Organizational Leadership Courage and Character

16 Hours – TCOLE Course #37002

Presented by:

Texas Police Chiefs Association Foundation

P.O. Box 819, Elgin, Texas 78621

Welcome to a Texas Police Chiefs Association Foundation (TPCAF) training session. Thank you for participating in some of the best leadership focused training in Texas. Whether you are seeking the coveted Law Enforcement Command Officer Professional (LECOP) status or taking an individual class to sharpen your skill set, we hope you find this class personally and professionally rewarding.

Proceeds from training sessions like this support the TPCA Foundation's work, including the Fallen Officer Fund. The Fallen Officer Fund provides a $10,000 check to the family of any peace officer killed in the line of duty in Texas. This includes Federal, State, county, local, and other peace officers working in Texas. The goal of the Fallen Officer Fund is to assist the family with any immediate needs by providing funds within 24-48 hours after the line of duty death. The family of a fallen officer should not have to worry about having money to pay a bill, flying in family from out of town, buying groceries, or any other need. Your attendance at this training session directly supports these families.

We encourage you to consider becoming a member of the Texas Police Chiefs Association (TPCA). TPCA is the largest association of police leaders in Texas and one of the largest state police chiefs associations in the nation. TPCA provides members with professional networking opportunities, a voice on legislative matters, resources, training opportunities, and access to model policies through the Texas Law Enforcement Accreditation Program. Please visit www.texaspolicechiefs.org for more information.

We hope you will check out our course catalog at Texas Police Chiefs Association Conference & Training Site to learn more about other training opportunities available.

Please consider donating to the Fallen Officer Fund

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

To make a difference, please scan below

TPCA Training

Open To All Texas Law Enforcement Agencies

- Classes offered throughout different regions of Texas
- Aims to provide the very best of executive and command level training for chiefs, commanders and supervisors to lead and manage throughout their organizations
- Classes are focused on leadership with common themes of fairness, dignity, respect, trust and non-biased practices that create healthy organization and community confidence.

Details & Registration Here

TRAINING TOMORROW'S LEADERS TODAY!

LECOP

Law Enforcement Command Officer Program

Earn acknowledgment as a trained Law Enforcement Command Officer by completing a series of 10 training courses. Classes are open to all Texas Law Enforcement Agencies and designed to develop leadership skills and apply those skills to specific assignments.

TRACK A

Focuses on Individual Leadership Skills

TRACK B

Focuses On Leadership In An Organization & Influencing Culture

Plan on attending the annual TPCA Conference.
Register at [Texas Police Chiefs Association Conference & Training Site]

Texas Law Enforcement Accreditation Program

The Texas Police Chiefs Accreditation Program allows Law Enforcement Agencies to voluntarily demonstrate compliance with over 170 best practices, developed by professionals, to ensure efficient service delivery and protection of individual rights.

- External Review of policies & operations
- Enhances knowledge of policing & procedures
- Decreased exposure to liability risk & cost
- Demonstrates to the community the police department meets or exceeds the highest standards of Law Enforcement excellence

WHAT YOU NEED TO KNOW:

- Open to all Law Enforcement Agencies
- Financial obligations: new application fee, annual program fee, travel costs for review team
- Program manager is required to complete 8 hours of program training - Agency heads are highly encouraged to attend
- Agency has two years to complete the process
- Accredited status is granted for four years. During this period, agencies are required to submit annual reports to demonstrate ongoing compliance with relevant standards
- Participating entities may qualify for scholarship to cover intial fee

www.texaspolicechiefs.org

PROFESSIONAL SERVICES

The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

Police Chief Search and Selection

Staffing Studies

Executive Level Training

Comprehensive Organizational Studies

Strategic Planning

Accreditation Program

POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

FOR MORE INFORMATION PLEASE EMAIL
GELLIS@TEXASPOLICECHIEFS.ORG
OR CALL 512-281-5400

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Texas Police Chiefs Association Foundation

Overview and Macro Curriculum

Organizational Leadership Courage and Character

Rationale:

It is necessary that police officers and supervisors remind themselves of the nobility of policing and the high ethical standards required to do the job well in the modern world. Individuals must be willing to craft the culture and climate of their organizations to value the high ideals of nobility, honesty, integrity, dignity, and respect as a backdrop for all operations. This course is written to combine these two principles and energize police officers and supervisors in their efforts to model courage and character.

Overview:

This is a 16 hour course which is presented in two days. The course will provide instruction that is both philosophical and practical, with discussions, question and answer sessions, readings, video instruction and case studies as presentation methods. Detailed lesson information is included in the presentation outline. The course is designed for all officers with particular focus on supervisors and senior officers who may become supervisors.

Course Goals:

At the conclusion of this course, the participate will:

- Describe the historical roots of policing and the noble characteristics associated with that history.
- Articulate the principles of acting with dignity and respect as defined by various authors.
- State the characteristics of leadership illustrated in a provided case study.
- Define processes and individual values that combat and minimize cynicism in police work.
- Identify leadership practices that focus on handling change and leaving a positive legacy.

Schedule:

Day One	0800 – 0900 hrs	Welcome, Introduction and Opening
	0900 – 1100 hrs	The Nobility of Policing
	1100 – 1200 hrs	Leading with Dignity and Respect
	1200 – 1300 hrs	Lunch (on your own)
	1300 – 1400 hrs	Leading with Dignity and Respect
	1400 – 1700 hrs	Servant Leadership
Day Two	0800 – 1100 hrs	Leadership Case Study (Kranz)
	1000 – 1200 hrs	Organizational Health – Handling Change
	1200 – 1300 hrs	Lunch (on your own)
	1300 – 1500 hrs	Combating Cynicism
	1500 – 1700 hrs	Leading for a Legacy

Instructor:

Greg Stevens, Chief of Police (Ret.)
Executive Director, TCOLE

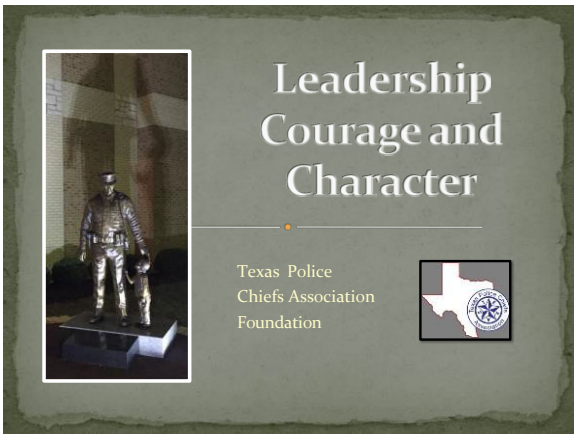
Instructor Bio

Director Greg Stevens

Director Stevens was appointed as the sixth Executive Director of the Texas Commission on Law Enforcement (TCOLE) on January 8, 2024. He has over 35 years of law enforcement experience, including more than eight years as a Texas Chief of Police. Most recently, Director Stevens served as the Police Chief in Rockport, Texas from June 2019 until his appointment with TCOLE. He spent the majority of his career with the Lubbock, Texas Police Department from 1992 until he retired as the Lubbock Police Chief in 2019. Director Stevens is also a retired Naval Intelligence Officer, having served a nearly 25-year active and reserve military career.

Director Stevens holds a Bachelor of Science degree in Criminal Justice from Wayland Baptist University and a Master of Business Administration degree from Texas Tech University. He is a graduate of the FBI National Academy and the FBI Law Enforcement Executive Development Seminar program. He has completed the Law Enforcement Management Institute of Texas Leadership Command College through Sam Houston State University in Huntsville, Texas. Director Stevens has been recognized as an expert witness in law enforcement policy, search and seizure, use of force, illicit drug manufacturing and trafficking, as well as other law enforcement matters in several Texas District Courts and in United States District Court. He has over two decades of experience as an instructor in law enforcement and leadership-related subjects and continues to teach and speak publicly on a multitude of topics.

Director Stevens lives with his wife, Randi, in Georgetown, Texas, where he enjoys golf, fishing, running, cooking, SCUBA diving, and traveling. They have four grown children and one grandchild.


Leadership
Courage and
Character
Texas Police
Chiefs Association
Foundation

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Greg Stevens
Director
Texas Commission on Law Enforcement
greg.stevens@tcole.texas.gov

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Course Overview (16 hours)
Day One
0800 – 0900 hrs Welcome, Introduction and Opening
0900 – 1100 hrs The Nobility of Policing
1100 – 1200 hrs Leading with Dignity and Respect
1200 - 1300 hrs Lunch (on your own)
1300 - 1400 hrs Leading with Dignity and Respect
1400 - 1700 hrs Servant Leadership
Day Two
0800 – 1100 hrs Leadership Case Study (Kranz)
1000 – 1200 hrs Organizational Maturity – Change and Growth
1200 – 1300 hrs Lunch (on your own)
1300 – 1500 hrs Combating Cynicism
1500 - 1700 hrs Leading for a Legacy

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Nobility in Thought, Word and Deed

"Warriors are warriors not because of their strength, but because of their ability to apply strength to good purpose."

Eric Greitens
The Heart and the Fist

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Nobility of Policing Video

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The Nobility of Policing

"Policing is one of the most noble professions. The actions of any police officer, in an instant, can impact an individual for life, and even a community for generations. Given this realization, every police officer must be centered on what is important.

Service, justice, fundamental fairness—these are the foundational principles in which every police action must be grounded. The nobility of policing demands the noblest of character."

— Stephen R. Covey

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*"One is apt to think of moral failure as due to weakness of character:
more often it is due to an inadequate ideal."*

Richard Livingstone
British Scholar
1880-1960

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"Those who are here unfaithfully do incredible damage."
Rumi

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History of Policing

- Plato's "The Republic" -- Police as Guardians
- Sir Robert Peel's Principles of Modern Policing
- Oath (constitution)
- Law Enforcement Code of Ethics - Professional Era
- Community Policing
- Procedural Justice / Community Building

In the words of Plato; It does not matter if the cobblers and the masons fail to do their jobs well, but if the Guardians fail, the democracy will crumble.
-"Plato's Republic"

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When people of action cease to believe in a cause, they begin to believe only in the action!

-Unknown

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Champion of Good Video

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"No one is compelled to choose the profession of police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements."

President Calvin Coolidge
(1923-1929)

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What Is Nobility?

Nobility: Greatness of character and high ethical qualities or ideals that serve a cause greater than self; faithfulness to a higher calling or purpose.

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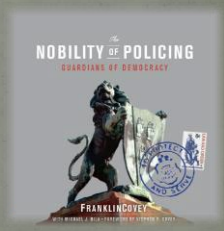
Our Critical Responsibilities

- Preserve Freedom and Uphold Democracy
- Uphold the Law
- Ensure Justice
- Protect Life
- Keep the Peace



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The Tools of Policing

- The Law
- The Use of Force
- Incarceration
- **Influence!**

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Two Types of Power

Power of *control*: Using coercion, threats, force, or the perception of power to gain compliance or obedience; the power to do something to someone.

Power of *influence*: Using one's honor and principles to earn people's respect and make a positive difference in their lives; the power to work effectively with others to get a better result.

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Tools

"When the only tool you know how to use is a hammer, every situation looks like a nail."

— Unknown

What tools are we leading, teaching, educating, orienting our police officers to use?

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Courage and Humility

"...humility is the true measure of a warrior's strength."

Eric Greitens, The Heart and The Fist

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How Do We Discover or Return to Our Noble Roots

"One contact, one engagement at a time"

We develop our noble character by acting with Courtesy, Professionalism and Respect – regardless of the situation!

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Our Priority

"We should not focus on hiring good police officers, but on hiring good people. We will teach them to be good police officers"

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LASD Elton Simmons Video

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*"The great dividing line between words and results was **courageous action**."*

Eric Greitens
The Heart and the Fist

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Courage

"Without courage, we cannot practice any other virtue with consistency. We can't be kind, true, merciful, generous, or honest."

- Maya Angelou -

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Rabbi Freidman Video

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Leading With Dignity
Respect
Trust
Consistency
Humility

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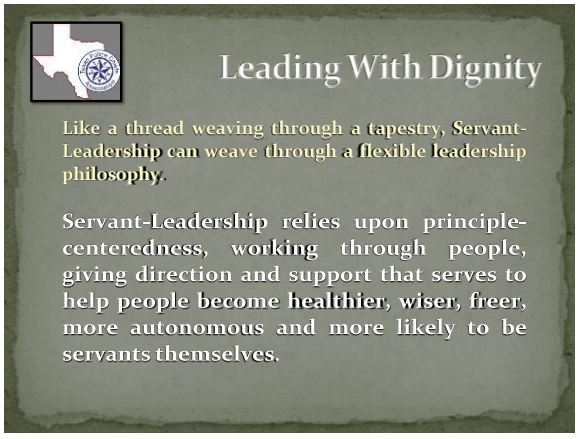
Leading With Dignity
Like a thread weaving through a tapestry, Servant-Leadership can weave through a flexible leadership philosophy.
Servant-Leadership relies upon principle-centeredness, working through people, giving direction and support that serves to help people become healthier, wiser, freer, more autonomous and more likely to be servants themselves.

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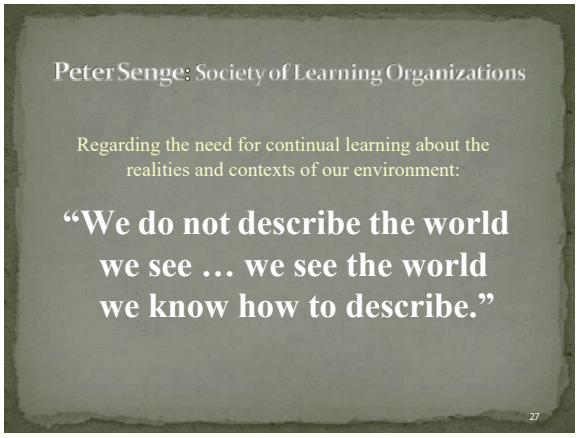
Peter Senge: Society of Learning Organizations
Regarding the need for continual learning about the realities and contexts of our environment:
"We do not describe the world we see … we see the world we know how to describe."
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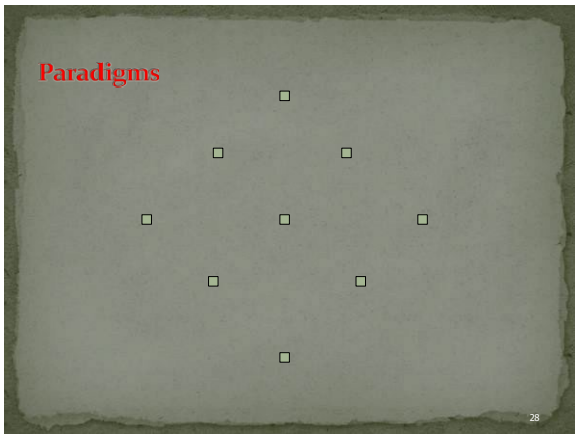

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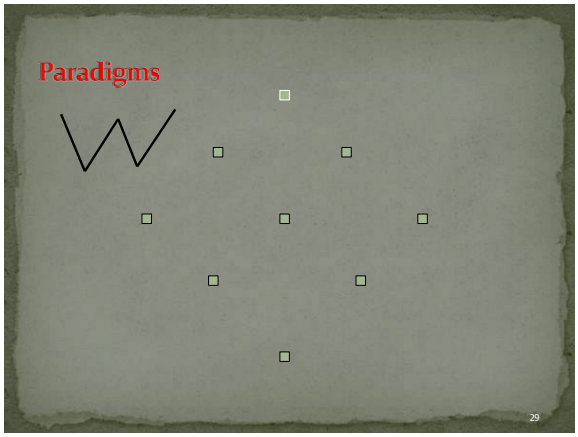

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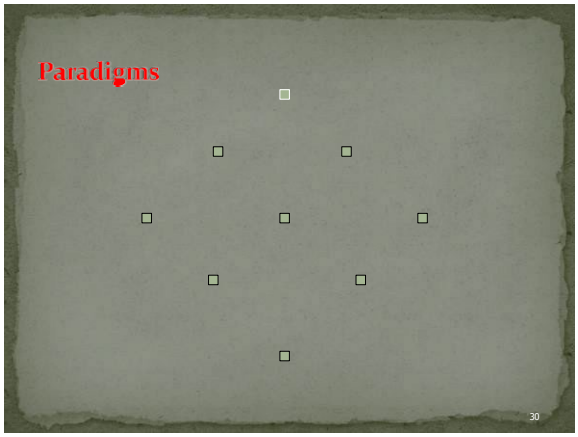

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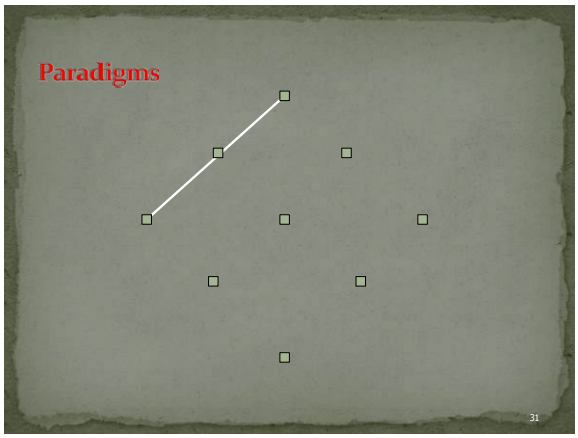

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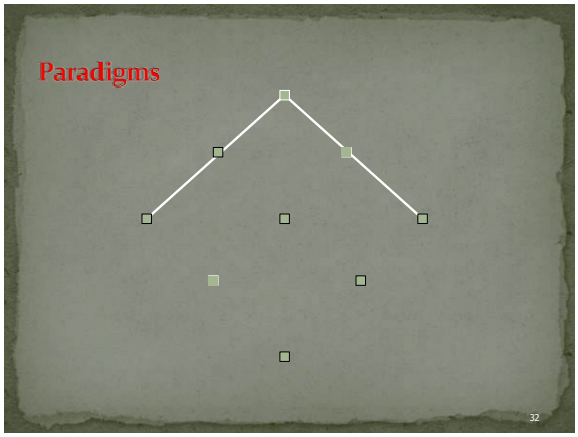

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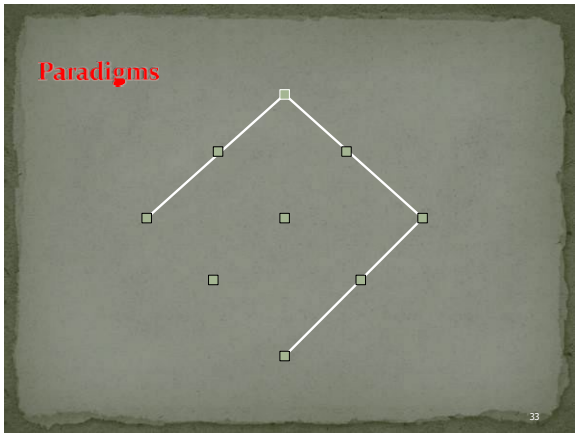

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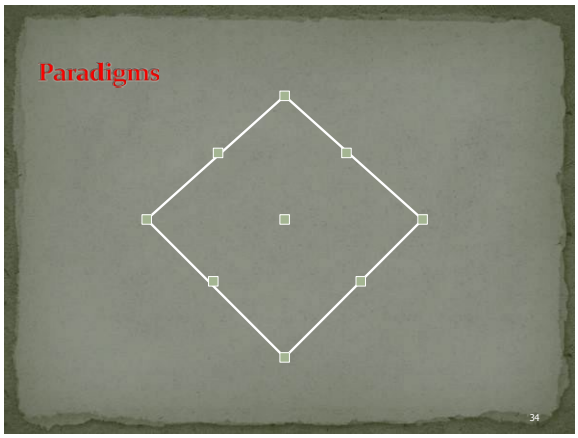

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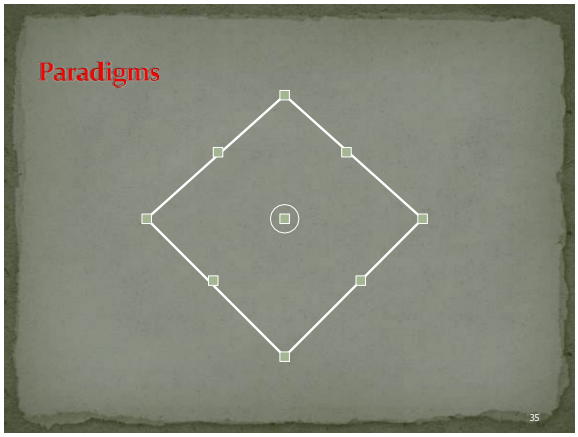

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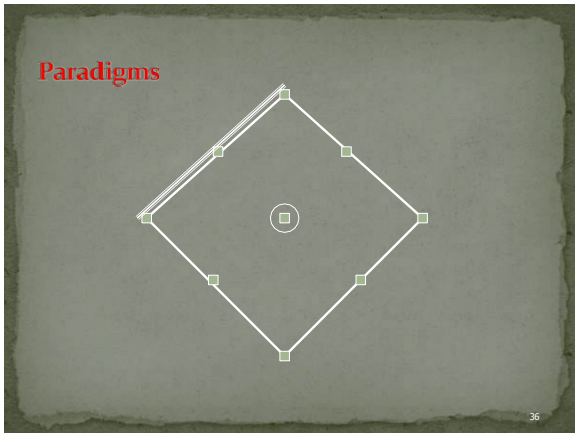

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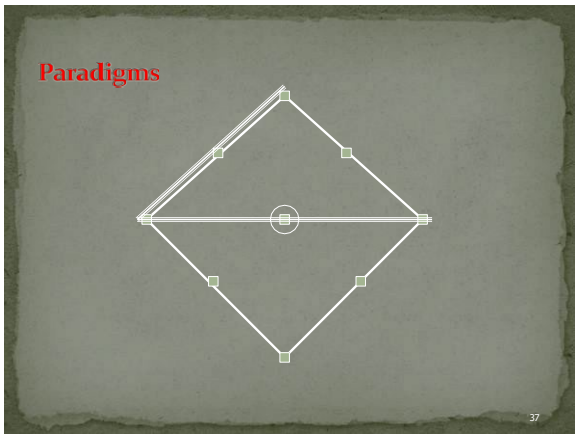

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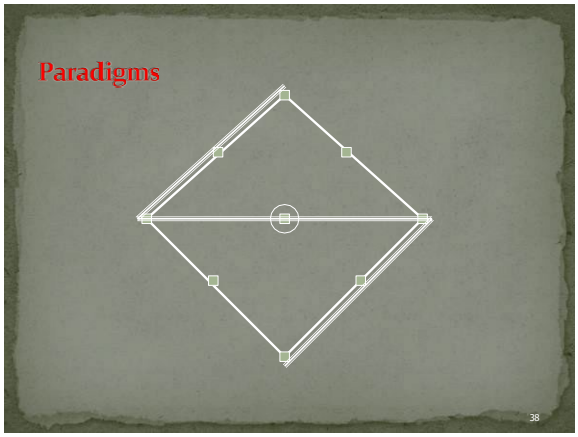

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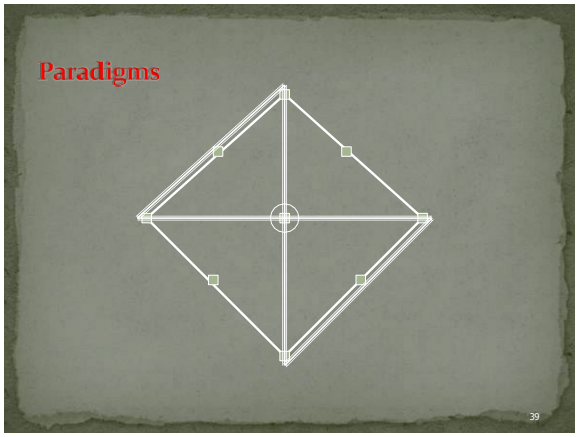

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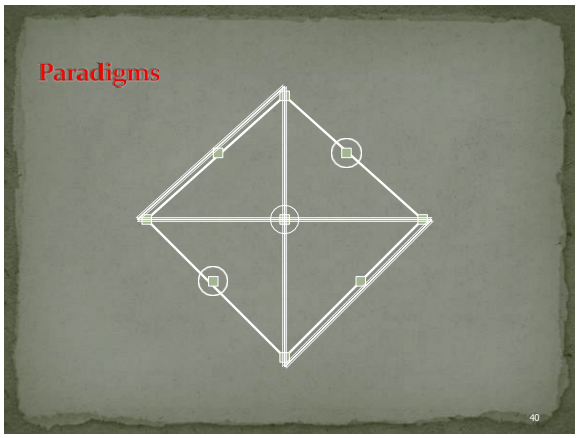

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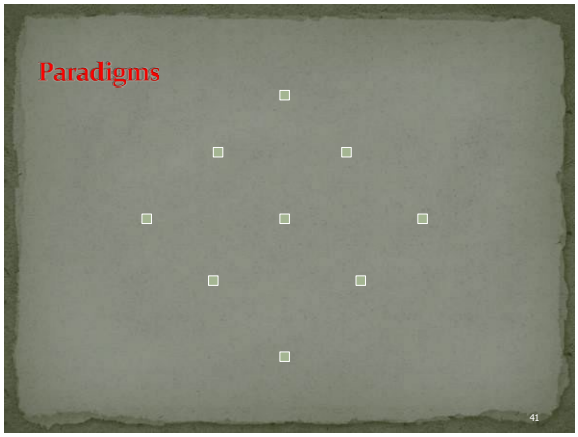

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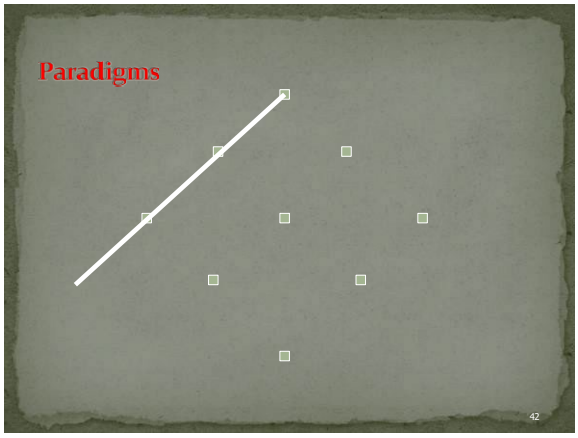

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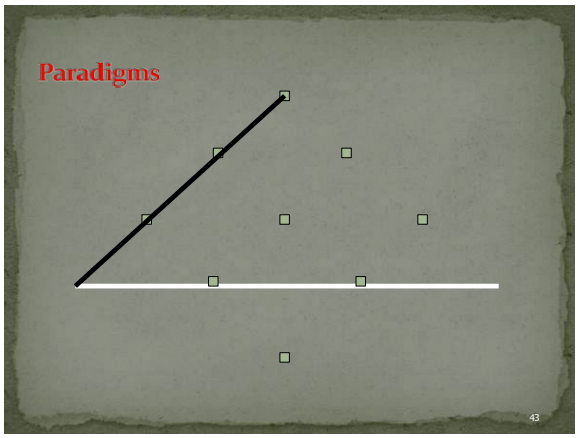

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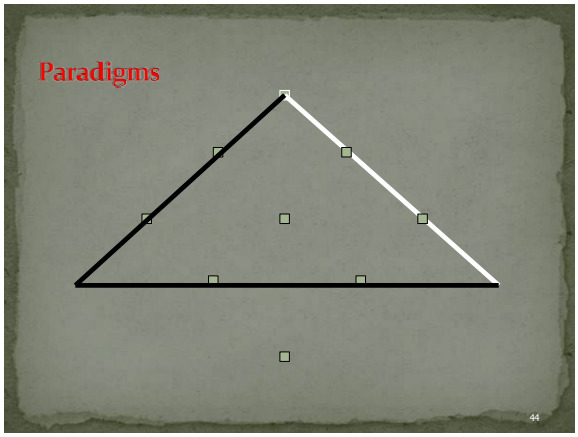

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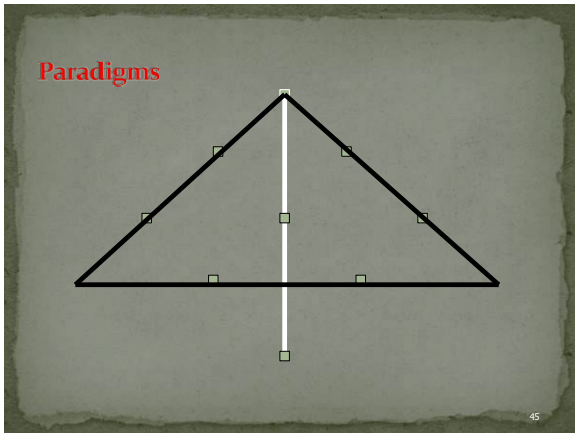

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Observations on Servant-Leadership and a leader's introspective focus

Leaders must challenge their own assumptions, must admit error and flaws in current operations - then move on without blame, being hopeful and planning new approaches.

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Observations on Servant-Leadership and a leader's introspective focus

Leaders must constantly reassess the realities of their work environment and their leadership.

There are multiple realities, and there are multiple contexts that shape those realities.

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Servant - Leadership

"Servant Leadership is a practical philosophy that encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment."

Robert Greenleaf

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Colin Powell Trust Video

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James O'Toole: Leading Change

"…a leader must have a moral compass that is demonstrated through the leader's attitudes and actions, communicated to other potential leaders (many times one on one) who further the values to others throughout the organization."

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James O'Toole

"The key lesson I have learned is that the primary determinant of a leader's success or failure is not a lack of know-how. Instead, the key variables are the leader's beliefs and attitudes."

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James O'Toole

"In complex democratic settings, effective leadership will entail the factors and dimensions of vision, trust, listening, authenticity, integrity, hope and essentially, addressing the true needs of the followers."

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James O'Toole

"Such a philosophy must be rooted in the most fundamental of moral principles: respect for people."

Robert Greenleaf would agree!

Leaders concerned with Dignity keep their followers in mind and respect them as a fundamental value.

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Stephen Covey: Principle-Centered Leadership

"Correct principles are like compasses: they are always pointing the way. Principles are self evident, self-validating natural laws. Principles apply at all time in all places. They surface in the form of values, ideas, norms and teachings that uplift, ennoble, fulfill, empower and inspire people."

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Leading With Dignity

Understanding Motivation

Daniel Pink – "Drive"

A = Autonomy

M = Mastery

P = Purpose

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Drive Video

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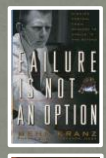
Leadership Case Study



Legendary NASA Flight Director

Gene Kranz

NASA

1960 -1994

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Kranz Video

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Kranz Dictum

Spaceflight will never tolerate carelessness, incapacity, and neglect. Somewhere, somehow, we screwed up. It could have been in design, build, or test. Whatever it was, we should have caught it. We were too gung ho about the schedule and we locked out all of the problems we saw each day in our work. Every element of the program was in trouble and so were we. The simulators were not working, Mission Control was behind in virtually every area, and the flight and test procedures changed daily. Nothing we did had any shelf life. Not one of us stood up and said, 'Dammit, stop!' I don't know what Thompson's committee will find as the cause, but I know what I find. We are the cause! We were not ready! We did not do our job. We were rolling the dice, hoping that things would come together by launch day, when in our hearts we knew it would take a miracle. We were pushing the schedule and betting that the Cape would slip before we did.

From this day forward, Flight Control will be known by two words: 'Tough' and 'Competent.' Tough means we are forever accountable for what we do or what we fail to do. We will never again compromise our responsibilities. Every time we walk into Mission Control we will know what we stand for. Competent means we will never take anything for granted. We will never be found short in our knowledge and in our skills. Mission Control will be perfect. When you leave this meeting today you will go to your office and the first thing you will do there is to write 'Tough and Competent' on your blackboards. It will never be erased. Each day when you enter the room these words will remind you of the price paid by Grissom, White, and Chaffee. These words are the price of admission to the ranks of Mission Control."

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Kranz Video

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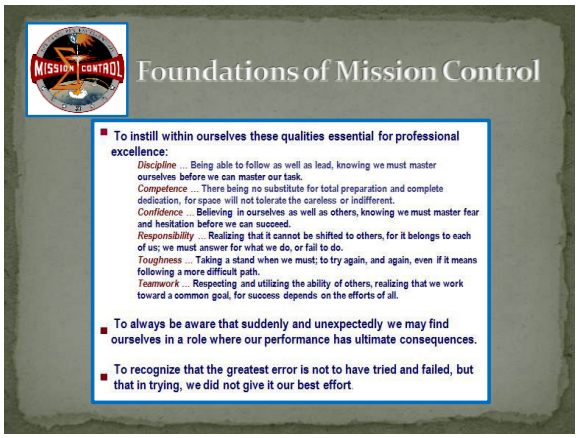
Foundations of Mission Control
To instill within ourselves these qualities essential for professional excellence:
Discipline ... Being able to follow as well as lead, knowing we must master ourselves before we can master our task.
Competence ... There being no substitute for total preparation and complete dedication, for space will not tolerate the careless or indifferent.
Confidence ... Believing in ourselves as well as others, knowing we must master fear and hesitation before we can succeed.
Responsibility ... Realizing that it cannot be shifted to others, for it belongs to each of us; we must answer for what we do, or fail to do.
Toughness ... Taking a stand when we must; to try again, and again, even if it means following a more difficult path.
Teamwork ... Respecting and utilizing the ability of others, realizing that we work toward a common goal, for success depends on the efforts of all.
To always be aware that suddenly and unexpectedly we may find ourselves in a role where our performance has ultimate consequences.
To recognize that the greatest error is not to have tried and failed, but that in trying, we did not give it our best effort.

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Leading Through Change
Understanding Culture
Accurately Measuring Status
Knowing Where to Go
Pacing Development
Bringing People Along

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The Most Often Unintentional Mistake Made By Police Supervisors and Commanders
Settling for Mediocrity
by Rewarding Poor Performance . . .
by Not Challenging It Directly . . .
by Training and Developing Toward the Average.
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Insert Achor Video

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Leading for Legacy

What Do We Leave Behind?

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The Fog

Florence Chadwick (1918-1995)

- From San Diego, CA, daughter of a police officer and a homemaker
- Endurance swimmer who swam the English Channel 4 times, the first setting the female record in 1950 (31 yoa).
- 1952 – attempted the 26 mile swim between Catalina Island and the California coastline.
- After 15 hours, a dense fog set in…an hour later she gave up.
- Once in the boat, she discovered she was only a mile from shore.

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The Fog

Florence Chadwick (1918-1995)

"Mother, it was the Fog, when I couldn't see my goal, I gave up".

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Ethical Leadership

- Consistency in Decisions
- Reliability in Reactions
- Looking Beyond the Immediate
- Obvious Values…True to Them
- Behavior, not Personality Driven
- Sees the BIG Picture…and the Goal
- Always "on"

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Unchangeable Truths

- **The Behavior That is Rewarded…is Repeated.**
- **Repeated Behavior = Culture.**
- **The Culture That is Tolerated… is Perpetuated.**
- **Ethical Leadership is the Solution for Both.**
- **Ethical Leadership Must be Modeled.**
- **Modeling Promotes Accountability.**
- **Accountability Changes Behavior.**

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Legacy
We Should Desire that Competence, Success, Honor, Dignity and Nobility Outlast Us.
We Should Desire that We Leave Our Places Better for Our Being There.
We Should Desire that We Have Left Positive Marks on Others
Not for Our Benefit….
BUT, FOR THEIRS.

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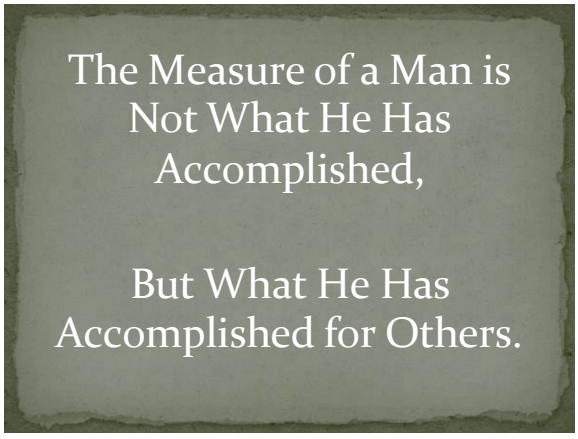
The Measure of a Man is Not What He Has Accomplished,
But What He Has Accomplished for Others.

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Viktor Frankl Video

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Greatest Principles

- If You Aren't Getting the Behavior You Want, Remove the Reward.
- Do What is RIGHT…Only Then Do You Have the Right to Expect it of Others.
- Do It Right….
- Do It Right Now.

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Greatest Principles

Do It Right . . . Do It Right Now

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"Failure is Not an Option"

Selected Excerpts From the Book by Gene Kranz:

Chapter 1, Page 11-12

"Houston, we have a problem". At some time in the hours that followed that terse announcement from Apollo 13, many of us in NASA's Mission Control Center wondered if we were going to lose the crew. Each of us had indelible memories of that awful day three years before when three other astronauts sat in an Apollo spacecraft firmly anchored to the ground. Running a systems test. Routine. In terms of the distances involved in spaceflight, we could almost reach out and touch them.

Moments after the first intimation that something had gone terribly wrong, technicians were up in the gantry, desperately trying to open the hatch. It took only seconds for an electrical glitch to ignite the oxygen-rich atmosphere of the cabin, creating a fire that was virtually a contained explosion. In those few seconds, the men inside the capsule knew what was happening - and they must have realized, at the last moment, that there was no escape. We simply could not reach them in time.

Now, three equally brave men were far beyond us in distance, far out in the vast absolute zero world of space, the most deadly and unforgiving environment ever experienced by man. We could measure the distances in miles. But with so many miles, the number was an abstraction, albeit one we had become used to dealing with in a matter-of-fact fashion.

We could reach them only with our voices, and they could speak to us only through the tenuous link of radio signals from precisely directional radio antennas. This time they were truly beyond our reach. Time and distance. So close were we in the Apollo fire that claimed the first three Americans to be killed in a spacecraft.

Now we were so far, so very far, away.

Once again, technology had failed us. We had not anticipated what happened back then, on Earth. We had not anticipated what had happened this time. In fact, it would be hours before we really understood what had happened. There was one big difference in this case. We could buy time. What we could not accomplish through technology, or procedures and operating manuals, we might be able to manage by drawing on a priceless fund of experience, accumulated over almost a decade of sending men into places far beyond the envelope of Earth's protective, nurturing atmosphere. All we had to work with was time and experience. The term we used was "workaround" - options, other ways of doing things, solutions to problems that weren't to be found in manuals and schematics. These three

The reports continued, but nothing made sense. Each controller stared incredulously at his display and reported new pieces to add to the puzzle. It took extra seconds sorting out what was real and credible. It appeared we were losing our oxygen and with it the fuel cells, the major source of power. When that happened we would lose control of the main propulsion system. Nothing remotely like this had ever happened in simulation.

As we watched the command module's life-sustaining resources disappearing, like blood draining from a body, the voices of the crew were unbelievably calm and restrained. It was as if they were reporting something that was no big deal. From all sides of the cockpit, Haise, Swigert and Lovell were continuing the dialogue, giving us the cockpit meter readings an9 warning light indications.

I had heard about the fog of battle, but I had never experienced it until now. The early minutes were confusing; all reports and data were suspect. Small firefights occurred as individual problems were corrected, but we had no sense of the big picture. With both electrical buses in an undervoltage condition, the crew was working independently of the control team to restore power to the craft. We were seconds behind them, slowly responding.

I remembered the call from INCO (instrumentation and communications). Gary Scott's call, that the antenna had switched beam width at the exact time of the power problem. I became convinced that we had an electrical short caused by another antenna glitch. Again I took wrong fork in the road, believing we would be back on track shortly.

Five minutes after the event, the significance of the crew's words, "We had a pretty large bang..." hit me. GNC Buck Willoughby, unflappable, started speaking to me slowly, evenly, and without a hint of emotion, "Flight, have the crew verify that the Quad D helium valves are open. I suspect that the big bang shocked the valves shut, cutting off fuel to the attitude thrusters." Buck's call started me down a different path. On Apollo 9, I was flight director when the pyrotechnic shock occasioned while separating the CSM (Command Service Module} from the Saturn S-IVB booster closed the fuel valves. That gave us a few bad moments then. The bang heard by the 13 crew must have been awfully solid to do the same, closing the propellant valves. From this moment on, I proceeded more deliberately and methodically. We were five minutes into the crisis.

CapCom Jack Lousma, frustrated, came up on the loop. "Flight, is there any kind of lead we can give them? Is it instrumentation or have we got real problems or what?" Lousma echoed everyone's feelings. We were making no progress, virtually every controller still had problems, but no one could see a pattern in all this. It was like living a bad dream, with every event taking place in slow motion. The frustration of the crew and controllers was starting to creep into their voices. Everything we knew about of spacecraft, all that we had learned about the design, precluded the kind of massive failures we were seeing. The data told us we were looking at simultaneous failures. Two, possibly three fuel cells were down, both oxygen tanks depleted, and we had an undetermined attitude control problem that was pushing the two spacecraft around. Soon we would lose power. When that happened, we would lose everything.

It was ten minutes into the crisis...

mathematics; the lunar module was good for two crewmen for two days. A quick estimate using the LM powered-down checklists and taking the path around the Moon left us at least thirty-six hours short on battery power.

Windler, the leader of the Maroon Team, now joined us at the console. He believed the shortest and fasted path back to Earth was the best. He seemed to favor the direct abort. Lunney and I disagreed. said, "I don't want to jettison the lunar module. We haven't nailed down the exact cause of the explosion or the extent of the damage. The main engine or its control systems may have been damaged. We need more time to work out the procedures for the return". Lunney chimed in, "Keeping the LM buys time. We don't have a second chance and if we jettison the LM we cut off a lot of options. Whatever we do, we damned well better do it right".

I wrapped up the discussion: *"We should hold on to the lunar module and go around the Moon and take our chances with the LM power. I believe we will come up with a plan that gets us home".*

Debates among flight directors are not uncommon. We all arrived at the flight director position along different paths. Given a few minutes, the rapid pooling of experience is often the quickest way to firm up our direction. The discussion was brief, intense, and conclusive. I wanted to get every option and. opinion out on the table before we selected the return path. The Trench was nervous about pulling off a direct abort so close to the Moon. I knew Lunney would fight to the death for the long return after talking to the troops in the Trench. Controllers clustered about the console as we talked, recognizing a decision was imminent. Bostick and Deiterich were joined by my FIDO, Bill Stoval, from the Trench. Lousma crowded in, representing the crews.

I vividly remembered the EVA flap from Gemini 9, when I left instructions on the console about what to do only to have top management intervene, thus putting us on a risky course. With that in mind I was not about to leave the trajectory plan undefined. We had all the players at the console and I did not want to open the subject to further debate. I looked directly at Kraft. "Chris, I don't trust the CSM service propulsion system. It's in the back end, where we had the explosion, and we won't know if it is good until we try it. Then it may be too late. We need to buy some time to think and to build the come-home procedures. I believe we can find the power. Our only real option is go around the Moon."

Kraft had been listening; he looked at Lunney and then nodded. Lunney said, "I agree. The direct abort closes out our options. We should keep the lunar module".

The Trench had been standing by, faces grim, hoping they would not be told to pull off a direct abort at this late time. When they saw the decision coming down in favor of their preferred option, they smiled for the first time in a long while, nodding in agreement and relief. Through some miracle, a burst of intuition, something we had all seen, heard, or felt now told us, "Don't use the main engine". To this day I still can't explain why I felt so strongly about this option.

We did not have much time to debate, and I was glad that there had been immediate agreement. Many people were unaware of the options, but I believed that the systems controllers thought I had made the wrong decision. They favored the fastest way home, a direct abort.

Okay team, we have a hell of a problem. There has been some type of explosion on board the spacecraft. We still don't know what happened. We are on the long return around the Moon and it is our job to figure out how to get them home. From now on the White Team is off-line. Lunney, Griffin, and Windler will sit the console shifts. We will return only for two major events. The first will be a maneuver, if we decide to do one, after we have passed the Moon. The second will be the final reentry. The odds are damned long, but we're damned good.

My three leads will be Aldrich, Peters, and Aaron. Make sure everyone, and I mean everyone, knows the mandate I'm giving them. Aldrich will be the master 0f the integrated checklist for the reentry phase. He will build the checklist for the CSM from the time we start power-up until the crew is on the water. John Aaron will develop the checklist strategy and has the spacecraft resources. He will build and control the budgets for the electrical, water, life support, and any other resources to get us home. Whatever he says goes. He has absolute veto authority over any use of our consumables. Bill Peters will focus on the lunar module lifeboat. There are probably a Lot of things we have not considered and he will lead the effort on how to turn a two-man, two-day spacecraft into one that will last for four days with three men. Whatever any of these three ask of you, you will do. Now, I am addressing myself to the program office and design engineers in the room. Aldrich, Aaron, and Peters need numbers, answers to questions, and unlimited access to your resources. They will ask for things you never thought you would be called on to do and to answer questions you never expected to be asked. I want nothing held back, no margins, no reserves. If you don't have an answer, they need your best judgment and they need it now. Whatever happens we will not second-guess you. Everything goes in the pot.

My message to everyone is: rely on your own judgment, update your data as you go along. If you are not the right person, step aside and send me someone who is. When you leave this room you will pass no uncertainty to our people. They must become believers if we are to succeed."

With a team working in this fashion, nor concerned with voicing their opinions freely and without worrying about hurting anyone's feeling, we saved time. Everyone became a part of the solution.

..."Okay, listen up. When you leave this room, you mast leave believing that this crew is coming home. I don't give a damn about the odds and I don't give a damn that we've never done anything like this before. Flight control will never Jose an American in space. You've got to believe, your people have got to believe, that this crew is coming home. Now let's get going!"

...There is no such thing as a first team in mission control. All teams must be balanced, equally competent, equally capable of sustaining the effort. Over the next four days the flight control teams would routinely shift every eight hours, with Lunney, Griffin, and Windler steering the return course. But at this moment the battle for the return of Apollo 13 shifted to the back rooms and factories where the components were assembled and tested. We needed their data and we needed it fast. We needed tests in the laboratories and crews in the simulators to prove the procedures we were writing. Engineers hastily recalled from sleep and still rubbing their eyes were given the challenge to get the tests running, dig out the data, bring up the simulators.

On board the spacecraft, Jack Swigert, a rookie, finally broke the silence. You could feel the emotion in his voice as he said, "I know all of us want to thank all you guys down there for the very fine job you did!" Lovell chimed in, "That's affirm Joe".

Kerwin's response indicated how close it was: "I'll tell you we had a good time doing it" ...pause..."Just for your information, battery C will fail about the time your parachutes come out. You have enough in the other two for landing". Moments later, after a brief burst of static, we were in blackout.

...blackout is the toughest time in a mission for the teams. Every member does his soul searching, reviewing the decisions and the data, knowing we had to be damn near perfect and knowing how tough perfection is. Every member of our team on the ground, whether at the consoles, in the back rooms, or seated with SimSup, shared this common agony. Lovell's description of the damage to the service module made this agony particularly acute. Controllers were trained not to worry about things over which we have no control. We were now in the hands of God and a deadly tired crew, executing a set of procedures written on scraps of paper in the command module, procedures that had not existed eighteen hours ago. The teams knew the fragile hold we had on the many variables, the many decisions we had made in the four days since the explosion. But this is the nature of our business - to live with risk.

Everything was now irreversible. As the spacecraft and crew went through the final braking in the lowest part of the atmosphere, the heat was intense, preventing communications. The aerodynamic braking slowed the command module from five miles a second to less than 100 miles per hour when the chutes opened. The glow of the ionized atmosphere surrounded the crew in brilliant fire-orange as the temperatures soared outside the spacecraft.

The control room was absolutely silent. The only noises were the hum of the electronics, the buzz of the air conditioning, and the occasional click of a Zippo lighter snapping open, followed by the rasp of the lighter wheel against the flint. No one moved, as if everyone were chained to his console. Cigarette smoke filled the room, creating a blue haze as we watched the track on the big world map tracing the path of the spacecraft to Earth. All eyes were on the clocks counting down to the end of blackout. Blackout was an eternity. I always said a prayer for the crew at this time.

We were pretty good at computing the blackout times, nailing the start and stop to within seconds. worked it out in my mind; the beginning of blackout occurred over Australia, as RETRO had predicted, so the end of the blackout time should be on the nose. As the minutes passed, all eyes turned with a thousand-yard stare to the wall clocks as they counted down the final few seconds.

When it hit all zeroes, I told Kerwin, "Joe, give them a call". Kerwin responded immediately. "Odyssey, Houston standing by". There was no response, only static. More seconds passed and we called again. There was only static. Controllers pressed their earpieces farther into their ears, listening for the faintest signal. Kerwin called again. We were now almost a minute past the expected signal acquisition time. Still no response. Seconds turned into minutes and minutes into infinity. A sinking feeling, almost a dread, filled the room. When the wall clock rolled past one minute, we wondered what the hell had

The Kranz Dictum

"Tough" and "Competent"

On January 27th, 1967 Apollo 1 astronauts Gus Grissom, Ed White, and Roger Chaffee died in fire during a training exercise. The following Monday, Kranz addressed his team, delivering what became known as the Kranz Dictum. Although it is directed at the members of Mission Control, Kranz's words transcend that narrow audience.

Spaceflight will never tolerate carelessness, incapacity, and neglect. Somewhere, somehow, we screwed up. It could have been in design, build, or test. Whatever it was, we should have caught it. We were too gung ho about the schedule and we locked out all of the problems we saw each day in our work. Every element of the program was in trouble and so were we. The simulators were not working, Mission Control was behind in virtually every area, and the flight and test procedures changed daily. Nothing we did had any shelf life. Not one of us stood up and said, 'Dammit, stop!' I don't know what Thompson's committee will find as the cause, but I know what I find We are the cause! We were not ready! We did not do our job. We were rolling the dice, hoping that things would come together by launch day, when in our hearts we knew it would take a miracle. We were pushing the schedule and betting that the Cape would slip before we did.

From this day forward, Flight Control will be known by two words: 'Tough' and 'Competent.' Tough means we are forever accountable for what we do or what we fail to do. We will never again compromise our responsibilities. Every time we walk into Mission Control we will know what we stand for. Competent means we will never take anything for granted We will never be found short in our knowledge and in our skills. Mission Control will be perfect. When you leave this meeting today you will go to your office and the first thing you will do there is to write 'Tough and Competent' on your blackboards. It will never be erased. Each day when you enter the room these words will remind you of the price paid by Grissom, White, and Chaffee. These words are the price of admission to the ranks of Mission Control."

Gene Kranz

Strategic Thinking and the "Good Decision"

Think, Then Act...

"For me, this is a familiar image - people in the organization ready and willing to do good work, wanting to contribute their ideas, ready to take responsibility, and leaders holding them back, insisting that they wait for decisions or instructions".

Margaret J. Wheatley

I. Effective leaders strive for the highest level of understanding of the issues that confront them. To attempt to find the simple answer to a complex problem usually causes an ineffective response and a bunch of unintended consequences.

2. Although we don't want to ever seem indecisive, hasty decisions lend themselves to failure because we don't always understand the depth of the issue so an effective decision or strategy is one based on the best understanding of the problem possible.

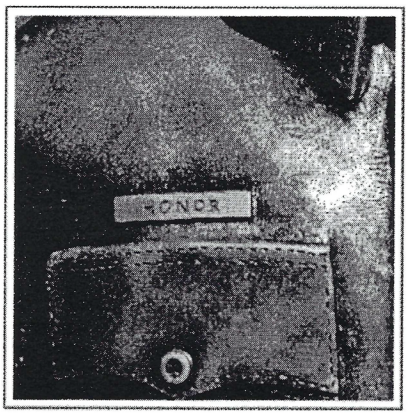
3. Effective leaders strive for sound decisions rather than clever ones. Gadget plays don't work well in leadership because they tend to be short term in their effect and seem arbitrary to the observer.

4. Effective leaders and strategists resist the impulse to react to the anecdotal cases. Bad policy comes from reacting to relatively rare, isolated incidents and ignoring the empirical evidence that defines the actual reality. So, it is useful to attempt to classify the issue as to whether it is generic or an exceptional or unique concern.

5. An effective leader somehow manages to identify the boundaries of an issue. Find the available solutions will satisfy the need while not bleeding too much outside the boundaries and thereby minimizing the ripple effects and avoiding unintended consequences.

6. Effective leaders also know that the most difficult part of making a decision is not the actual decision but the implementation of it. If you say a thing, and then don't follow up and measure progress you run the risk of invalidating the decision through inaction. Remember, people don't do what is EXPECTED, they do what is INSPECTED.

7. Assessment of the decision or strategy is an absolute requirement. Decision makers must monitor the impact of their decisions and be willing to change strategies if they find the effort was ineffective. That works against our policy driven philosophies where we might think once a directive is given the problem is solved. A decision without follow up and assessment is just an "Intention" and not a strategy.



"Inability to make decisions is one of the principal reasons executives fail. Deficiency in decision-making rank much higher than lack of specific knowledge or technical know-how as an indicator of leadership failure."

John C. Maxwell

"Success is not final, failure is not fatal.: it is the courage to continue that counts".

Winston Churchill

"America was not built on fear. America was built on courage, on imagination and unbeatable determination to do the job at hand".

***Harry* S. Truman**

Decision Checklist

1. Is it Right? It should be asked as a matter of course in most everything we do.
2. Does it answer the essential question? If not, you'll end up revisiting it over and over again.
3. Does it conform to Department policy and procedures? If not, it will not stand.
4. Will it create additional problems or unintended consequences?
5. Are the stakeholders on board as much as possible and reasonable? To avoid any backfires.
6. What are the negatives and can they be mitigated? To get ahead of these things greases the wheels a little better.
7. Do we have the ability with personnel and equipment to implement the decision? If not it will never work.
8. What are the training or equipment impacts? Are we prepared for implementation along those lines?
9. Are we working hard to solve a problem that will solve itself in time? If you don't want something to burn, then don't light a fire. We've got plenty to do without making unnecessary work.
10. Is it flexible enough to accommodate tweaking or adjustments as the issue continues to develop?
11. What is the cost($ or otherwise) of failing to implement the solution? Paralysis just inflames the issue.
12. Are there outside instabilities or factors that could invalidate the solution? Will the community or government overseers resist the effort? If so, groundwork may be necessary.
13. Will the decision weaken other established processes that would counter any gains with peripheral losses? We don't want to lose more than we gain.
14. Does the decision infringe on other aspects of the organization or negatively impact them?
15. Are there other worthwhile options that are being ignored or discounted? Is there a less complicated solution?
16. How will we measure success and in what timeline do we expect the success?