



What I'm Like

- I value your service.
- I want to know who you are. Expect that I'll want to learn something about you before we get down to business.
- I always want to know up front what you expect of me in the meeting.
- I read the read-aheads.
- Honorifics matter to me. If you want to call yourselves by your first names, do it on your own time. You've earned your rank or title, and I'll acknowledge it.





What I'm Like (cont)

- I respect everyone's opinion. Never denigrate anyone else's view in my presence.
- I want to hear from the person with the knowledge I need regardless of rank.
- I always want to understand problems before being asked to solve them.
- I expect alternatives not ultimatums.
- I really enjoy serving in our Army. There's no reason we can't celebrate our profession while solving difficult problems along the way. Stated another way, I have no tolerance for whining.





What I'm Like (cont)

- You may have heard that I dislike powerpoint. It's true.
- Every morning on the way to work, I walk past the pictures of all the former Chiefs, and then I drive past row after row of the headstones in Arlington National Cemetery. If you find me eager to get things done, that's why.





CSA Focus Areas

- The Nation
- The Joint Fight
- The Profession
- The Army Family
- Leader Development
- Mission Command
- The Squad
- The Human Dimension
- 21st Century Training

