

THE SECOND ANNUAL HUGH J. CLAUSEN
LEADERSHIP LECTURE:
ATTRIBUTES OF A LEADER*

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In thinking about what to talk about on leadership, I went back to the time when I came in the Army, which was the summer of 1963—probably before some of you were born, or at least while some of you were still in diapers. I looked at a speech that was given then by General Barksdale Hamlet, who was the Vice Chief of Staff for the Army. He addressed the JAG Conference and his subject was, “A Command View of the Judge Advocate.” In describing the type of judge advocate that he wanted on the staff, General Hamlet discussed the environment that necessitated such an officer. In reading through his lecture notes for that day, I began to wonder what has changed in the last thirty-three years in our armed forces?

Certainly in the thirty-three years that I have been in the service, I have noticed a host of things that are somewhat different than they were in those days. If I look specifically at the Army and what changes have taken place in our institution, I think that we all realize that in those years we have engaged and disengaged in two major conflicts in Southeast Asia and Southwest Asia. We have transitioned from a draft to an all-volunteer force. We have fought, and won, the Cold War and, not surprisingly, the new world order that we thought we could achieve in that process has turned out to be a little more elusive than we originally had anticipated. As a matter of fact, we find that we live in an even more complex, volatile, and in some cases, a more unpredictable world than we did in that bipolar era. Peace keeping, peace enforcement, and military operations

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other than war were only things that were thought about in academic circles to some degree; however, today we find that we are involved with them to a very large degree.

There are those who ask whether we should be involved in the law enforcement role. Others are saying that we may be involved in too many roles. Is this detracting from our primary purpose, which is to fight and win the nation's wars? In what seems like a paradigm of our time, missions have begun to proliferate, while resources have dwindled. Within the 1990s, we have seen the United States Army go from about 780,000 down to little over 500,000. We have gone from eighteen divisions to ten active divisions. So we have seen a significant change in the structure of the United States Army. Similarly, over the course of the last five years, we have seen our Department of Defense budget begin to dwindle and decline in real terms, raising some real questions about our long-term modernization and our ability to stay ahead technologically.

However, I think that no discussion of the past thirty-three years would be complete without saying that, with the implementation of Goldwater-Nichols in 1986, we have seen some significant changes in the way that we as services do business. Certainly, few would argue that the days of the single service type of war will ever exist again. I think we all realize that in the future we are going to have to rely on the complementary capabilities of each of our services to have the most effective force that America can field.

I am also very pleased to note that, in that time, your School has adjusted to those changes. I see a large contingent of officers from other services—Air Force, Navy, and Marine—who are students as well as those who serve on the faculty. You have added a number from the Reserve Components to your faculty and certainly that is a key point because, as you know, we will rely more and more on our Reserve Components. Of course, the soldier-citizen remains the American ideal and I think that we are seeing that this will be a

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key part of our future. I also am pleased to see that our friends from the international community are here and I welcome you. I am pleased to see that we have added you to the course because I think we all realize, if recent history is any indication of the future, that is the way things are going to take place and our allies will be even more important to us. Finally, I understand that you have established a division within the School to deal with the study and practice of operational law. I understand that after a big search for a title, you came up with "CLAMO." Considering some of the alternatives, like "BLAMO" and "WHAMO," I think you made a wise decision.

While some of these changes have been rather momentous over the years, I think that in this short period of time we see that each of these changes has had a significant impact on the way we do business today. In light of these changes, and the times that we live in today, I began to wonder what changes there have been in leadership. What attributes do we look for in leaders today, maybe even more so than we did in the past? And I think, as I asked myself that question, I was able to answer it with a resounding, "Yes and no." Now, you say that is a nonanswer. Let me explain why I feel that way.

I think that we all know that there have been changes in leadership that have taken place over the last few years—many have been positive—and there are certainly many aspects of the armed forces that we would never want to go back to. The day when you told a troop, soldier, airman, or sailor, "That is the way it is, because I said so," are clearly gone. The young men and women who serve in today's armed forces expect, and deserve, more than that. Will there be occasions when you have to say, "That's it, get on with it right now," in the interest of discipline and move out quickly to avoid the loss of lives? Of course. But for the most part, we take more time than that with the obviously intelligent, articulate troops that we have in today's services. I also think that we are beyond that era when we were demanding zero defects. Now, we all have to be on guard, particularly in today's declining service populations, that this mentality does not creep back in. But, as you may know, in the 1960s, zero defects was a big deal. We all strived to attain that. Some corporations in America even adopted the zero defect philosophy and had little pins that you wore with the words, "Zero Defects." We have long since moved beyond that thinking.

Now, as we talk about leadership, it may be helpful to briefly discuss exactly what leadership means. I would tell you, as I looked at the Webster's New Twentieth Century Unabridged Dictionary—as opposed to the old abridged dictionary—I found a definition, and it

said: “The position or guidance of a leader.” Because I did not find that to be very helpful, I went to another source, a book written by Mr. William A. Cohen, *The Art of the Leader*. He defines leadership as the “art of influencing others to their maximum performance to accomplish any task, objective or project.” Well, that helps a little bit more, at least we are starting to get there. But, in truth, the most relevant one I found came from an Army regulation on leadership, which stated that leadership was “the process of influencing others to accomplish the mission by providing purpose, direction and motivation.” I think that this definition, regardless of service, is one that all of us can live with when we think about the leaders we have known and what to expect from those who provide us with purpose, direction, and motivation.

There are a couple of other things I hope that we do not get confused because, while they may be somewhat integral to leadership, they are clear and distinct. For example, consider management. We all like to think that we are good managers and you could say that if you are a good leader you are probably a good manager. But management is the process of acquiring, assigning, or prioritizing—allocating, if you will—resources in an efficient manner. Or we could talk about command. I am sure that everyone knows the definition of command, which is basically the legal authority vested in an individual in an appointed position. So while some of these have some crossover, we are going to talk about the attributes of a leader, not command nor management.

In his book, *Nineteen Stars*, Edward Puryear provides some support for the attributes of a leader when he discusses “the pattern of successful leadership.” He concludes that as you look at leaders over a period of time, there are certain qualities that seem to jump out. I do not think that any of us today would find it as a great surprise, but he goes on to talk about the traits of dedication, character, sound judgment, decision-making ability, craving for responsibility, sponsorship, and communications. I think we all agree that in most successful leaders—good leaders that we have worked for—that we have found some of these attributes, and more in some cases than others. Mr. Cohen echoes these traits when he refers to being willing to take risks, being innovative, and taking charge.

I feel that Mr. Puryear was right on the money with a lot of the attributes that you find in a leader. However, the judgment demonstrated by an officer or a noncommissioned officer over their careers is, or should be, a significant consideration in any type of assignment or in the value that we place on that individual as a leader. I am sure that there are those who would argue the point, but I think we all know that we do try to avoid giving the really tough jobs to

those who have demonstrated poor judgment in the past. In the same vein, a military leader has got to be able to communicate the ideas, vision—and the intent—to subordinates. A leader who cannot is not providing vision to the organization, and this takes us back to the definition of leadership.

The leader in today's environment will encounter, in many cases, situations that are vague, uncertain, complicated and ambiguous. This is known as "VUCA." "V-U-C-A," which stands for vague, uncertain, complicated, and ambiguous. Any doubts that I might have had about the significance of that point were certainly eradicated as we kicked off Operation Uphold Democracy in Haiti, I had attempted to communicate my intent to the task force and we had developed a plan. We were en route to the objective for forceful entry as directed by the National Command Authority. However, while en route, the mission changed. Instead of going in with a very clearly defined mission of, among other things, neutralizing the FAHD, and protecting American citizens, the mission changed to reestablishing the legitimate government of Haiti in an atmosphere of cooperation and coordination. We rapidly turned that around and came up with a new plan. The next morning, as we landed at Port au Prince, I was met at the Port au Prince airfield by the Haitian major in charge of the airfield security—the same airfield that we had been planning to hit early on in the battle, if it had gone that way. As we walked off that airfield together I could not help but think that under the original plan, in force just ten hours earlier, there would have been very little left for the major to be in charge of.

Likewise, concerning the mission, "cooperate in an atmosphere of coordination and cooperation," what does that mean? I was forced as a leader to redefine it first of all for General Cedras by saying, 'The way I interpret this is that I will coordinate with you about what I plan to do and you will cooperate and as long as you cooperate. I will continue to coordinate and when you do not you will cease to exist as an institution.' He understood that and he took very detailed notes.

So, in many cases, as leaders, we deal in this vague, uncertain, complicated, and ambiguous environment. But I will submit that there are basically four traits that will see you through all of that and put you in good stead as a leader. I am not going to attempt to go through an exhaustive list or come up with four original traits, because I think each of you understand that there is not very much original to be said about leadership. It is simply a process of sorting out in our own minds what are the most important traits that we must have as leaders. I do not think that anybody is expected in today's age to come up with anything that is very original and I can

tell you that I have not. But, if you look back at the biographies of famous leaders you will see that even though a great number of things start to jump out, you can boil them down to some common characteristics.

One common trait I found was what Puryear identifies as dedication, but I would classify as competence. The distinction in my mind is in the form of substance because my characterization focuses on the ultimate result while I think Mr. Puryear focuses on the process. Mr. Puryear defines dedication as “a willingness to work, study and prepare for the responsibility,” and to that I would add “and the willingness to put forth the effort to carry it out.” I recognized this truth in my high school language classes. I doubt that anyone was more dedicated than me, but competent was another matter all together. And so, not only must we understand how the organization operates and why, but we also must be able to translate that into action.

Consequently, I would say competence is the thing that the most successful leader must have. General George Patton provides a somewhat dated, but I think a great, example of that because here is a man who devoted his life to studying the potential for the roles of armor. But more importantly, when the chips were down, he showed that not only did he understand the roles of armor and how to apply it, but that he was capable of carrying it out on the battlefield. A much more recent example occurred in the airborne operation in Just Cause in Panama. General Carl Stiner was faced with putting together an airborne operation of immense size—despite having limited time and that the last airborne operation of this magnitude occurred forty-five years ago. The plan was highly successful—hitting twenty-seven targets almost simultaneously—and, as you know, we won that skirmish overnight. So again, the application of dedicated study—what we call competence—comes into play.

Like Mr. Puryear, I also see character as a fundamental component. We are talking specifically about integrity and courage. This occurs when a leader sets the moral and ethical climate for his or her organization or unit. If the organization is to be successful, I think that tone has got to include candor, honesty, fairness, and understanding. I think that this is essential when you go into the command positions. A commander who brings integrity, honesty, candor, and fairness to actions and decisions does not have to worry about whether he or she is doing the right thing. Equally as important, that commander does not have to worry about the signal being sent to subordinates because without these attributes as an anchor the commander is embarking on a dangerous journey. A commander who cuts corners in this area arid starts taking short cuts and gets

out of step with character, given the implications of the *Joint Ethics Regulation*, as an example, is treading on dangerous ground; basically walking into quicksand. I think we all know that a commander who desires, can stretch the rules. Commanders can bend the rules or can try to live with the intent, but not the spirit, of the regulation or the law. And ultimately the line begins to blur. When the line begins to blur for the commander, it also begins to blur for subordinates. When that happens, we are on the slippery slope to disaster. Only through character can a leader ensure that decisions and conduct are correct. And I think equally important is that only through character can the leader send the correct message to subordinates. Only through character can the leader establish the requisite trust that permits leadership, and you know as well as I, that the American people expect no less from their military leaders.

Today we enjoy a great reputation in the armed forces for the leadership and the capabilities that we provide the nation. I imagine that all of us are proud of this and it pains us when we see leaders who are taken to task for getting on that slippery slope and making mistakes that would not have happened if they had really been solid and grounded in character. I recently had what some would say the tremendous good fortune of traveling with my staff judge advocate to visit the Secretary of the Army in Washington, D.C. I also traveled with Lieutenant General Scott from Fort Bragg, United States Army Special Operations Command. I am pleased to report that in our excursion to Washington we were traveling by commercial air—and I would like all of you to make a note of that. What an experience! We were traveling in uniform, and every time airline officials saw us coming, it was a perk here and an upgrade there and whatever. They tried to force it on us. Fortunately, as I said, I was traveling with my staff judge advocate, so he can attest that we turned them down, left and right. It was an experience I think that my aide, Major Burke Garrett, will never forget. And I think to this day, it is because the staff judge advocate was with us that those perks were being offered to us. But I am pleased to report that Jim Hatten can give me a clean bill of health on my polite declinations on all these upgrades to include even a cart ride from one airline to connect with another flight in Charlotte. They wanted to put us on a cart with our briefcases and drive us over. I also think that Jim regretted that I turned that one down because it was a long trip. And even though I say this in jest, senior leaders certainly can be, and routinely are, offered things that would personally benefit them. Of course, character dictates that they never avail themselves of those types of opportunities.

Competence and character in my mind clearly are two fundamental traits that we find in great leaders. There are many competent individuals who possess great character but are not necessarily

great leaders. There is something else. What is it?

In my mind, it is two other things: desire and confidence. I think you have got to have desire. You have to want to do the job, to lead, and to give your all to the mission, to the job, and to the soldiers that you serve. You also must possess the confidence to know that you can carry out whatever directions are given to you. Most often, we find that leadership is sought after and earned and people can attempt to plan their careers in refining their experiences and skills along the way to prepare them for the next position of leadership. But I think that taken together desire and confidence lead to one of the single most important parts of being an effective leader—good decision making. Decision making is difficult. Sometimes decisions are very tough. Because your decisions often can affect thousands of people, you must have a real desire to be put in this position of authority. You also must possess the confidence that, all things being equal, you are as competent to make that decision and as confident in yourself and your abilities to do it as anyone else. Sometimes, it boils down to some really tough decisions. For example, what do you do to the officer who has been arrested for driving under the influence? Or, what action do you take concerning that officer who is inept and has got to be relieved for cause? These are tough decisions and you have got to have great confidence in your ability to make those kinds of decisions.

I will never forget that time as a battalion commander when there was a company commander on Thanksgiving Day who had a big Thanksgiving meal for his company at the company dining facility. Right after the meal, the company commander invited the executive officer and the first sergeant to go over to the Officers' Club, because the Officers' Club was sponsoring a reception. They went to the Club and they got back rather late in the afternoon. The company commander was concerned that his car did not have quite enough gas in it to get back home and because it was Thanksgiving Day there were no gas stations open. So he told the noncommissioned officer on duty to have one of the troops go out and get him about two coke cans full of gas out of a jeep to pour into his car so that he could get home. Well, the noncommissioned officer volunteered to drive him home, realizing that he probably had a couple of beers—I do not know whether that is true or not, but that was the allegation. At any rate, the troop finally goes out and gets the gas, the noncommissioned officer could not talk him out of it. About a week later that captain was standing in front of another young sergeant who had violated an Army regulation. As he was reading him his rights and telling him what he planned to do, the sergeant spoke up and said, 'You know what I did may be bad, but it is not as bad as steal-

ing gas from the government. I want to see the battalion commander." And, there we are. We have an example of a tough decision. The company commander exercised poor judgment. But aside from that, he had violated the law. In addition to extremely poor judgment, he had made it tough for me because he had been such a superb commander. He had about a year in command, but it was obvious that he left me with no choice. And after I examined all the facts, I knew that he had compromised his position and had to go. But you must have the confidence to know that you have got others coming along and that you can make those tough decisions. You will be backed along the way because you are doing what is right for the Army in the process. So, I would say, it is competence, character, desire, and confidence.

Now I would tell you that this is not an exhaustive list and certainly not original. You might be asking yourself, "Well, how does that relate to being a legal advisor?" I would tell you, first of all, that if you are to be successful—and each of you have been and are certainly headed in that direction—then each of these responsibilities and attributes have got to be a part of your make up as well. Because first and foremost, you are a leader, you are a soldier. You are an airman or a marine or a sailor.

What do you expect from me as a commander when you come in as a staff judge advocate? First of all, I expect you to be a soldier, if you are in the Army, and to exhibit those qualities: look like one and act like one. I want you fit, sharp, and motivated. Now I can attest that you have two great examples sitting right here in the audience, General Mike Nardotti and General John Altenburg. These two are great soldiers who have a strong and positive reputation which goes throughout the Army. They have sound reputations not because they are great lawyers—which they are—but first and foremost when people talk about either one of them they mention their soldierly qualities. And so, in my mind, each of us owes that to our service and to our soldiers—to be first of all, like them, great soldiers. Of course, you must have technical expertise and competence. You have to be the master of the core competence in your chosen profession. For judge advocates that means military justice, legal assistance, claims, administrative law, civil law, operational law, and tax law. There is a great deal to each of these disciplines and you know that better than I do. I expect you to know these and if you do not know, I expect you to say, "I have got to check with one of the individuals that works for me and I will get you an answer right back." Do not shoot from the hip because in the business that we are in this approach gets us in trouble about as quickly as anything.

I have had the chance to work with Army lawyers throughout

my career in the various command assignments, more so recently as a division and corps commander. In the early days, I had a chance, believe it or not, to even serve as a counsel. In fact, I served as a defense counsel. In those days—which probably was before many of you were born—they appointed us, and I was appointed as defense counsel and I went to court three times—three special courts-martial—and I won all three cases, three verdicts of not guilty. I got called in by the battalion executive officer who happened to be the president of the special court-martial and got the worse butt chewing I have ever had in my life. He claimed that I knew that they were guilty and that I defended three convicts and got them off. And so he said, “Let me tell you right now, from now on you are the trial counsel and you better not ever lose.” So, talk about command influence. But we survived those days and now we have a great system in which we have an abundance of lawyers—an abundance of great soldiers that are lawyers and soldiers—and we are far better off for it. But you better know your job better than I do. I have dabbled in your business. I know something about your business, but compared to what you know, I know absolutely nothing, so I depend on you every day in many ways. You just have got to know what you are doing. I do not expect you to be an expert in all areas, but I expect you to know where to go to get the information and do not tell me something that turns out to be wrong.

Precision and accuracy are something else that I expect from the lawyer. I expect you to be deadly accurate. You are the only one, in fact, talking about zero defects. You are the only one that I really look at being accurate and with precision 100% of the time. If you cannot do it, then tell me you need to go back and check or whatever.

Outstanding writing. I sign twenty to thirty legal documents per week. You know there are not many fly speckers between me and thee, so I expect yours to be right and not infrequently you are going to find that you will be responding on my behalf and providing me with a copy after the fact. So again we need to make sure that we do it right.

Common Sense. You know being legal is not the end of the story. You also need to exercise good common sense. There are times when you know we can do it but we should not. The acid test for all of us is, “Can it withstand the scrutiny of the headlines of *The Washington Post*?” If it cannot, legal is not good enough.

I understand integrity. Do not bring any hidden agendas with you. Keep everything above board. There is only one right side and that’s doing what is right.

Absolute trust. I need to be able to trust that you will be fair

and square and give me the best recommendation that you possibly can.

I expect you to lead from the front. You know that in leading soldiers, or leading your section, or whatever or whoever you are in charge of, that you are the up-front leader. Do not wait for the problems to come to you, go out and find the problem. Be very proactive in the process. When things are going well, my staff judge advocate and, in some cases, my Criminal Investigation Division commander, know about it. Once I know that you are in, then I feel better about it. I know that you'll get involved.

Understand priorities. Know that you have access to me whenever you need because I realize that sometimes the nature of the matters that we deal with requires you to be able to see me for guidance, a signature, or whatever is necessary to get things moving and so you will get it. However, I do not expect you to spin me up needlessly. There are some things worth spinning into the roof over, there are others that we need to be more calm, cool, and collected about. You need to use good judgment. You know which ones to bring in quickly and let me spin on. And of course, tell me, in your opinion, whether we are dealing with a critical issue or noncritical issue at the same time. When you are working on a corps, division, or even if you are that brigade trial counsel, you need to be able to work with the rest of the staff. They need to consider you a partner. They need to make sure that you know that they are concerned about what you would think about their actions. By staying informed you are more likely to know everything that is going on and you can provide advice on issues that might keep your commander out of trouble in the process. You need to be a team player and add to the expertise of the other staff members. You should always be concerned about protecting the command's and the Army's interest.

Probably one of the more important things that you can do, however, is to mentor. Mentor those who work for you. Mentor those around you to make them better soldiers and at the same time possibly better lawyers. Finally, keep a good sense of humor. You are in a great institution. You are in a great profession. You do great work for the United States Army and a lot of times the things that we deal in are not things that you normally look at as "fun." But keep your chin up and keep looking and keep that sense of humor that is so important to us all. If you are not having fun, something is wrong. I would tell you that both Jim Hatten and John Altenburg are just two great examples of positive temperament that I have worked with just recently. They are serious as a heart attack when it is time to be serious, but they also have a great sense of humor. This will help both commanders and staff judge advocates get through the tough times.

Now, what should you expect from me? First of all, let me say you can expect support. I have found that if the commanding general asks the lawyer then everyone else will ask. My staff knows better than to try to run something through that they knew that they should have a staff judge advocate “chop” on because it is going to come back faster than it came in and normally with an ugly note written on it—as I think Jim and John will confirm. You know, sometimes you may say, “Well maybe this is not important,” but my position on that is—and most commanders I have known will agree—it is better to ask up front and let the commander tell you that it is not important than to have the commander get the action later and say, “God, if you’d only run that by me. I could have saved you all this heartburn and heartache.” So you can expect support.

Access. If you need it, you got it. I think John Altenburg and Jim Hatten will attest that if you need to get in to see the boss, he will find time, he will make room for you to get in there. It may mean that the commander will have to clear something or wedge something in, but you will get access.

Integration. I found out that when you ask in a public forum, “Well what did the lawyer say about that, what did the staff judge advocate say?“, the other staff members are more interested in what the staff judge advocate might say about the particular issue than you would find otherwise. Because they know that if they try to “run it in,” and it turns out that it was a dumb action, they will look bad. In the same vein, if the staff knows that the staff judge advocate is part of the team, they will integrate the staff judge advocate into their actions and the commander will end up with a much better staff. I say all actions have an staff judge advocate chop on it. Although I do not insist that 100% of the actions go through the staff judge advocate, it needs to be a real exception for an action not to have a JAG chop on the bottom of it.

Thoughtfulness. I think you have a right to expect from me as a commander that, when you come in, I will listen to you. I will understand what you are saying. I will take it all on board and even though I may question your actions—and, of course, I have the right to do that and then you can explain the answer or whatever—but, the two things you do not need out of me, nor should you expect, is a real knee-jerk reaction nor an “auto pen.” I do not do either.

Fairness. You know you’ve got a right to expect from me fairness across the board. There is a lot at stake in the business that you and I as commander and staff judge advocate will do together. Accordingly, we need to make sure that it is all fair. I have already commented on a sense of humor, but you should not expect me to

hang out the “mourning cloth” everytime that I see you coming. You will bring some bad news, but, then again, I get bad news all day long. When I do not want bad news, I get up and go out and talk to soldiers and they make me feel great. Fortunately, at a place like Bragg or in the XVIIIth Corps, I can do that. At a lot of installations, when the lawyer is coming, commanders might think, “Here he comes and he’s carrying this big pile of stuff with him—bad news is en route.” But I have a sense of humor and I think that you will find that most commanders do as well.

Integration. The other day, I was out on a jump with the Germans. We had German aircraft there and the jumpmasters were there and we were conducting a joint United States and German event and I looked over and there was Jim Hatten and I knew he was manifested for that jump and one of the colonels said, “What’s the lawyer doing out here?” And I said, “Because he’s a member of the staff and he jumps just like you do, what’s the problem?” You know, I think that guy was sorry that he asked that question. But the truth is, judge advocates are one of the gang, so to speak. If you are involved in everything that is going on, an integral part of the team, then that makes for a better working relationship with all the members of the staff.

Three final things that I will comment on. You should expect me to mentor. I have been around a long time, even longer than the senior colonels who came to work for me. You know I have been through the wickets. Just as I mentor those colonels, I may mentor you a little bit myself in terms of what I think is important, what the priorities are, and so on. The other thing to expect is that I will make speeches at the JAG School and I will do that for you occasionally. And the final point that you should expect me not to do is to be one of the examples used at the JAG School concerning things that commanding generals should not do. Now, each of you could add other things to the list. No doubt about it.

We have got some really great individuals seated in this room representing all services and I would say that you could probably add a lot of other things you think are more important in leadership attributes. You could talk about other things that I should expect from you. But I just thought I would touch on some of the ones today that I think are important. In closing, I would tell you that lawyers are a very, very, critical part of today’s armed forces. Commanders find themselves involved in increasingly complex environments that require increased reliance on legal advice in almost every aspect. A deployment today in the XVIIIth Airborne Corps or any other segment of the Army is almost unheard of without an attorney being present. We deployed one to the Sinai on Saturday from Fort Bragg

and even as I speak we have got others that are en route to Haiti. When you look at the battle staffs and targeting boards in the XVIIIth Airborne Corps, you will find lawyers as integral parts. When we kick off the warfighter exercise for the 82d Airborne Division at Bragg, there will be a minimum of four lawyers involved at all times. It is tied in to warfighting and operational law. I am pleased to see that you have now got a lawyer assigned to the training center at Hohenfels. I understand that we are going to soon have one assigned to the Joint Readiness Training Center at Fort Polk.

So, what am I saying? Basically, that as a profession, you as a group enjoy a tremendous professional reputation. And I think that the leadership in today's Army know that your reputation is well deserved. You are smart, you are dedicated, and you are competent. You have got great character and you are a tremendous asset. I would tell you from my perspective, having worked with you and your contemporaries and individuals out of your branch for a long time, that positive reputation is well deserved. I would tell you that in your branch you have got a tremendous future and I thank you for the fine work that you do day in and day out. I encourage you to keep it up. General Nardotti, Mike; General Clausen, I really appreciate the invitation to talk to this great group today and now I will be happy to entertain any questions that you have, no holds barred. Airborne. Thank you.