



## GUIDING PRINCIPLES

The following are Guiding Principles we must all understand and follow as we work together to deliver decisive Airpower for CENTCOM and America:

**Mission Focus** – we must remain laser focused on the mission we are here to accomplish. As President Kennedy famously said, “In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger.” This is our time ... our moment in history ... our opportunity to make a difference. Every Airman and Civilian in USAFCENT must do their part and we must all pull together ... as wingmen ... to understand and accomplish our mission.

**Wingman Consideration** – we must treat each other with dignity and respect and continue to check each other’s six. Our strength comes from our diversity ... in thought, in upbringing, in how we approach challenges. The bonds of friendship forged in the crucible of combat last lifetimes. We must take this incredible opportunity we have been given to serve our nation in a time of war and build the bonds which enable us to overcome adversity, take care of each other as wingmen, and take the fight to the enemy.

**In Every Challenge an Opportunity** – throughout our history, Airmen have faced daunting challenges and found innovative ways to overcome them through ingenuity, creativity, and just plain guts. We must foster a culture that allows good ideas to make their way to decision makers. The brilliance required to develop the next game-changing TTP is resident today in our Airmen and Civilians ... our job is to free these ideas and ensure this creativity is both encouraged and rewarded.

**Team-Building as a Contact Sport** -- The relationships we are forging across the region with Host Nations, Embassy Country Teams, Coalition Partners, and our Joint Comrades in Arms are force multipliers. As we work to build partner capacity, we must remember that we have as much to learn as we have to teach -- it is a two-way street. Respect for the rich history and culture of our regional partners ... appropriate humility ... and a willingness to be both student and teacher are critical to our long-term success. We must treat team-building as a contact sport and every Airman and Civilian in USAFCENT has a position on this team.

**We Improve What We Measure** – As Lt Gen Hostage stated before me, “We will grade ourselves in the COIN fight by the supported commander’s measure of success.” This requires us to continually strive to understand the ground scheme of maneuver and the intent of the supported commander. At the same time, we will also measure ourselves against a set of metrics which help us improve our ability to bring an Airman’s perspective to the joint dialogue as we advocate Airpower options at the beginning of the planning cycle.