

# COMMANDING AN AIR FORCE SQUADRON

TIMOTHY T. TIMMONS,  
COL, USAF



# Commanding An Air Force Squadron

**Jeffry F. Smith**



## **Commanding An Air Force Squadron:**

Commanding an Air Force Squadron in the Twenty-First Century: a Practical Guide of Tips and Techniques for Today's Squadron Commander Jeffrey F. Smith, Lieutenant Colonel USAF Smith, Jeffrey, 2012-08-07 The concept of command in a military setting is nothing new It proliferates throughout most good history books Many different individuals have exercised this phenomenon called commander Alexander the Great as he conquered the known world Attila the Hun in the fifth century A D Generals Robert E Lee and Ulysses S Grant against each other during our Civil War and General of the Army Dwight D Eisenhower in Europe during the Second World War These leaders are certainly a varied grouping they were literally and figuratively worlds apart they were surely loved by thousands of people and probably despised by an equal number and with the exception of Lee and Grant lived in different eras But they shared this one common thread military command In the United States Air Force an officer's first opportunity to command in the true sense of the word occurs at the squadron level Most Air Force officers who have been commanders will tell you that their command tours were the best years of their careers and a majority of those who commanded at multiple levels will tell you that squadron command was the absolute pinnacle This book is all about squadron command Colonel select Jeff Smith has done a tremendous job in gathering the thoughts and ideas of many commanders including himself and offering the reader the opportunity learn from literally a hundred former and current commanders After conducting extensive research Colonel Smith presents the best of the best on a wide range of topics that directly apply to squadron commanders *Commanding an Air Force Squadron in the Twenty First Century* does not pretend to present the patented answer to any problem issue or situation Colonel Smith does not direct you to ready or study instruction and regulations as if you need textbook answer to command a squadron you don't Finally he does not discuss units other than squadrons and does not discuss squadron command as if it were accomplished in the first 50 years of our Air Force's history What Colonel Smith does do is present a plethora of account of how recent and current squadron commanders have approached today's situations problems and issues He paints a picture of commanding a squadron through the eyes of a hundred individuals and offers it to the reader in a well written easy to read format that might be best described as Dutch uncle advice Any commander or soon to be commander can pick up this book read it and come away with new ideas or methods that he or she will be able to apply to his or her own situations Please also see a previous book entitled *Commanding an Air Force Squadron 1993* by Timothy T Timmons Col USAF *Commanding an Air Force Squadron in the Twenty-first Century* Jeffrey F. Smith, 2003 Jeffrey Smith updates the earlier release of Col Timothy T Timmons's *Commanding an Air Force Squadron 1993* In this book which includes a foreword by Gen John P Jumper and an introduction by Colonel Timmons USAF retired Colonel Smith relies on the vast insights experiences and recommendations of former and current commanders to identify the attributes of a successful commander at multiple levels He identifies some issues commanders face regardless of the level of command including counseling personnel dorm inspections commanders

calls money management and the roles of spouses and families According to Colonel Smith the conduct of individuals in times of crises is the truest barometer of a good commander Publisher website *Commanding an Air Force Squadron* Timothy T. Timmons, Bradley C. Hosmer, 2002-07-01 Obviously directed at Air Force readers Colonel Timmons's book because of its aphoristic anecdotal concrete approach will speak to readers in other services and in many civilian organizations and institutions as well Shelves in the nation's bookstores today are groaning under the weight of how to leadership books purporting to reveal the secrets of how to succeed in one career or another Most do not last Only a few stand the test of time this promises to be one of them Lieutenant General Bradley C Hosmer United States Air Force Superintendent United States Air Force Academy **Commanding an Air Force Squadron in the Twenty-First Century** Jeffrey F. Smith,, Jeffrey F Smith Lieutenant , USAF, 2008-08-01 The opportunity to command is a tremendous honor and responsibility and unquestionably will be one of the most significant roles of your Air Force career The very nature of command is unique to the military there is no civilian equivalent for this level of trust authority and responsibility The essence of command is leadership and your example will set the standard for your entire organization For this reason command is reserved for those individuals exhibiting only the highest levels of integrity selflessness and excellence Leadership is not accomplished from behind the desk or by way of E mail rather effective leadership requires you to lead from out front Since the responsibilities of such leadership may appear daunting to first time commanders our Air Force places significant emphasis on precommand training to ensure your readiness for these new responsibilities Immerse yourself in the available training to ensure you fully understand the rules of engagement There is much to learn from the insights experiences and recommendations of previous commanders Lt Col Jeff Smith's *Commanding an Air Force Squadron in the Twenty First Century* provides some excellent perspectives from current and graduated commanders to help set your course and prepare you for the best job in the Air Force Congratulations on your command and Godspeed **Commanding an Air Force Squadron in the 21st Century** U. S. Military, Department of Defense (DoD), U. S. Air Force (USAF), U. S. Government, 2017-04-25 Jeffrey Smith updates the earlier release of Col Timothy T Timmons's *Commanding an Air Force Squadron* 1993 In this book which includes a foreword by Gen John P Jumper and an introduction by Colonel Timmons USAF retired Colonel Smith relies on the vast insights experiences and recommendations of former and current commanders to identify the attributes of a successful commander at multiple levels He identifies some issues commanders face regardless of the level of command including counseling personnel dorm inspections commanders calls money management and the roles of spouses and families According to Colonel Smith the conduct of individuals in times of crises is the truest barometer of a good commander Contents FOREWORD PREFACE INTRODUCTION Chapter 1 CRITICAL MONTHS Introduction Before Taking Over The Art of Command The First Three Months When the Honeymoon's Over Notes Chapter 2 THE MISSION Lessons of Leadership in Action Command Relationships Building Unit Cohesion and Morale Formal Inspections Notes Chapter 3 PEOPLE Welcome Key Personnel Counseling Recognition Programs Personnel

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**Commanding an Air Force Squadron** Lieutenant Colonel Jeffrey F. Smith  
USAF,2021-05-03 The privilege of commanding an Air Force squadron despite its heavy responsibilities and unrelenting challenges represents for many Air Force officers the high point of their careers It is service as a squadron commander that accords true command authority for the first time The authority used consistently and wisely provides a foundation for command As with the officer s commission itself command authority is granted to those who have earned it both by performance and a revealed capacity for the demands of total responsibility But once granted it much be revalidated every day So as one assumes squadron command bringing years of experience and proven record to join with this new authority one might still need a little practical help to success with the tasks of command This book offers such help Commanding an Air Force Squadron brings unique and welcome material to a subject other books have addressed It is rich in practical useful down to earth advice from officers who have recently experienced squadron command The author does not quote regulations parrot doctrine or paraphrase the abstractions that lace the pages of so many books about leadership Nor does he puff throughout the manuscript about how he did it Rather he presents a digest of practical wisdom based on real world experience drawn from the reflection of many former commanders from any different types of units He addresses all Air Force squadron commanders rated and nonrated in all sorts of missions worldwide Print ed Commanding an Air Force Squadron in the Twenty-First Century Jeffrey F. Smith,2020-11-19 The opportunity to command is a tremendous honor and responsibility and unquestionably will be one of the most significant roles of your Air Force career The very nature of command is unique to the military there is no civilian equivalent for this level of trust authority and responsibility The essence of command is leadership and your example will set the standard for your entire organization For this reason command is reserved for those individuals exhibiting only the highest levels of integrity selflessness and excellence Leadership is not accomplished from behind the desk or by way of E mail rather effective leadership requires you to lead from out front Since the responsibilities of such leadership may appear daunting to first time commanders our Air Force places significant emphasis on precommand training to ensure your readiness for these new responsibilities Immerse yourself in the available training to ensure you fully understand the rules of engagement There is much to learn from the insights experiences and recommendations of previous commanders Lt Col Jeff Smith s Commanding an Air Force Squadron in the Twenty First Century provides some excellent perspectives from current and graduated commanders to help set your

course and prepare you for the best job in the Air Force

**Commanding an Air Force Squadron in the 21st Century: A Practical Guide of Tips and Techniques for Today's Squadron Commander**, 2002 This book is a primer designed to accompany appropriate courseware in multiple Air University syllabi and to offer an accessible reference to those MAJCOMs who sponsor their own squadron commander pre command courses This book does not espouse particular leadership or command duties and responsibilities There are many excellent readings by very talented and more qualified people on those subjects This book is not a scholarly effort nor is it intended to be It is an easy read for those who are about to assume the intense responsibility of command It is full of recent experiences and examples offered by those who have recently graduated from command To be frank this guide is an effort to allow the reader to learn from others mistakes and successes It is chock full of real life experiences and practical advice learned often by the seat of the pants I interviewed more than 100 active and former United States Air Force squadron commanders with one simple goal in mind to provide you the incoming squadron commander a collection of experiences you can relate to when the situation arises on your watch And it will This book is not a checklist of actions to follow under every possible situation you may face while in command Rather it touches on many of the commonalities of command that face those selected today

**Improving the Effectiveness of Air Force Squadron Commanders** John A. Ausink, Miriam Matthews, Raymond E. Conley, Nelson Lim, 2018-06-05 This study used a variety of data sources and interviews with squadron group and wing commanders to develop recommendations for how the Air Force can address commander responsibilities improve commander preparation and refine resource monitoring

**AU-2 Guidelines for Command** Air University, Air University (U.S.). Air Command and Staff College, 2013

**AU-2 Guidelines for Command** Air Command Staff College, 2012-08-01 FROM THE PREFACE Squadron command is often described as the best job in the Air Force It is also one of the most demanding Commanders are entrusted with incredible power in terms of legal authority and personal influence and it is critical you honor that trust by commanding effectively with balance purpose and dedication As the commander it is your responsibility to set the tone establish priorities and take the lead As you meet your daily challenges remember that ultimately command is not about you or how skilled you are in your Air Force specialty Command is about accomplishing the mission and taking care of your Airmen this guide will help you on your way there is no all encompassing checklist or how to guide for command no manual could hope to be so comprehensive How you lead your squadron depends on your experience ideas goals values and willingness to learn Your past performance has demonstrated that you are up to the task if not you would not have been selected for command Even so you will not know everything before you start and the job will always be a learning endeavor You can however take advice and learn from other commanders experiences to make you a better more effective leader that is the intent of this publication to advance the practice of command this book in conjunction with the Commanders Connection the professional forum for squadron commanders does just that the following articles and tips are not regulations you must follow nor should they be your sole source of information

they are only guides based on the experiences and lessons learned from a diverse group of Air Force leaders. Used properly and supplemented with other sources, these guides help prepare you to effectively meet the needs of the mission while taking care of your people. We hope you find the information here useful; thoughtfully applied, it will make you a more effective commander. Obviously, there are many programs, experiences, and issues we could not capture in one document to remedy this problem; we encourage you to join the Commanders Connection (<https://acsc.sqcc.maxwell.af.mil>) where you will find an up-to-date electronic version of this book and a forum to ask questions, share your knowledge, and receive advice from current and former squadron-level leaders. We greatly appreciate the support of the following Air University organizations located at Maxwell AFB, Alabama: Air Command and Staff College, ACSC, Ira C. Eaker College for Professional Development, Commanders Professional Development School, and Air University Press for their assistance in making this revised publication a reality. Without their support, this project would not have been possible. Good luck in your command.

*Au-2 Guidelines for Command*, Air Command and Staff College, Air University Press, 2008-02. From the introduction by Michael Moseley, USAF Chief of Staff. This book, *Guidelines for Command*, is the result of countless hours of research and contains the collective thoughts and lessons learned from many previous commanders. It has a wealth of information to assist you during your tenure as a commander. Use it in conjunction with your personal leadership skills, your base's subject matter experts, and your fellow commanders to lead our Airmen to new heights.

Taking Command Chapter 2: Leading and Developing Airmen Chapter 3: Commanding Expeditionary Forces Chapter 4: Commander's Programs Chapter 5: Maintaining Standards and Administering Discipline Chapter 6: Airmen and Family Assistance Chapter 7: Compliance and Inspections Appendix 1: Commander's Transition Checklist Appendix 2: How to Keep Your Boss Happy

**Guidelines for Command**, Air Force, 2019-10-23. Squadron command is often described as the best job in the Air Force. It is also one of the most demanding. Commanders are entrusted with incredible power in terms of legal authority and personal influence.

**Improving the Air Force Squadron Command Selection Process**, Terence Taylor, 2017. This work presents an improved methodology for assessing and selecting Air Force squadron commanders and subsequently pairing them with the organizations they are best suited to lead. It argues that while leadership, environmental factors, and organizational culture are each important aspects of organizational effectiveness, it is the often-overlooked interaction between these three facets that has just as great an influence on an organization's success or failure. Additionally, these interactions influence leadership performance from exemplary to toxic. It is these interactions and influences among and between the leader, environment, and organization that play just as great a role in leadership performance as individual personality traits, education, or life experiences. Understanding the leader's key role in organizational effectiveness and given that the choice in squadron commander selection is the most variable of the three components, this study seeks to provide a recommended process that will improve upon the current paradigm of squadron command selection in the Air Force. The ultimate goal is a more informed process for pairing those most suitable

commander candidates with possible units by utilizing predictive analytics and the Person Environment Fit Theory to aid in selection Abstract **Squadron Command: The First 90 Days**, 2001 An Air Force squadron commander has a tremendous amount of influence over the lives of his her subordinates The learning curve of a new commander is steep and time critical The squadron looks to the commander for leadership and the faster he she can provide that leadership the more effective their tour will be The new commander needs every advantage they can get An understanding of their functions as a commander the culture of the squadron and the direction required to meet the expectations of the Air Force squadron members and their own vision is one of the greatest advantages they can have The first 90 days of a commander s tour can be used to build a momentum that means the difference between commanding a squadron that is just surviving or commanding a squadron thriving on progress and improvement This 90 days can pass quickly and should be used to diagnose and assess the squadron s culture implement immediate and short ten% changes and set the squadron on a long ten% path of growth and progress for the squadron as a whole and each member individually Diagnostic checklists are provided

**Sharing success-owning failure : preparing to command in the twenty-first century Air Force** David L. Goldfein, 2001 Then colonel David L Goldfein discusses several themes central to a successful command tour His ideas and questions will spark your imagination as you begin preparing for the task ahead of you squadron commander He shares stories from other squadron commanders that include both success and failure because as Goldfein states it is from studying our failures that we learn grow and improve as officers and leaders Maj Gen Charles D Link USAF retired states that this book is a must read not only for those selected to command a squadron but for all our young officers General Goldfein is the current chief of staff of the Air Force **AU-2 Guidelines for Command** Air University (U.S.). Air Command and Staff College, 2015 *From 35,000 Ft* Ryan F. Dannemann, 2017 As resources and operation tempos continue to constrain the Department of Defense and more specifically the United States Air Force more and more pressure is put upon squadron commanders to fulfill the duties and responsibilities demanded of them Through the lens of the data provided by the Air Force Inspection System the Inspector General Complaints Resolution Program and the Total Force Climate Survey this paper sought to understand what the Air Force could be improving upon to elevate squadron commander performance to meet the demands of leading in today s resource constrained environment The expectations of an Air Force squadron commander are well laid out as is the method of evaluating the performance of the squadron commander by means of the Air Force Inspection System This research determined that the data collected by the Inspector General and the Total Force Climate Survey highlight areas where squadron commanders have the greatest room for improvement Using the Scenario Methodology this paper recommends that these highlighted areas of improvement must be utilized as desired learning objectives to drive Air University owned Professional Military Education curriculum This curriculum must be tailored to better prepare future United States Air Force officers for the duties and responsibilities that come with command Abstract

## Unveiling the Magic of Words: A Review of "**Commanding An Air Force Squadron**"

In a global defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their capability to kindle emotions, provoke contemplation, and ignite transformative change is actually awe-inspiring. Enter the realm of "**Commanding An Air Force Squadron**," a mesmerizing literary masterpiece penned with a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve into the book's central themes, examine its distinctive writing style, and assess its profound impact on the souls of its readers.

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### **Commanding An Air Force Squadron Introduction**

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