe how instrumental he might well have been or may not have been to show you how things are done.

**Speaker 4** My first supervisor, he was only my supervisor for. About three, three, four months, but very sharp, very sharp, but he definitely taught me a lot. But I would have to give more credit to my next supervisor. The one I spent more time with, and that's somebody who got to know me and really understand my personality and my style of learning and style of work. And he was a little bit more hands off. Hands on where you need to be, the hands off where he knew I got it or he know I was a combatant. So I had to give a lot of credit to that person. They empowered me in certain situations and then gave me some more mentorship where I needed in other areas. You wanna give a shout out? Sergeant Brian rubrics. Actually, I shot him out a long time before it. Alice. Yeah, he he did a lot for my growth and.

**Speaker 2** I'm forever grateful for that. Yeah, I think the idea that somebody may be out there listening and it puts that that inspiration back to them, and that's keep him reinforcing those great behaviors that he that he clearly has and the mark that he left. And that's the kind of stuff that keeps us going for sure. It's pretty incredible.

**Speaker 3** Great story. You bring up some that's near and dear to our hearts that we were always trying to balance. And recently I learned it's actually a polarity things that you can never completely solve, but you can only leverage one side or the other control versus. Empowerment. Mm hmm. How would you say we should best leverage that with young airmen to keep them feel like we're giving them leadership opportunities, but also to make sure that they feel we go along right with them and not set them up for failure?

**Speaker 4** That's a good question. It's really getting to know your people. Right. And just seeing where their strengths lie. You can understand where their strong suits are. You got to keep putting them in positions where they can succeed. I don't put them in areas where they need to work on right away. Right. Kind of have private sessions with them to work on

those and get those things sharpened up, but put them in positions where they're already stronger and keep building on those strains. Will China also work on those weaknesses but really let them thrive in their strengths and then teach them, teach them where they can improve that?

**Speaker 2** Yeah, I think I think you're hitting on I love this thread, and I'm turn it just slightly in a different direction, but we had some sports analogies, but there's a coaching component to this and you think about how coaches move their teams and move their players. Coaches don't throw there, don't throw their players out on a team unprepared. You know, they logged the reps in practice and they figure out who's got the strengths and weaknesses. And then they put ultimately, they're trying to get the right player on the right field at the right time. And I love the coaching idea. I think that we could learn a lot from that concept. We lean on that as leaders in our in our air force. But the other part about coaching is, you know, coaches are tough. They don't. They don't always. They don't go the easy route they're going to. They're going to. They know how to do exactly what you said, which is. Push that player enough to where they're growing, but they have the basic preparations necessary to be successful. And sometimes we confuse and this will get into your your your vegetables and milkshakes discussion. I'd love to hear you pull this thread. So good, Airman Shoemaker can hear this, but it's not about taking the easy path and being easy on people. Coaches push hard and they push their team, sometimes right up to that limit, and they good coaches know where that limit is.

**Speaker 4** And that's where you see that potential where Eliza Bingo

**Speaker 3** can get us. Absolutely. I think you heard me say this is for sure. Sometimes people mistaking a coach with being a cheerleader. Supervisors are just folks that advocate advocated all cause because they think this is what a good supervisor does versus a coach where they hold people accountable. But they're also compassionate versus advocate at all costs or

**Speaker 2** try to make it easy on their teammates at all costs. And it's not always about being easy. There's things that we should do. That's just good. Solid taking care of our. Absolutely. But sometimes it's not the easy answer. Sometimes it's grow through challenging situations and holding them accountable and holding a very high standard. And when you think about coaches, Boyd, you know, good coaches on on the field hold an incredibly high standard and they hold and maintain accountability too. And guess what else they do? Feedback usually pretty immediate, and sometimes it's a little sharp elbows, but it's the feedback that's needed to drive that grit in the team and agree with the player. Every player is a little bit different to your point, and I think full circle on this is like, Shoemaker said. Every Shoemaker said is knowing that person. And knowing a little bit about who that teammate is and what they need in their growth and that's that's the part chief and I spent a lot of time talking about is how do we how do we figure that out? How do you figure out what makes that dramatic?

**Speaker 4** You take an individualized approach to each person. That's something I learned early on. Yes, sir.

**Speaker 2** And we we said in the very first one and I think too. So when you're in chiefs position one day or my position one day or wherever you're at in your later leadership journey is also letting them get to know a little bit about you, too. They need that connection to know they understand who this person is. It's asking them to do these things.

**Speaker 3** Yes. So it's funny because when we started this podcast, it's really to get to know Herman Shoemaker more. But to me, it's almost like the value of a coach approach to leadership where you say you've had more coaches than cheerleaders, but in the short time you've been in so far.

**Speaker 4** Yes, absolutely. Each of you told me that shut as a supervisor, but really, I own my whole team with thank you. Each person has been in that office and all of them were good. Some of them are great. But I learned a lot from each one, and each one is a small net flight. Each one of are. Each one of them got to know us very. So they knew exactly where we thrived or we didn't where we needed more work on and what got us to work a little bit harder and what they could tell if we were off one day or not, right? So I definitely have had more coaches because they've held us accountable or they they saw something in us to. To develop developers in a certain way, especially some of the opportunities I got thrown on early stuff I didn't necessarily want to do, but I think I'd be better for it and took that or took having that coach so explain that visualized in a way that I can understand at my level. So absolutely.

**Speaker 3** And hearing it from an Arab perspective, it's interesting that in the last three minutes you brought up give someone in their individuality, but it's about the team. How would you say it's best to balance that for a new for you and CEOs to be able to do that for a young person? So trying to figure out their air force like out?

**Speaker 4** You kind of rephrase the question one more. Yeah.

**Speaker 3** Just as you mentioned, you mentioned individuality. And then in the next breath, it's about the team. Right. And I think sometimes people are mistaken. How do you make it not about you, but still respecting individuality, but bring someone into the team?

**Speaker 4** It's definitely easier for someone that's played sports like team sports as that locker room mindset. But for somebody that doesn't, you kind of got to get them to understand that if you don't pull your own way, right, the team's not going to succeed, but you kind of got to get somewhere to buy into it because if they're not a people person or somebody of compassion, it's a little bit harder. It's more of a challenge to get them to actually care about other people. So it's going to take a lot more digging to get to know him. But there's going to be a certain way to a certain whether you explain why it's important and maybe that's through trial and error. Maybe the team's got to fail a little bit. You got to express of the points of pulling their own weight.

**Speaker 2** Perhaps a nice yeah. Well said. I like this and this takes us down this conversation about failure. And there's been a lot of discussion about this recently in terms of how do we as an air force, what do we mean by that? What do we what do we mean when we say we'll accept failure? And so what I always offer is when it comes to fly, fight and win, and we're talking about our mission, our mission. We don't accept that we will fail in our mission. Now what we what we talk about and I think the conversation we're having sometimes when we get into the nitty gritty of this is whether individuals in their journey are going to stumble. And I think the idea that individuals in their journey are going to stumble is accurate, and I think we should expect that somebody at some point on your team to the right and left of you are probably going to stumble. The key, though, is that if it's this guy on my left or you on my right, that when I do stumble and when I do have that, that failure, you're going to grab me and you're going to carry me and you're going to carry me by my



body armor, if that's what it takes. Right? And so that's when we say we will accept some failure. We mean one or two things. We mean that nobody's perfect. So we're going to we're going to stumble along the way as people, as humans got it. And that's why we're there to back each other up. The other thing is, what we're probably saying in that conversation is we're in a learning mode. We're in a learning orientation. It's not game time, it's practice. Think of the difference between that. Are you going to fail and practice for nine years for absolutely. Are you going to get it wrong? Probably. Many times, absolutely. But that's much different than saying when it's game time, we're going to come onto the field and be prepared to lose. That's a nonstarter. So I think that's the conversation we're trying to have with our with our airmen. And I saw you, you were thinking about something there. Oh yeah.

**Speaker 4** Thinking about your family is just a part of part of life, part of the process. You know, you're talking about failure and I'm thinking about it right now too, right? I've had a lot of failures, right? You've had a lot of failures to get to where you're at nursing and sometimes people don't see that. So you go back to that vulnerability piece of land, your airmen, your people get to know, you got to let them know you're human, too. Absolutely right. So even just something as simple as my airman asking me about a CDC question or something that has to do with their job, I don't know at all. Right? But I got to let them understand that, Hey, I let's learn this together right after I figure out how to do this and not proficient on this list lemons together where I don't have it all figured out. I think that's the piece, right? Like us as leaders and get into those future roles, but understand, yeah, like, hey, we don't know it, all right. But we fell.

**Speaker 2** But the team with the team will. And it's that whole thing. You know, you practice with your team so that you can't get it wrong. That's how much you practice. And that's that's the kind of air force when we talk about fly, fight, win, that's what we're talking about there. You know, we're talking about putting in the reps ahead of time. So then when it's game time, we're going to go out there and we're we're going to bring home the W and we need to be able to do that and that that's the heart of the line stuff that puts the fire in my belly, too. It's a responsibility that we have. It's a great responsibility, but it's but it's also inspiring to think that that's what we're empowered to do is go get our team right.

**Speaker 3** You know what I sense also is that failure. You're willing to take a little more risk when you know leadership has your back. One of the greatest quotes I've heard was I'm going to give you enough rope to hang both of us with not just you. Both of us. And I think that's powerful when leaders willing to put themselves out there for them and to allow some some decision space in a learning environment to make sure folks who get sharper and really gain the confidence they need.

**Speaker 2** When you go to the high end and when you're in the operational environment, then there's mutual trust and you're trying to to a level where you can go, operate and make those decisions at the lowest level. And that's exactly what we want. You know,

**Speaker 3** hey, I noticed Airman Janice brought a coffee cup with him. So yeah, you did. You looks very efficient,

**Speaker 1** as you did. I learned I was like, You know what? There's a lot of other podcast out there. You know, they got their special little table items. I figured, you know, I'm bringing a little bit of home. I got one Minnesota Ten Thousand Lakes coffee mug shot out of soda clothing clothing company,

**Speaker 2** and that's ten thousand frozen lakes when it comes to hockey season. Oh yeah, oh, you get out there and go skate around on it.

**Speaker 1** Yeah, that's that's the best thing about going back to Minnesota in the winter. So most people will probably be like, You're crazy, but me, I want to go back to Minnesota wintertime, and

**Speaker 2** that's a throwback. So our listeners need to go back to the first

**Speaker 1** podcast

**Speaker 2** and catch up and make that decision to say, you know what we're about. So we we put that little hook in.

**Speaker 3** It was like a mid-ranger.

**Speaker 2** Yeah, you're absolutely right in the middle.

**Speaker 4** The hook. Yeah. You got to get your sponsor out there.

**Speaker 1** You're right. No hashtag. No free ads. But you know what? We if we can go, I want to pull on one last thread. And if it's OK and you're comfortable sharing, you know, some of your short term and long term goals while you're in the Air Force and after the Air Force.

**Speaker 4** Short term goal, Big Lie, I think everybody in this room knows it, except in those years get that pilot slot. No, sorry, certain short term goal. Our long term goal would be to get there, got the energy to get that all figured out and and really just have a fulfilling career and get to a point where I can retire. But I really I really don't know if I'm going to want to stay in or get out, I got to see what it feels like to be at that level in that community. But I want to get to a point where just financially for you, financially stable and I have options options on the outside for maybe I can go to the airlines or buy my own business, but just comfortable to where I can look back and be proud of everything I've done and know that I played and left it all on the table. And then kind of still in a place where I feel like there's more. So my long term goal is really to make it so other than in this career and see what's next for me because I know it's going to be a new challenge and I want to be ready for that challenge when it comes.

**Speaker 2** That's awesome. One of the things that people in your position where you are, you have this vision for yourself in the short, long term goals. When I say the path to success on that in the Air Force is never take the first, no, and you're probably going to have to stick through maybe even a second or third, no. And then the other part behind that is be really, really good at the job you're doing right now. That's the that's the way to get to where you're ultimately trying to get. And I think if you grow where you're planted, that grow, where you're playing a concept is a really powerful concept. And in your case, that's exactly what you've done. So you've just brought that excellence in everything you do. The service before self, I think, is really evident across the board and all of these conversations we've had today. And then integrity and I think you've you've got a lot of that deep down inside that integrity of doing the right thing and many elements of that. But I see it radiating out of you. I would. I happen to know we had a conversation. Shoemakers

shared some of his goals with me. And there is a you have a role model and a driver. I think that's also that you haven't hit on yet, that that you're really that you're really you have an ideal role model in mind. Are you comfortable sharing anything about that?

**Speaker 4** Sure. Yeah, that role model is my father. Yeah, just. Somebody definitely look up to right. Especially speaking in the macro, somebody who taught me a lot inadvertently about leadership as well as directly. And somebody who taught me early on the meaning of sacrifice and doing a sacrifice and offer who you love and what you like to do. And he definitely did that for me. And. When I was writing that leadership statement for my packages. No, the person I could think of that would be better fit to talk about. And when I talk about just being successful where I am right now and having all these leadership principles that I know and some of the wisdom that's been imparted on the staff, we've been doing that to my father, right? My mother as well taught me a lot as well. I don't want to leave her out of this because she will listen to me.

**Speaker 2** As great. But having that role on my mother?

**Speaker 4** Absolutely, absolutely. Because he was a manager at a hotel. Very, very decorated. They would win awards left and right. But it was going back to that 360 assessment of him, his bosses, his peers, his coworkers, even on people at the bottom. Don't use the word subordinates, but his teammates at the bottom right. All respected him, all wanted to work directly for him. And, you know, that was really what I was trying to get after here. Right. And it's a really hard task because how can you develop and cultivate an environment where everybody wants to be a part of that team? And if you leave, people want to leave with you. All right. They don't want you to go. And people just love showing up. I just love being there in the environment, so that was my inspiration. And I try to emulate that every day, but stuff like, how did you do it right?

**Speaker 2** But that's powerful, powerful stuff that came up a little bit in our debrief. We talked about role models and the importance of that, and it's just a it's just a great story. And I love that there's this. You've got this. This person that that war will drive you and will will be that source of inspiration for you to delete teams in a in a in a very, very special way. So that's great. And whatever it is, I think for anybody out there, it's who is it? And or it could be multiple people for some people and maybe a conglomeration of people for others. But for you, it's just a beautiful, I think, really precious.

**Speaker 4** And one more thing to me. He also had that leadership award named after him. So and the company needs New Port Hospitality Group. There's a general manager of the award that goes out, and they actually named it after him because he was the only general manager to win it twice over. So having somebody who has a it was a real role model who has a leadership award named after them. Some tough shoes to fill. But I know what I got to do if I get after it.

**Speaker 3** So I think you're doing pretty well for yourself. I think Pops would be very, very happy. You're of you are now.

**Speaker 2** Yeah, absolutely. I think you're you're taking all the right steps. And it sounds like it sounds like you've you've hit the essence of that kind of. Selfless leadership that you're seeing, and it's it's inspiring stuff really is.

**Speaker 1** And I mean, with that, we're kind of wrapping up wrapping up the show this week. I mean, do you guys have any last closing remarks you guys would like to say while we have Erin Schumaker on the podcast?

**Speaker 2** I'm glad. I'm glad you came out. Thanks for thanks for responding to our shout out, first of all. But I think getting you here front and center and and less of us and more y'all is perfect. That's exactly what we were thinking, and I think there was a lot of debrief going on here.

**Speaker 3** There's plenty and again, episode one revolving around me and Colonel Baker to have one of our youngest junior enlisted. I mean, that's the thing a lot of folks out there understand this is a young airman that's been in the air for so long. So for four years, four years and already sounding this polished, so impressive testament to my small mighty talent you mentioned. Yeah, shout out to the

**Speaker 2** medic medical workers. They're growing them good. They're growing them good over there.

**Speaker 4** Yes, something in the soil we call them.

**Speaker 2** We call them small but mighty town over there. We got that well went out. I went for the new commanders orientation over to the medical group and I heard small but mighty like a hundred thousand. By the way, I just said, Whoa. Well, clearly we're in a small but mighty town, but there's not a lot of small going on over there. There's a lot of people punching way above their weight, and you're an exemplary airman from an exemplary organization. And I think we've seen that. Just on display here, all the elements of the things in our vision for this wing that we talk about all the time, they inspired airmen, which is what's what's inside that passion for doing your job and serving your team and knowing you're going to come to a place where you can be the best airman, you can be the unquestionably proficient flight you you hit all of those things throughout this entire debrief that we were doing and talk about proficiency and being good at doing good at your job. It's so clear that it's there and then adaptive. What's next? What's going to get thrown at me? What does that leave it all on the field and be ready for the next thing? It's all. It's all in there. And so I mean, it's inspiring for us. It's inspiring for me. Chief, I know it is for you to

**Speaker 3** be inspiring for our airmen. We met with the class this morning, actually this afternoon, and they've all been in about six months or less. And to think that in three and a half years they could potentially be in your shoes, I think they can see themselves in other airmen like you and airman jets. I think that's really where I hope our folks listening can see like, Wow, that could be you. And there's no reason, just hard work and commitment. Yeah.

**Speaker 2** Absolutely, so thanks. Thanks to you for coming in every chance. Thanks for being our host.

**Speaker 3** This coffee cup with your coffee

**Speaker 2** cup in your Minnesota land of 10000 lakes frozen most of the year

**Speaker 1** award of the year. Yeah, and yes, please, of

**Speaker 3** course you're our guest. You, I wanted to do for yeah, is the guest of honor for final comments.

**Speaker 2** All of the next guests are going to know that it's really your show. You can do whatever you want. We didn't tell you that.

**Speaker 4** All right is what makes our. There's there's a perspective on this base that some people have, right, there's not a lot to do, not a lot in this area, but what I've found here, so this is the place of opportunity. It truly is on the, you know, they say the world is yours. It really could be. All right. He's got to look at everything here from different lens, right? There's so much opportunity. And if I wasn't at this base, I don't know if I would be in a position like this, honestly. That's why I got to come from a place of gratitude. Look at the external factor, and I want to say just a few things had a couple of things were in down that I want to just touch. And that's make your circumstance or situation benefit you in any situation or circumstance you're in because you don't control what you go into, which you can show how you react to it. You control what handle you're going to pull. You've got to pull that smooth handle. The handle is going to empower you and make you better. But you've got to do in a righteous manner when I say benefit you. So he's got to be righteous and they'll come back to get you. And and here's the one I learned from a guy who shot him out. Senior Sinclair was as somebody took me under his wing since I've been here and taught me more things than I can. Just imagine when I'm when I'm feeling kind of kind of high where I like, I know some stuff. Have a conversation with Bill. Press me right back to where I need to be. Both of you on the ground. So with that, just remain grounded and use the word humble. Bob, before the word grounded, right? That's that's my favorite word. And one way I try to do that is I don't get too invested in the highs and the lows. And I try to accept the good that comes without arrogance. Just let the bad go in different. Try to find a middle ground to stay focused. And I don't want to point to too much threats, but one thing I do here, and it's quite clear to you guys, is I just try to add value wherever I go. It's and it's something I learned from my father. It's why would you want to be somewhere and not do that? Why not make it a better place? So that's something I try to do if I go any situation and understand what their value is that you bring, but I try to try to do that. But I think that's it actually a question for each of you, but I'm not sure we have enough time.

**Speaker 2** Yes, but you're the guest of honor.

**Speaker 4** Okay, guys, time as you want. OK, because I could talk forever, so we'll make sure we stay on stay on schedule. But my question to each of you is you could describe yourself as one of four elements. What would it be? Earth, fire, air and water. Describe yourself as one.

**Speaker 1** That's a really good question.

**Speaker 3** It's pretty obvious I'll let the boss know which one you are.

**Speaker 2** Do you want me to guess on your chances thinking about? Sir, you're going to say firearms.

**Speaker 3** Absolutely. I knew it. And I don't want to be fired, but that's I can't run from it. That's what I am.

**Speaker 2** What do you think I would say? You're going to know which one I am to. Earth, one hundred percent. Why is that

**Speaker 3** because you're just like every shoemaker said, you are the epitome of being grounded the way you describe yourself, the way I even delivery great news to the entire wing. You see it as grandstanding, and it's not because it's grandstanding because you think you're going to come off as this holier than thou person. It's just amazing to watch you in action, sir, every day and how you don't want the spotlight. You rarely put it on other folks like Jeremy Jansen or Shoemaker.

**Speaker 2** I appreciate that, and I'll go on him because I know you're still thinking over here on the on the fire piece. But what if I could, if I could paint this picture? What's really going to matter in this conversation after I talk about fires, what you're going to see is there's balance here. And so my fire chief chief is is definitely the move out and execute person. When you look at his whole career from eighty second airborne guy turned defender turned boom operator turned sensor operator back to boom operator Comanche. So when you look at that, you're going to see that consistent, consistent theme and that is immensely valuable to an organization, especially when it's done in a mature way that garners respect from teammates. So when you see you got some Earth and fire here that are really in collective balance and it's a great it's a super interesting question. I think it's kind of cool that we both answered that without. We did not plan this. There were no reasons

**Speaker 3** for this or anything like that. But we have to be careful, though, because we can. We could probably do scorched earth. No one wants that. Oh, no, let me just watch you guys

**Speaker 1** after pondering

**Speaker 2** about that. We're not doing.

**Speaker 3** We're not doing a scorched earth that we have

**Speaker 2** a nice, a nicely warmed

**Speaker 1** earth. My my short and sweet answer would be water because it's fluid and flexible and whatever is thrown at me, whatever situation in life and work, I can just be fluid and flexible with it. You know, life is chaotic, you know? You never know what's going to be thrown at you and you just got to work through it. You know, work around it, work through it, whatever you need. So short and sweet water tight.

**Speaker 2** We see that

**Speaker 3** that and you will not let it drown you. I'm impressed.

**Speaker 2** Absolutely. How are you going to go? Do you have one saved up every shoemaker?

**Speaker 4** I get your opinion first. Oh.

**Speaker 3** He's grounded. I can grounding. I guess the early Earth or water,

**Speaker 2** I can see some fire in there too, though. If I had to pick just one, I'd I'd say fire, you'd say. We have to pick just one. Tell us the

**Speaker 1** rules about, say, joke's on us, your avatar, The Last Airbender, you're the avatar.

**Speaker 4** I think Earth is all four combined. All right. Because I do, I do see some fire in myself. I do see some Earth. I do see some water, do see some air, or it just depends on. What the stakes are, what the mood is. But I think ultimately the Earth, just because I find a balance between all four elements at once.

**Speaker 3** Let's check question.

**Speaker 2** There was a

**Speaker 3** right, but this is a very Tesla friendly conversation.

**Speaker 4** The other just to get a feel for a little bit different approach, though.

**Speaker 3** That's fine. That's good. And of course, you drop philosophy on us. We love it.

**Speaker 2** Yeah, absolutely. You got your your line up over there. Just just wait till till you're a Comanche for a col. One day you're going to have about a thousand pages of stuff going to have to start a podcast and call it.

**Speaker 3** The brief, absolutely terrible fire for a fact, no chance. What you got for us?

**Speaker 1** Well, by the way, future gas now, you know, the bar has been set got to come with at least one question for the command team.

**Speaker 3** So they better bring the fire.

**Speaker 1** Yeah, but burn anything?

**Speaker 4** No, but

**Speaker 2** keep it all down

**Speaker 1** the earth. Yeah. But just to top it off again, you know, we really appreciate you coming on Scotty and the command team. It's always a pleasure having you guys on here and the wisdom and the knowledge that's just passed down, you know? And Scotty, you? Educating us to, you know, we're all taking something away from this, and and that's certainly what we hope our audience does, too. And I think we really got down to some nitty gritty stuff here, and we appreciate you coming on.

**Speaker 4** I'm just here to add value to the conversation.

**Speaker 2** You did, Jack. It was a lot of fun in the process. It was. I really enjoyed it. I don't know how long we went for Airman Jones, but it felt like a few minutes, at least to me. I was having a heck of a lot of fun doing this, so.

**Speaker 1** And I would call that a wrap. Episode two of The Debrief Thank you, guys. Thank you very much. Appreciate it. Thanks, David.