RESPECT
Mutual and Self Respect

INTEGRITY

SERVICE
Physical Courage – Loyalty – Commitment – Teamwork

EXCELLENCE
Personal Excellence – Discipline – Pride
“Our distinctive character, spirit and attitude that is necessary to pull together as a team, in order to deliver air power no matter the challenges or environment.

We place unit and Royal Air Force success above self and strive to be courageous in the face of adversity and risk.

Sustained by strong leadership, high professional and personal standards, we are bound by a strong sense of tradition and belonging to an organisation of which we are immensely proud.”
The following are 8 key functions for which leaders are responsible:

- Defining the task
- Planning
- Briefing the team
- Controlling what happens
- Evaluating results
- Motivating individuals
- Organizing people
- Setting an example
In all organisations, individuals are both followers and leaders. The effectiveness and success of the leaders will largely depend upon the relationship that is established between the two parties; the two roles are inextricably linked and the best way to develop good followership is through the display of good leadership.

“Leaders there have to be, and these may appear to rise above their fellow men, but in their hearts they know only too well that what has been attributed to them is in fact the achievement of the team to which they belong.”
Leonard Cheshire VC, OM (1967)
Ethics is the science of morals and maybe considered as the rules by which we conduct ourselves. To ensure that an ethical culture is maintained, all members of the RAF must possess a clear and strong sense of their own ‘moral compass’ and, through personal example, adhere to ethical behaviour, both as a leader and follower.

The roles and responsibilities of military leaders are wide but include an element of responsibility for the ethical conduct of their team.
“Whilst the context is constantly and ever more rapidly changing, we must continue to be innovative in our thinking.”

Leading people through change is about understanding their feelings and approach to change and gaining their trust to believe in the necessity for the change and the vision of the future that that change will bring.

Eight Steps To Successful Change
- John Kotter

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a clear shared vision
4. Communicate the vision
5. Empower people to act on the vision
6. Create short term wins
7. Consolidate & build on the gains
8. Institutionalise the change