



HEADQUARTERS MONTANA WING
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY



8 December 2024

MEMORANDUM FOR ALL MONTANA WING MEMBERS

FROM: MTWG/CC

SUBJECT: PHILOSOPHY OF COMMAND

1. As your wing commander, I believe it is important for me to provide insight into my personal philosophies...where I am coming from, and the focus and direction I desire to see the wing take over the next three years. The strength of our wing is built upon the hard work and continued dedication of the leadership at all echelons, but the wing's future success is contingent upon a positive, proactive, and honest command climate. If you experience any member partaking in behavior that is other than honorable, or exhibit a less than positive attitude, I expect you report it immediately through your chain of command, to my wing senior leadership or to me personally. To do otherwise, leads to a state of chaos, where cohesion breaks down, and a reaction to crisis becomes the normal instead of the exception.

2. Maintaining a high level of success requires great attention to the priorities of training, leading, maintaining, caring and the key words of teamwork, concern, positive attitude, high standards and effective chain of command. The following are essential to realize and maintain our full potential:

- a. **Action-oriented Leadership:** Each member of the chain of command must take their role as a leader seriously. In turn, each leader must be a “doer”, not merely a positive on looker. Integrity must be a key influencer in every decision a leader makes. Each and every member expects and serves to be challenged to reach their full potential, where they will improve and find a sense of satisfaction and accomplishment. I have a zero-tolerance policy for complacent leaders.
- b. **Proactive Spirit:** Leaders who are offensive minded, action-oriented, and clearly attuned to the critical nature of both the CAP mission and routine squadron operations will be able to stay “in control” and ensure high performance standards are met. Proactive spirit is simply taking charge to do the right thing the first time around. As Denzel Washington once said in the movie Unstoppable, “In training they just give you an “F”, out here you lose your life”. While safety should always be a top priority in everything we do, this quote should resonate to everyone that proactive spirit should be a central focus of everything we do to support CAP and our local communities.
- c. **Freedom to Grow:** Achieving regular improvement will present new challenges and they will lead to well-intended miscues or innovative ideas that did not work out as well as planned. Such problems are to be tolerated as part of personal and professional growth. Mistakes will not be tolerated where safety is jeopardized; poor judgment is evident; or the problem was a result of individual complacency, and inappropriate attitude, or a breach of integrity or ethics. Anyone who willingly ignores regulations will be dealt with swiftly, and within the full powers instilled upon me as the wing commander.
- d. **Open Communication:** Accurate, timely and honest information must flow through the wing...up and down. The communication process is the single most essential element in helping our wing function efficiently. Open communication must continue as we expand our presence and work to continue building goals, objectives and relationships that have already been established. There are many resources available to foster good communication: e-mail, Microsoft Teams, Zoom, social media apps like Facebook, X (formally known as Twitter), Group Me and so on. We must make a meaningful effort to respond to communication threads within a reasonable amount of time. It only takes a few seconds to let someone know you won't be able to fully respond to an e-mail for a few days, instead of waiting a week to tell them, “Sorry I was busy”. Develop a need and desire

for information that will help you prepare properly and eliminate potential problems. Breakdowns, negativism, and other detractors that will have a negative affect on communication must be avoided.

3. Time, experience, and knowledge result in changes. As we work together cohesively as a team, my philosophy will become more elaborate and will continuously evolve over time. If I make a mistake (and I'm sure I will make plenty as your wing commander as I learn and grow in the job), I expect someone to point it out to me. I cannot learn from my mistakes and work to correct them if I don't know that I am making them. No one is perfect, so we must be constantly judging and policing ourselves if we want to succeed in all we do. I challenge each of you to the task at hand and earnestly seek your support.

A handwritten signature in black ink that reads "Matthew J. Bolin". The signature is written in a cursive, slightly slanted style.

Matthew J. Bolin, Colonel, CAP
Commander, Montana Wing