

CANDO

JUNE EDITION

2011

EDUCATION

A Professional Soldier is a
Educated Soldier

BATTLE BUDDY

Sharing the Weight of the World

THE TOUR DE ARMY

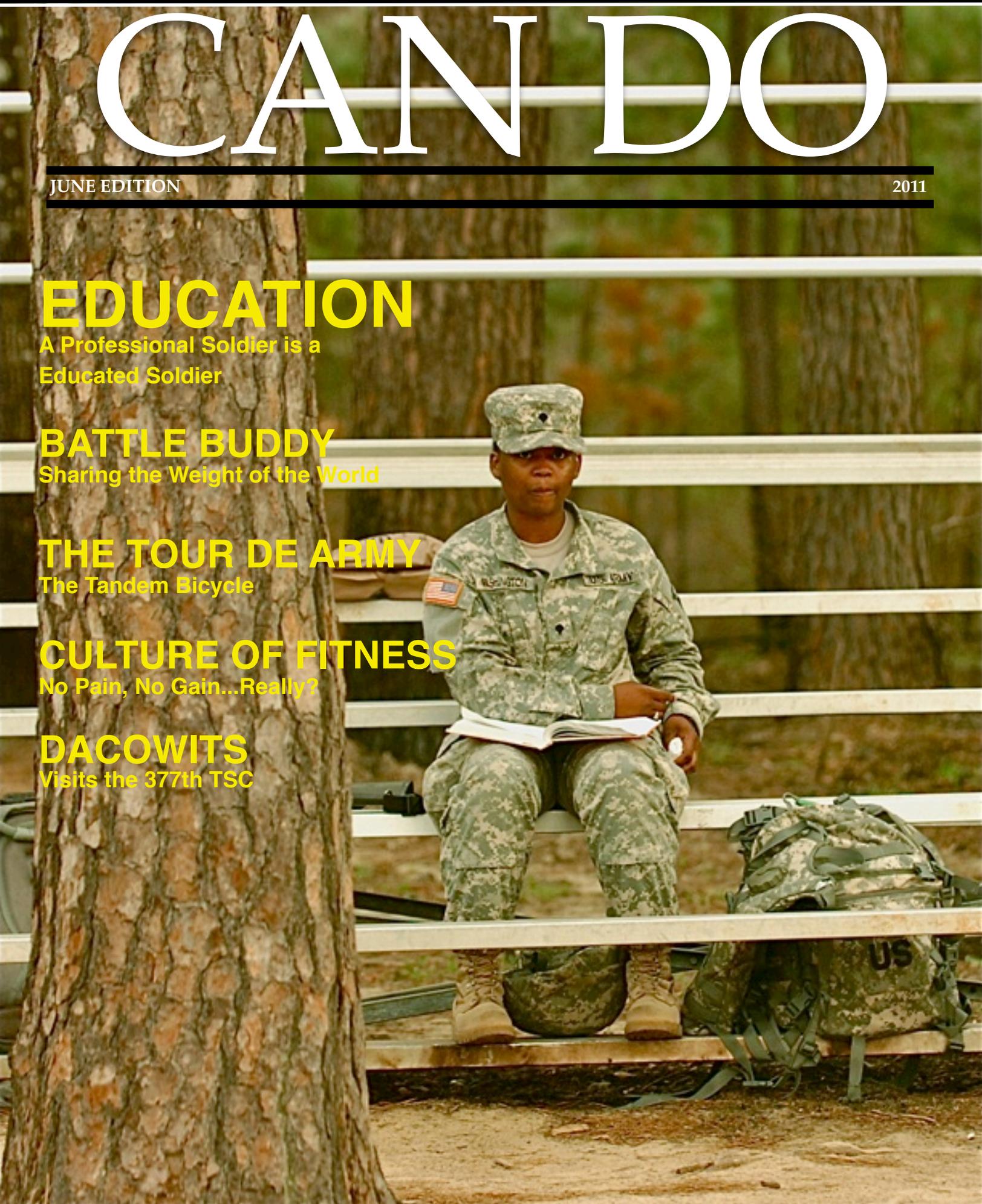
The Tandem Bicycle

CULTURE OF FITNESS

No Pain, No Gain...Really?

DACOWITS

Visits the 377th TSC





<< ON THE COVER

*Spc. Alanna Washington
'GOT CAUGHT'
doing the right thing
during the May CPX.
She took advantage
of some down time
during weapons
qualification to
continue her
education. See page 13
for more help to
continue your
education goals.*

CAN DO

CAN DO

Commander
377th Theater Sustainment
Command
Maj. Gen. Luis R. Visot

Chief of Staff
377th TSC
Col. David W. Spence

Command Sergeant Major
377th TSC
Command Sgt. Maj. James M.
Lambert

Public Affairs Officer
377th TSC
Mr. Shawn W. Clark

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Mr. Shawn W. Clark	Capt. Joseph Konya
Capt. Ted Zaganiski	Sgt. Maj. Angel Davila Serrano

CAN DO IS A MONTHLY NEWSLETTER

HIGHLIGHTING JUNE 2011

COMMAND MESSAGE

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Our Mission is the foundation of our reputation; we are judged on our success in each line of effort...THIS IS WHAT WE DO!



CAN DO, ANYTIME, ANYWHERE!



MG Luis R. Visot
Commander of the
377th Theater
Sustainment Command
CAN DO, ANYTIME,
ANYWHERE!

Dear 377th TSC Family,

In this issue if the CAN DO please join with me, and our fellow service members of the Army, as we celebrate 236 years of honored service. This great organization was established to defend our nation and support the precious freedoms that we collectively share. From the early battlefields of the Revolutionary War to the current operations, our Soldiers remain Army Strong with a deep commitment to our core values and beliefs.

Please join with us as we celebrate the best of America's Army Soldiers, Families and Civilians as they continue

to set the standard of excellence and professionalism.

One of our greatest assets is the ability to not only see where we have come from and honor our hard-won past, but also the ability to look to the future, take charge of our own destiny and shape our future. As we celebrate 236 years of honored service, take pride in what got us here, be a professional in all you do and we will continue to celebrate our Army's Birthday far into the future.

Happy 236th Army Birthday!

CAN DO, ANYTIME, ANYWHERE!

MG Luis R Visot

AREA OF FOCUS:

Q: What is the Army Profession?

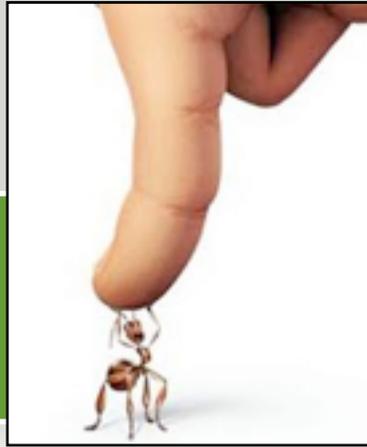
Q: What does it mean to be a Professional Soldier?

On the CG's Desk:

Emotional Intelligence 2.0 by Travis Bradberry
Change the Culture, Change the Game by Roger Connors
The Oz Principle by Roger Connors, Tom Smith, and Craig Hickman
Journey To The Emerald City by Roger Connors
Brilliant Disaster by Jim Rasenberger

SHARING THE WEIGHT OF THE WORLD

“Who do you turn to when you are feeling weighed down by the challenges of life?”



**Command Sergeant Major
Lambert**
AREA OF EMPHASIS

Everyone faces challenges at some time in their life. It may be personal or professional. It may be frequent or a rare occurrence. My question for you today is: “Who do you turn to when you are feeling weighed down by the challenges of life?” Is it friend, a spouse or other Family member, a member of your church, or a co-worker? While different Soldiers may have one or more of these options, some may feel like they do not have anyone to turn to. Some may feel that they must carry the weight of the world on their shoulders alone. Today I want to emphasize that one of the great things about the Army is that we have what is called the “Battle Buddy” system.

The Buddy System is discussed in TRADOC Pam 600-4. It outlines the following responsibilities: Never leave your buddy alone. Keep your buddy safe and free from harm. Know the whereabouts of your buddy at all times. Pass on information to your buddy. Encourage your buddy to train harder and do better. Help your buddy solve problems. Assist your buddy in living the Army Values. Inform Cadre of any changes in your buddy’s behavior.

While this system is initiated and directed in Initial Entry Training (IET), it is expected to endure

throughout your military service. I can honestly say that the old adage is correct. “It gets lonely at the top.” I am very happy and comforted to know that even at the top, I have a Battle Buddy. I speak with him regularly and he willingly shares the “weight of the world”.

Battle Buddies are not expected to replace your other sources of help; but realistically friends, Family members, and co-workers sometimes add to the stress of your daily life. A Battle Buddy is a great alternative to turn to. No one should have to face life’s challenges alone.

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

“Who do you turn to when you are feeling weighed down by the challenges of life?”

As always, I extend a big thank you for all that you do and to your Families and employers for their unending support.

by CSM James Lambert



“DO THE RIGHT THING, AND DO THAT THING RIGHT”

Welcome Colonel David W. Spence to the 377th Theater Sustainment Command. Col Spence joined us on 1 June 2011 and is serving on active duty as the Chief of Staff and directs a staff of over 400 Soldiers and Civilians in the largest command of the United States Army Reserve.

His most recent assignment was as the Senior Reserve Advisor to the Commanding General, III Armored Corps and Fort Hood, Texas from 10 August 2009 to 31 May 2011, which included a 13-month deployment on the United States Forces-Iraq (USF-I) Staff (February 2010-February 2011) during Operations IRAQI FREEDOM and NEW DAWN (OIF/OND).

His prior assignment was to the United States Army Ordnance Center and Schools, Aberdeen Proving Ground, Maryland, where he served as Deputy Commander/Chief of Staff and Reserve Component Advisor to the Commanding General/Chief of Ordnance.

After serving eight years as an enlisted Soldier/NCO, Col Spence was a distinguished military graduate (DMG) of the U.S. Army's Reserve Officer Training Corps (ROTC) Program and received his commission in May 1983. He has held numerous staff and command-related duties including tank commander, company commander (twice), battalion-level commander, and two-star joint command-level deputy commander.

He has served in several diverse and challenging assignments in Infantry, Armor, Cavalry, Combat Engineer, Ordnance, Quartermaster, Logistics, Recruiting, and Joint organizations. His most recent assignments include: Senior Reserve Advisor, III Armored Corps and Fort Hood, Deputy

Commander/Chief of Staff and Director, Reserve Affairs, US Army Ordnance Center & Schools; Deputy Director, J-9 and Deputy Commander, Joint Transportation Reserve Unit (JTRU), USTRANSCOM; Strategic Plans Officer, J-3/J-5, USTRANSCOM; Commander/Chief of Operations, 321st Theater Materiel Management Center (TMMC) (Forward) during Operations ENDURING FREEDOM, DESERT SPRING, and IRAQI FREEDOM; Commander, Regional Training Site Maintenance (RTSM) Fort McCoy; and Operations Officer, G-3, 377th Theater Support Command (TSC).

Col Spence holds a Graduate Certificate from the University of Texas Institute for Advanced Technology, a Master of Science Degree in Administration from Central Michigan University, and a Bachelor of Science Degree in Industrial Technology from Eastern Kentucky University.

He is a graduate of the Army War College Senior Service Fellowship Program, Joint Forces Staff College, Navy Operational Support Officer Course, Army Management Staff College, Army Command and General Staff College, Logistics Executive Development Course, Joint Logistics Course, Support Operations Course, Multi-functional Combat Service Support Course, Combined Arms and Services Staff School, Armor Officer Advanced Course, Ordnance Officer Advanced Course, Airborne School, 3rd Armored Division NCO Academy (Honor Graduate), Cavalry Leader Training Course, Armor Instructor Training Course, Armor Advanced Individual Training, and Infantry Basic Combat Training.

Colonel Spence is married to Linda Brockman of Annville, Kentucky and they have a daughter, Courtney.

WELLNESS

SOLDIER, FAMILY, EMPLOYER and COMMUNITY



What's happening in June? Maybe June will not seem to be as busy as May was. And yet, the month of June does have potential for good things to happen—things that are fun

and events that bring people together. At the same time the elements of Nature also cause us pause to prepare well to contend with the dangers of bad weather and natural disasters. Let's first consider the reality of Nature's power.

For people of the Book (the Bible in particular) we believe that God made everything for a purpose and the first chapter of Genesis takes us day-by-day in describing all aspects of creation. God's response over each day's work was, "God saw that it was good." (Gn 1:10b, 18b, 21b, 25b, 31). So it went with the Creation story and to this day human beings continue to learn about the forces of Nature in order to maximize the uses of creation and plan to mitigate loss of life and property. So, how do we contend with the forces of Nature during the summer time and into the hurricane season?

Local authorities will continue to urge us to prepare well for the daily outdoor activities and also to prepare for a ready reaction to an approaching tropical storm. Therefore, we see care and readiness as our moral responsibilities for caring for the earth and for each other. We can find the divine mandates in Genesis 2:8-24. At the same time we can enjoy these days of summer with family and friends with

basic responsibilities for safety and health. Summer is also a time for fun.

As May had its share of national holidays and family events—such as Mother's Day and graduations—June also brings us more time to celebrate with family and friends. Common examples of enjoying the summer break are the Army Birthday, Father's Day, vacations, and picnics. Along with enjoying times together, Proverbs 6:20-23 helps us to have a positive focus.

For parents and children: "...keep your father's commands and do not forsake your mother's teaching....When you walk, they will guide you; when you sleep, they will watch over you;..." How important is love of family! Psalm 128 begins with words of blessing for 'Blessed are all who fear the Lord, who walk in His ways.' Psalm 128:1 How greatly do these thoughts reflect on the family atmosphere of our 377th TSC Family?

The 377th TSC's plan for a Family Day allows us real-life situations to apply what many have come to learn throughout life. Through the wisdom of St. Paul addressing the Galatians, he reminds us of a basic principle that shows concern for one and all- "...serve one another in love...love your neighbor as yourself." Galatians 5:13b-14. Our religious principles along with our concern and respect for others support enjoyable summer activities. May happy memories of acquaintances and time together encourage us to continue enjoying summer!

CH (COL) Edward M. Grice, Deputy Command Chaplain

The Tour De Army



The Tandem Bicycle

The Tandem Bicycle (TB) is a metaphor each of us can use to take stock of his or her own motivations and personal values in the larger context of our roles as **PROFESSIONAL SOLDIERS AND LEADERS**. This is what professionals do—strive for self-awareness, try to find opportunities to grow, and work diligently to be better. The TB helps us think about what drives us, where we are going, how we are getting there, what keeps us steady, who is going along for the ride, and why we're on the journey, both as individuals and as an Army. It reminds us that **WELLNESS in our formations and culture** is a prerequisite to the **STRENGTH** required for soldiering, and that when the Nation calls, Army Reserve Soldiers must not only be trained, fit, and ready to fight, but in many ways, so must our Families, employers, and civilian colleagues. And so we achieve this wellness in a number of ways: making and nurturing human **CONNECTIONS**; achieving balance in our lives; demonstrating genuine caring for others; thinking critically, strategically, and creatively; ensuring good order and discipline; never tiring of doing good and doing what's right;

and—above all—knowing that every human being has intrinsic value.

Consider, then, four essential questions:

- *What is our Driving Force?*
- *What is our Guiding Force?*
- *What is our Moving Force?*
- *Who is our Supporting Force?*

The rear wheel in the TB helps us consider the first question, "What is our Driving Force?" **Resilience and Comprehensive Soldier Fitness (CSF)** are what "drive" us on a day-to-day basis, enabling us to push on. Resiliency consists of six essential "spokes" (the supporting framework): unit, employer, Family (and the quality of life generated by it), community, civilian work force, and faith. The support from our Families, combined with the strength of our faith, helps to build resilience and enables Soldiers to overcome and adapt to uncertain situations. These support systems influence a Soldier's overall social, emotional, familial, spiritual, and physical health, which we call

“Comprehensive Soldier Fitness.” And all of these elements are connected and understood by the first-line leader (FLL) as the hub of the wheel, who knows each Soldier, knows the forces holding him or her together, is involved when those supporting spokes seem to give way, and gives strength through experience and caring not just when problems occur, but consistently and throughout the evolution of that Soldier’s life.

The front wheel in the TB makes us think about the second question, “What is our Guiding Force?” **Readiness** “guides” our formations, whether we are about to enter known combat missions or be prepared for unknown contingencies. We measure that readiness by considering several distinct areas: Materiel (equipment availability and serviceability, both individual and organizational); human capital (our most valuable resource); and safe and effective training. In the same way that first-line leaders understand the many elements of and give strength to individual Soldiers, our invaluable unit administrators (UAs) sit at the hub of our organizations, monitoring and integrating resources to ensure the readiness of our units.

These two ideas—driving force and guiding force—ground the bicycle, connecting it to its environment, and making it possible to actually move forward and get somewhere. **The Soldier and his or her Battle Buddy** communicate and collaborate with each other and with the NCOs who anchor them in a way that allows the team to drive and steer themselves toward a common goal, connected by trust in each other and a shared selflessness of purpose. The handlebars are the direction the team gets every day, helping them make course adjustments as they advance, and the “headlight” that illuminates their way toward a destination is the clearly-defined FOCUS provided by the commander. This helps them cut through the fog of competing priorities and see the objective with clarity.

The **NCOs** – “The Backbone of the Army” – ensure that we have the energy, the enthusiasm, the passion, and the inspiration to generate The Moving Force; they “make things happen.” NCOs are the **CONNECTION** between the first-line leader and the unit administrator, and thus, between Resilience and Readiness. They empower our Soldiers and energize them to succeed – to accomplish the mission and provide for the welfare of our formations. They live by the NCO Creed and embrace it in their personal lives. The momentum they generate sustains the unit and its Soldiers.

In addition, they are constantly aware of their operating and supportive environment and of the **RISK** associated with both. The **SUPPORTIVE ENVIRONMENT** is defined by our partner teams: joint, intergovernmental, interagency, multinational (JIIM); international organizations (IO); non-governmental organizations (NGOs); civil authorities; and commercial partners. Today’s **OPERATING ENVIRONMENT** is characterized as volatile, uncertain, complex, ambiguous (VUCA); rapidly changing (RC); with reduced resources in an era of persistent conflict (PC).

Finally, we must continually ask ourselves, “**Who is Our Supporting Force?**” The ground beneath us, which literally allows us to do all the rest, and without which we cannot do anything, is our Supporting Force: **The American People**. As Soldiers we take an **Oath of Office** that reminds us why we serve and holds us fast to our duty, commitment, and obligation to **The United States Constitution**. This oath is our solemn pledge to “support and defend the Constitution of the United States, against all enemies, foreign and domestic and bear true faith and allegiance to the same.” The Army Values, The Soldier’s Creed, The Warrior Ethos, the NCO Creed—they all gain their strength from this singular principle. We are guardians of freedom and the American Way of Life; we are experts in our profession of arms; we think critically and act ethically. We are disciplined and adaptable. We are American Soldiers!

In order to maintain the **MOMENTUM** (keep the Bicycle moving!) we must be constantly be vigilant of the importance of **CONNECTIONS**—with our own self-identity, with others, with our higher self, with our environment, with our mission and tasks, and with our sense of purpose.

FINAL THOUGHTS: We must always remember that every human being has **VALUE**. Every thought, feeling, contribution, connection, decision, and action he or she expresses **MATTERS**, and can actually have impact on a global scale. Who each person is does make a difference! Our **DUTY** as leaders is to find our **VOICE & DANCE (A Sense of Purpose/ Mission)** and help others do the same. **Patiently persevere** until we prevail in doing good; and we must never tire of doing what is right! **AFFIRM & BELIEVE** daily to **BE ON PURPOSE**. **Have a grateful & forgiving HEART, and choose to be happy**, because it makes things a lot easier! And always ask yourself: “Am I better today than I was yesterday?”

by MG Luis R Visot

DACOWITS VISITS THE 377TH TSC



Members of the Defense Advisory Committee on Women in the Services (DACOWITS) visited with Soldiers from the 377th Theater Sustainment Command (TSC) on June 25, 2011. The Committee is currently touring the country surveying Soldiers that have prior deployment experiences. During the visit, the 377th TSC provided four groups consisting of Soldiers in the rank of Private to Captain to share their experiences in the areas of weapons training, pre-deployment training, sexual assault training, and other vital topics that contribute to mission readiness and effectiveness.

DACOWITS was established in 1951 by then Secretary of Defense George C. Marshall. The Committee is composed of civilian women and men who are appointed by the Secretary of Defense to provide advice and recommendations on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of highly qualified professional women in the Armed Forces. Historically, DACOWITS' recommendations have been very instrumental in effecting changes to laws and policies pertaining to military women.

The Defense Department has engaged in a comprehensive review of personnel management and quality of life programs necessary to support today's force and a future force. As the Department undertakes this radical transformation of human resource management, it is important to watch the

effects of policy changes on the composition, utilization, and morale of the force. The DACOWITS has been charged with assisting in this process. The focus of the Committee's support will be targeted to military readiness as they address issues concerning women and families in the military as they undergo organizational transformation and deployment to support the strategic security needs of the United States. The Committee will provide a report to the Department of Defense at the end of each year or upon issue resolution. Information will be gathered through installation visits, business meetings, relevant reports and survey data, and input from individual Service and family members. Please visit www.dacowits.defense.gov for more information.

We were honored by the presence of the Honorable Deborah Lee James and Brigadier General (Retired) Maureen K. LeBoeuf. When asked about her experience here at the 377th TSC, Mrs. James replied, "This visit was one of the most organized visits we've been on. The staff and our escorts have been amazing." Ms. James has served in senior homeland and national security management, policy and program positions in government and the private sector for more than 25 years. She worked for a decade as a professional staff member on the House Armed Services Committee. Ms. James was then appointed by the President and confirmed by the US Senate as the Assistant Secretary of Defense for Reserve Affairs, a position she held for five years. She was recently appointed SAIC Executive Vice President for Communications and Government Affairs after serving as the SAIC Business Unit General Manager of the C4IT Business Unit, a team of 3000 employees specializing in C4 (command, control, communications and computers) as well as aviation support services for the US Military. She currently serves as the National Advisory Board Chair of the Pentagon Federal Credit Union Foundation (2009-present) and was a member of the USO World Board of Governors (1998-2008).

DACOWITS VISITS THE 377TH TSC

BG (Ret) Maureen LeBoeuf served 28 years in the U.S. Army. She held various staff and leadership positions as well as flying UH-1 helicopters in the continental United States and Europe. She was the Professor and Head of the Department of Physical Education at the United States Military Academy at West Point from 1997 until her retirement in 2004. She was the first woman department head at the United States Military Academy since it was founded in 1802. Currently she is the Executive Director of the Feagin Scholars Leadership Program at Duke Sports Medicine and a consultant engaged in executive leadership development. BG LeBoeuf said of her visit, "The hospitality was great. The groups were great. The discussion was candid. We thank all of you for your support and service."

Mrs. James and BG LeBoeuf were accompanied by Mrs. Tracey Ford and Mr. Allen Bediako. Mrs. Ford works at the Pentagon and shared many great experiences with us. "The most memorable experience during this journey so far has been the opportunity I was given to brief the Assistant Secretary of Defense. It may sound crazy to some, but for me, to be asked to formally brief such a distinguished figure in our country is one I took with great honor." Though Mr. Bediako didn't say much, he was a key asset for the team as he documented the comments made by the focus group members.

"This has been a pleasant experience. I haven't really had the opportunity to get out and see the sights because I'm here on business, but from what I hear New Orleans has recovered dramatically



from its Katrina experiences and I look forward to coming back here to experience all that New Orleans culture has to offer."

A special thanks goes out to all of those that helped make this visit a pleasant one for the Committee members: Mr. William Cobb and his team at the Rockfish Grill, Mr. Shawn Clark of the 377th TSC Public Affairs Office, the 377th TSC Family Programs Department, MAJ Barry Walsh, CPT Brandon Guedry, 1LT Ingrid Weissenfluh, 1SG Vashon Rogers, MSG Glenda Cain, MSG Alynda Roundtree, SGT Jaymetrius Lyons, Mrs. Tennesha Lee, and Mr. Christopher O'Connor. Your hard work and dedication is greatly appreciated.

CAN DO! ANYTIME, ANYWHERE!

By: Mr. Calvin J. Colin III

CULTURE OF FITNESS

No Pain, No Gain...Really?

by Shawn Clark, 377th TSC PAO



During exercise, we train our muscles to increase strength and endurance. That burn you feel when you try to do more exercising than normal is the result of muscle tissue lacking the oxygen needed to continue working. The sensation usually stops when you stop the exercise or increase your oxygen intake through focused breathing.

Muscle pain and stiffness felt a few days after a new exercise program is called Delayed Onset Muscle Soreness (DOMS). DOMS is the result of microscopic tearing of the muscle tissue.

A strain (pulled muscle) occurs when muscles or their tendon attachments are stretched beyond normal capacity. As a result, the muscle fibers start to tear. This can happen when you lift too much weight or overextend the muscle. The tears tend to be microscopic and can repair themselves with rest.

A potentially more serious type of injury is a sprain. Sprains damage ligaments (the bands connecting bones) and joint capsules. A sprain is most often the result of a sudden force or a twisting motion. The ligaments, which usually wrap around a joint, get stretched or torn. Sprains take longer to heal and can cause damage to surrounding tissue and bones to fall out of alignment. A ruptured ligament requires medical attention and an extended lack of use.

The key to recovery is an early evaluation by a medical professional. With proper care, most sprains and strains will heal without long-term side effects.

Overuse injuries can be any type of muscle or joint injury, such as tendinitis or a stress fracture. These types of injuries are the result of repetitive activities like cycling or running.

The pain begins as a dull ache and reoccurs intermittently, but isn't enough to stop exercising. The

pain and swelling is caused when the muscle tissue gradually develops microscopic tears causing the muscle to start weakening. This can lead to strains or sprains.

Five factors that put you at risk:

Overdoing it - Pushing too hard, too long, or too often is a leading cause of a sports injury.

Inadequate footwear and equipment - Wearing the wrong shoes can put added stress on the hips knees, ankles and feet. Running shoes rarely correct for the lateral motions used in aerobic classes, basketball and tennis. Athletic shoes can lose one-third or more of their shock-absorbing ability in a few months. Poor equipment is also a risk factor. Not adjusting a bicycle seat correctly can add stress on the knees, and a tennis racket with too large a grip can stress the forearm.

Poor conditioning - Being out of shape and having weak or tight muscles increases the risk of injury during exercise. Varying your activities reduces muscle imbalances. You should strengthen underused muscle groups and stretch all muscles that will be used during a workout.

Improper technique and training - Bodily stress can result from poor form. Have you ever fallen asleep on the sofa and woken up with a sore neck? Poor form has a similar result, and can take days to recover.

Ignoring aches and pains - Exercising before an injury has healed can increase the chance of re-injury. Listen to your body and if something doesn't feel right, stop the activity and assess.



PROFILES IN PROFESSIONALISM

We have many talented people in the 377th TSC Army Reserve. Each month we highlight our top Soldiers and their unique skills and the services they provide.

To nominate a Soldier, e-mail the editor, shawn.clark5@usar.army.mil for the submission form. Please include an high-resolution (300 dpi) 5"x7" digital photo of the candidate.

Captain Joseph Konya

377th TSC HHC Commander



Home town:
Mandeville, LA

A brief description of your Army job:
Previously I was an Intelligence Officer - Assess risks associated with friendly and enemy courses of action. Which is a great foundation for my new role as the 377th TSC HHC Commander!

What has been your greatest Army achievement?
Successful deployment to Afghanistan. The people I worked with and the connections I

made. Its the friendships that you take with you that I value the most.

Who has been your biggest influence since joining the Army?
Everyday Soldiers doing the RIGHT thing, at the RIGHT time.

What do enjoy most about the 377th TSC?
Besides the people, it has gotta be the location! Hands down, New Orleans is the best!

What is your personal Professional Motto?
GET CAUGHT DOING THE RIGHT THING!

SGM Angel L Davila Serrano

377th TSC G6 Section Sergeant Major



Home town:
San Juan, Puerto Rico

A brief description of your Army job:
My position is the SR Information System Chief, but I define my job as a Communication Enabler.

What has been your greatest Army achievement?
Getting promoted to SGM and completing the United States Army Sergeant Major Academy's Non-Resident Course.

Who has been your biggest influence since joining the Army?
Mr. Torrance Savage, once told me "Knowledge

is the power". As long you know your job, people will listen to you. Additionally, MAJ Norman Spurlock by mentoring me in my career as a Sergeant Major, first lesson was "as a G6 SGM you fix units problems not individuals", second lesson "as a G6 SGM any decision you make it needs benefit all 38,000 plus soldier in the 377th Theater Sustainment Command" third lesson "learn and focus on the BIG Picture".

What do enjoy most about the 377th TSC?
The diversity of co-workers, civilian and soldiers.

What is your personal Professional Motto?
I DONT FIX INDIVIDUAL PROBLEMS, I FIX UNITS

The Educated Soldier: Post-9/11 GI-Bill



The Post-9/11 GI Bill provides financial support for education and housing to individuals with at least 90 days of aggregate service on or after September 11, 2001, or individuals discharged with a service-connected disability after 30 days. You must have received an honorable discharge to be eligible for the Post-9/11 GI Bill.

As of August 1, 2009, the Post-9/11 GI Bill is effective for training. Approved training under the Post-9/11 GI Bill includes graduate and undergraduate degrees, and vocational/technical training. All training programs must be offered by an institution of higher learning (IHL) and approved for GI Bill benefits. Additionally, tutorial assistance, and licensing and certification test reimbursement are approved under the Post-9/11 GI Bill.



The Post-9/11 GI Bill will pay your tuition based upon the highest in-state tuition charged by a public educational institution in the state where the school is located. The amount of support that an individual may qualify for depends on where they live and what type of degree they are pursuing.

This Post 9-11 GI Bill will pay eligible individuals:

- Tuition & fees directly to the school not to exceed the maximum in-state tuition & fees at a public Institution of Higher Learning. For more expensive tuition, a program exists which may help to reimburse the difference. This program is called the "**Yellow Ribbon Program**".
- A monthly housing allowance based on the *Basic Allowance for Housing* for an E-5 with dependents at the location of the school.
- For those attending foreign schools (schools without a main campus in the U.S.) the BAH rate is fixed at \$1,347.00 for 2011 and \$1,348.00 for 2010.
- An annual books & supplies stipend of \$1,000 paid proportionately based on enrollment.
- A one-time rural benefit payment for eligible individuals.

This benefit is payable only for training at an Institution of Higher Learning (IHL). If you are enrolled exclusively in online training you will not receive the housing allowance. If you are on active duty you will not receive the housing allowance or books & supplies stipend. This benefit provides up to 36 months of education benefits, generally benefits are payable for 15 years following your release from active duty.

The Post-9/11 GI Bill also offers some service members the opportunity to **transfer their GI Bill to dependents**.

EARN THE BENEFITS OF A HIGHER EDUCATION

Education Level	Average Yearly Income	Average Lifetime Income
No High School	\$23,612	\$750,000
High School	\$31,664	\$1.00 million
Associates Degree	\$39,662	\$1.28 million
Bachelors Degree	\$56,740	\$1.61 million
Masters Degree	\$68,302	\$1.93 million
Doctorate Degree	\$83,593	\$2.37 million



JUDGE ADVOCATE GENERAL'S CORPS

Chief of Military Justice, Major Dan Estaville, provides the full range of legal services in the area of Military personnel law and Military Justice to the 377th TSC Command Group, staff, and as many as ten subordinate General Officer Commands and their assigned units, comprising in total approximately 34,000 Soldiers and civilians.

Citizenship through Military Service:

Are you a legal permanent resident? If so, did you know members of the U.S. Armed Forces are eligible to apply for United States citizenship under special provisions of the Immigration and Nationality Act (INA)? In addition, the process for citizenship has been streamlined for military personnel serving on active-duty or recently discharged. Generally, an applicant must be serving honorably in one of the following branches (includes both active duty and reserve service): Army, Navy, Air Force, Marine Corps, and the Coast Guard.

In addition to service in the U.S. Armed Forces, a servicemember must also demonstrate the following:

- Good moral character
- Knowledge of the English language;
- Knowledge of U.S. government and history (civics);
- and taking an Oath of Allegiance to the U.S. Constitution.

Qualified members of the U.S. Armed Forces are exempt from other naturalization requirements, including residency and physical presence in the United States. All aspects of the naturalization process, including applications, interviews and ceremonies are available overseas to members of the U.S. Armed Forces. An individual who obtains U.S. citizenship through his or her military service and separates from the military under "other than honorable conditions" before completing five years of honorable service may have his or her citizenship revoked.

For purposes of obtaining citizenship there are two separate categories in determining how long a servicemember must serve honorably to be eligible to apply for citizenship: service during war time and service during peace time.

War time eligibility requirements are laid in Section 329 of the INA. According to Section 329 of the INA, all immigrants who have served honorably on active duty in the U.S. Armed Forces or as a member of the Selected Ready Reserve on or after September 11, 2001 are eligible to file for immediate citizenship under the special wartime provisions. This section also covers veterans of designated past wars and conflicts.

Peace time eligibility requirements are laid in Section 328 of the INA. During peacetime the requirements for eligibility are that the applicant must have served honorably or have separated from the service under honorable conditions, have completed one year or more of military service, and be a legal permanent resident at the time of his or her examination by USCIS, and still serving in the military or within six months of an honorable discharge.

**For more information or assistance in applying for citizenship through military service,
contact your servicing SJA.**



Change the Culture, Change the Game

In *Leading Change*, James O'Toole suggests that much (most?) of the resistance to change initiatives is the result of what he so aptly characterizes as "the ideology of comfort and the tyranny of custom." Roger Connors and Tom Smith fully agree.

In a previous collaboration, *The Oz Principle*, they explain how to get desired results through individual and organizational accountability.

They introduce Steps to Accountability, a sequence of actions: 1st SEE IT, (i.e. recognize what must be done), 2nd OWN IT (i.e. make an investment in as well as a commitment to getting it done), 3rd SOLVE IT (i.e. recognize and eliminate barriers with whatever resources may be needed), and 4th DO IT (i.e. producing the right results in the right way, as promised).

Connors and Smith also suggest that people tend to live and work (most of the time) either above or below "The Line" that divides accountable behavior from behavior that is not.

As they note, "We use the term 'result,' rather than 'goal' because result implies that either you will achieve something or that you have already achieved it. In contrast, 'goal' suggests that you would like to have something happen, but might not accomplish it. A goal tends to be hopeful and directional, but not absolute." In this context, we are reminded of what Thomas Edison observed long ago:

"Vision without execution is hallucination."

Apparently Master Yoda, of "Star Wars" fame apparently agreed:

"Do or do not. There is no try."

Connors and Smith devote Part One (Chapters 1-5) to explaining how to create a Culture of Accountability, define the results to be achieved, take effective action to produce them, identify core beliefs that guide and direct behavior, provide experiences that support efforts, and

reinforce results to sustain their beneficial impact.

In Part Two (Chapters 6-10), they explain how to align cultural values with change initiatives, apply three effective Culture Management Tools they recommend (i.e. focused feedback, focused storytelling, celebration of incremental progress), and three skills needed to move the culture from where it has been to where it should be (i.e. Lead the Change, Respond to the Feedback, and Be Facilitative).

Obviously, it would be a fool's errand to adopt and then attempt to apply all of Connors and Smith's recommendations. It remains for each reader to select what is most relevant and responsive to her or his needs and those of her or his organization.

With regard to buy-in of the plan, once formulated, Connors and Smith suggest and then discuss Five Principles of Full Enrollment (Pages 196-213):

1. Start with accountability
2. Get people ready for the change.
3. Begin with the top and intact teams.
4. Establish a process control and keep it honest.
5. Design for maximum involvement.

"We begin by introducing our core belief: Either you will manage your culture, or it will manage you".

The authors describe how creating a culture of accountability results in a game-changing transformation of the entire organization.

They recognize that the greatest assets in any organization are its people. While every company makes that same statement regarding its employees, not every organization capitalizes fully on their abilities.

The authors define a corporate culture as the way that people think and act. That organizational culture, can be a positive one that works for the organization, or it can be a negative one that stifles and works against the company.

To create a culture that energizes the organization, the authors present the concept of accountability. Instead of the usual application of accountability, as a principle that is only used when there is a problem, the authors share how accountability can become a positive force within the company. To create an accountable organization, everyone must embrace the principle. Without that commitment to accountability, there can be no effective or sustainable change process.

Tom Smith and Roger Connors understand that without a process for creating an accountable organization, no meaningful change will take place.

To achieve that goal of an accountable culture, the authors provide a step by step systematic approach to generating change. The process is based on what the authors call the Results Pyramid.

It presents in graphic form how experiences, beliefs, and actions form a holistic balance to achieve positive results. The entire process is built upon these important core principles:

- * **Leaders must create the needed culture**
- * **The culture produces the results**
- * **The most effective culture is a Culture of Accountability**
- * **The Results Pyramid will accelerate the transition to a Culture of Accountability**

For me, the power of the book is how Roger Connors and Tom Smith provide both a strong theoretical background for the need to create a Culture of Accountability, and a thorough and effective system for generating the necessary cultural change. The theory and practical applications of the accountability principle are supported and illustrated through examples in the real world. The authors offer an essential modification to the usual idea of accountability as punishment for failure. Instead, the concept of accountability is transformed from a debilitating drag on the organization, to a positive and guiding principle that facilitates change within the culture.

That resulting cultural change involves the people within the company taking ownership of their own actions, and becoming accountable to themselves, to other employees, and to the organization as a whole.

With the necessary change in the cultural belief system in place, the change process will move toward the desired goals seamlessly, and with much less resistance and fewer obstacles. Unlike many books on cultural change, this book offers both the reasons for change, and the means to make that desired change a reality.

The authors point to the critical importance of changing internal cultural beliefs and actions as essential to enabling change to occur across the entire company. With the idea of accountability fully embraced and internalized, the very unique and useful Results Pyramid process can then guide the change both naturally and effectively.

If you are serious about effecting positive and lasting change to an organizational culture, then this is a must read for your own personal growth.

As the authors emphasize in the book, the need to create a company culture based on accountability is not just another management fad, but a crucial element of building a competitive and successful organization.

The principles and guidelines from this book could help transform any organization from a negative culture to a highly-effective one based on accountability. Such a paradigm shift could make the successfully transformed unit, for example, an unstoppable force in the U.A. Army Reserves.



2011 377th TSC Family Day





377th Theater Sustainment Command

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