

Ep. 12: Three chiefs speak WoW!

[Narrator] Welcome to Sword and Shield, the official podcast of the 960th Cyberspace Wing. Join us for insight, knowledge, mentorship and some fun, as we discuss relevant topics in and around our wing. Please understand that the views expressed in this podcast are not necessarily the views of the U. S. Air Force, nor the Air Force Reserve, and no endorsement of any particular person or business is ever intended. (Upbeat music)

All right, welcome gladiators to another episode of the Sword and Shield. I'm Chief Master Sgt. Christopher Howard, 960th COG Superintendent, and today with me I have. - Hey, this is Chief Bischoff, Command Chief 960th Cyberspace Wing, your command Chief, glad to be here. - Awesome, thank you chief, and we also have a special guest. - It's Chief Master Jeremy Malcom 10th Air Force Command chief. - Awesome, thank you Chief. Welcome back Chief Bischoff, I was wondering if you could kind of let the gladiators know what you've been up to and, you know, say a few words to them. - Yeah, no I, absolutely, so lots of changes while I've been gone it's like you guys wait till I get out of the building and you're like, "quick he's gone let's start doing some, some awesome cool stuff." But no, so I got a call to handle some special stuff, down in England, so I've been down there hanging with a bunch of F-22 Raptor folks, and some T-38 folks, 44th Fighter Group, so helping them do some stuff and get to the 960ths' level of awesomeness. Been very interesting, going back from the kind of stuff that we do here to, to be in a Fighter Group. Obviously, a lot of the terminology was a little bit different, and personalities were a little bit different and everything, is very, very, very different having everybody in the same spot, so there's like 209 folks there as opposed to our very distributed chunk of folks and they've got one mission. I'm like, wow, this is, this is like a man keeshond here, I mean, not nearly as diverse as, as being at the 960th, but very, very glad to be back and I'm gonna give a quick shout out here for Chief Howard, Chief Howard has just been crushing it while I've been gone and doing awesome stuff and getting things like this up and off the, off the ground. And that's the kind of stuff, that's innovation I'm excited about getting back here and being a part of it again, so just glad to be back and looking forward to, to reintegrate. - Awesome welcome back Chief, you know it's glad to have you back, you know that is, you give us a lot of credit but it comes down to the base that we got set right, we're changing that culture, we're building them towards something new. I'm gonna, not to bag on our Raptors brothers and sisters but I think that the digital daggers down here are probably a lot more fun, than just going out there in Florida, right. - That absolutely is true, I'll tell you what we have a way, way cooler mission and we're doing a battle every day, so Mike, yeah, gotcha you guys are, you guys are cool and you know, flying around the flagpole and stuff but yeah, you can't beat Cyber that's-- - Or everywhere, right, that's the cool thing about cyber. - And I told them that, I'm like, look you guys are all like you know, super, super, super awesome and super cool but I gotta do with the keyboard I will shut you down in about eight seconds, (laughing) so you're welcome. - Awesome and Chief Malcom welcome to, to the Sword and Shield and we

appreciate you taking the time today to just speak to us and then you're gonna be around the Wing a little bit today at least at JBSA specifically, but you've also been able to go out to other units like the 23rd recently as well, I was wondering if you can kind of give us, some insight of what you're seeing, out there as the NAF Command Chief. - So the first few months, since I've taken over, have been very interesting with COVID. So we wouldn't have been able to get out on the road as much as we would like to, which has been unfortunate, but we have been able to stay in contact virtually, reach out to units kind of helping with kind of these uncertain times, what we're doing. The last three weeks, General Morgan and I have been able to get out to our units, you mentioned Travis 23rd Combat Comm, which is an awesome visit. So I think some of our men are out there are excited to kind of see somewhat of a normalcy getting back to-- - I can imagine. - Yeah, getting back out there. So we're getting some good feedback on that, you know, we were kind of torn on whether or not it was the right time, because we have a lot of people, there still teleworking. So when we go to a unit visit, we're very aware that we're going to miss seeing a lot of our people. But that's just kind of what we have to deal with, you know, we're gonna try to capture, and see as many people as we possibly can, and then hopefully, this thing will kind of died down, a little bit and maybe, maybe next visit, I'll be able to see a lot more people. - Right, yeah, I know that, you know, 960th is somewhat unique, but most Wings are right, with our GSUs, I think that, the good thing that we're taken out of this COVID situation is the ability to find new technology, and new processes so that we can reach across to multiple GSUs and still connect on a regular basis. You know, I think that connectivity piece that you brought up of seeing that normalcy is helpful, and I'm hoping that the this technology, things like the podcast, Zoom, and the CVR Teams that's getting used regularly, will help build some of those bridges that we were seeing before. What do you think Chief Bischoff about COVID and the changes that are coming on? - Yeah, it's a, it's been a very different. Obviously, I think we were teed up a lot better one being reservists, so we used to being somewhat mobile. We're used to these challenges that I can tell you right now, lot of our active duty brothers and sisters out there were not prepared for, like VPN-ing, they very rarely ever had to do that. We live off that when we're not here, so that was, that was a big challenge for them. And I think it's highlighted a lot of things to make sure that we have capability and scalability within our networks and within our infrastructure, that we hadn't planned on before. So I think it's put a lot of good light on there, I think Cyber folks have really led from the front of being able to engage because, as opposed to a lot of other folks we're used to being able to, it's about plugging in, not where you plug in, so if that's, if that's at your office space, if that's at your house, if that's, you know, somewhere in between, we work as a very versatile force and as long as we have connectivity, then we're able to do our jobs, and we're kind of off what and making stuff happen, and I think that's been something that's been very hard for a lot of other disciplines and a lot of other folks to be able to adapt to. But I think they're getting there, and, you know, I've just been very proud of, of how the 960th overall has been able to respond and continue hacking the mission doing business and, you know, shooting bad guys in the face through Cyberspace, regardless of the sniffles, so. - No, I think, you know, that plugging in no matter where you are at, right, that's a

key piece, and I think that I recall a conversation, the last day or two while with YouTube Malcolm, where we were talking about some of that engagement is leadership, I didn't know if you can kind of expand on your thoughts about leadership and the importance of engagement. - It is, you know, especially, you know, we come from the Citizen Airmen culture, right, so we have to embrace that. We know that, that we have TRs out there that have very demanding civilian jobs, and as we, as we move up in ranks, typically responsibility levels gonna continue to go up, and it's tough. That's a tough balance for like a Senior Chief to have a demanding civilian job and still be able to lead at a very high level. So, you know, we try to figure out ways and technology is a perfect opportunity to make sure that you stay engaged through different types of apps. We use GroupMe all the time. We talk about the triad between the commander, the first sergeant and the senior enlisted and staying connected. So like those GroupMe apps have been perfect because it's just a simple text message between the three of them and everybody's already LinkedIn, they know what's going on, it just, it's helped out quite a bit. So you know, we try to make sure that our folks are staying engaged, but we try to make it as easy as possible. And currently, with, the good thing that's coming out of COVID is that, we have learned to, try to tap into technology even a little bit more to try to help with, with our leadership. - Now, I fully agree, with that. And I think Chief Bischoff also put a nugget in there where that paradigm shift across the Air Force really has been well, DOD wide, right. We as reservists were already pretty in tune with finding ways to kind of connect not only from a work perspective, but with the personnel throughout the month. And then this COVID thing helped, you know, make that societal push, where the a lot of those applications really started coming on board, DOD why they put in a lot more infrastructure allowing us to connect virtually a lot easier, clearing the roads for some of these applications, and then finding new ways to make those connections between Zoom meetings. I mean, think about it, this time last year, we wouldn't have thought about doing a Zoom meeting with a family member, yet it has become normal. And yet now we're taking that and bringing that to the office space and making that connection with our Airmen. - I think the other thing too, is and now, you know, most of our Cyber Warriors were aware of this, but as the, the domain signal came out there for using different technologies and so forth, a lot of people went on a lot of different apps not knowing, you know, the security risks or the vulnerabilities, and luckily, most of our folks were aware of that. So we kind of knew, hey, here are good platforms to be able to use to communicate effectively, and here's ones to stay away from. - Right, definitely. - And the other thing that we've learned through this too, is, you know, to make the adjustment. I mean, you know, a year ago, I don't think that there's a lot of us didn't really believe in teleworking, or believe that it could be as effective as it is right now. - Right. - And I'm one of them, you know, I mean, I'm one of those guys, I like to come into work, I like to look people in the eye and but I've realized that people can be as effective if not more effective, working from home. So I think that has changed the way that we, we have looked at, you know, our work schedule and how we can do stuff, and I think we're going to be better forth coming out back into of this. - I would agree, I think the other thing though, that's incredibly important, though, so I, in my civilian job that I had previously, I telecommuted for four years, and I can tell you,

it's, it makes a lot more challenging. And I think some of us are seeing that, we've been doing for a relatively short amount of time, but you know, you miss a lot of those small conversation in those nuances in the big thing that, I know I've been dealing with, with working with the 44th Fighter Group and folks being there, is one making sure you're responsive, right, so if you're, if I shoot out an email, I do anything back for a couple hours, that kind of gives the wrong optic, or if I give you a phone call and I hear waves lapping on the beach, that's probably not a good thing. But the other thing too is, I think people are learning that you have to be very careful, using some of these different avenues out there. Whether you're sending an email or whether you're shooting a text message to somebody else, because it can be misconstrued very easily. And there's been a few issues I've had to deal with, where, you know, you were intending to send one message but because there's not that visual cues and body language and there's not that tone and inflection, somebody else took it completely different, and now there's an issue, that you have to deal with. So I think that's something that's always, something to be cognizant of, so while you're sending stuff back and forth, I think whenever you can at least go, go voice on something, if not, you know, some kind of VTC, I think that helps to make sure that the message that you're transmitting is the correct one that's being received. - Right, Malcom come back to you. - We, you know, we were talking with the first sergeant yesterday, too, and one of the things that we're trying to be careful of is like, you know, some people working from home, you know, they don't, that's not their desired environment, like, you know, with being, they thrive with social interaction. So, we gotta look at both sides of this, you know, the people that are doing very well from home, but then some of those that really need to be kind of back in the office. So I think we're gonna see a lot of one offs, you know, and hopefully our first sergeants and Chiefs can get involved with trying to really paying attention to the individual person and trying to see what works best for them. - Yeah, that's a, that's a good point. So when I was doing that telecommuting for the four years, it was interesting because there were other folks that are in Panama City Beach, that were also telecommuting. And what we would do is, for the social interaction, we would actually get together, and we branded a little bit of office space we were going to just so you had some of that, that social interaction, that was going on there, even though people work for different companies and so on and so forth, you had some of that, where you didn't feel that isolationism at the house. - Yeah, now, I agree, what I'm looking forward to is, you know, more like that six months, a year, two years down the road when we have, we've really gotten some of these technologies locked in. And how do we redistribute and balance a UGA, right. So, you know, a lot of things that we're challenged with is there's time constraints within the UGA. We have those 16 rough hours, right, give or take based on that, the schedule and other parts of the commitment. But being able to use some of these new assets that are here, these platforms, and offload some of those minor things that eat up so much time during the UGA, maybe some of the pre meetings, things like that, with the better technology, I think we'll see a lot more buy in because we're used to it now, to take some of those pieces off of UGA and then allow for more training and other items that kind of get eaten away during that UGA. - I'll tell you what, I think the big winners in this whole thing really a reservist, right, - Right.

- Because before we kind of had to like, you know, scrimp and save and see what kind of media we could use for things, but now that, that it's hit everybody in big Air Force and big government and stuff so everyone's, like hey, sweet now, now we have a bunch of new toys that we can use for being able to do these things, VPN's more robust and so forth, whereas, you know, before you go into VPN-ing, and you're like, oh man, this is built like I should, you know, put a quarter in the slot and hopefully I get some dial up speed or something but so, really out of the whole thing while it has been unfortunate, and there's been a lot of challenges, really, I think we're coming out on the plus side with this whole thing, which is more opportunities and options like you were talking about. - Yeah, agreed, so you've brought up a couple of times, you know, some of those experiences with the 44th, now, I think that was before, and then your previous experience with the 919th, and Chief, you're coming out of dm, as a Commander Chief and before the NAF. I was, I think that shows some key pieces about movement, right, so when we talk about leadership opportunities, some of the conversations we had recently, was the need to move and expand those experiences. Why don't you guys can kind of expand on that thought if you could? - Yeah, absolutely, so some of the best advice I ever got was, I did 14 years active duty, came off active duty as a tech sergeant, went into a Master Sergeant slot, and, you know, the best advice I got was, hey, once you hit Master Sergeant, start looking around for other jobs, I was pretty fortunate, active duty side, that I had a wide breadth of experience. So I'd already done my National Capital Region stuff, I'd already had joint assignments, I'd already been an instructor, and things like that. But, you know, if you wanna be able to continue to move up, you're gonna have to start moving around, because, you know, I could have stayed where I was, but I never would have got to senior. I was sitting in a Master Sergeant IMA slot and I found another opportunity, I went to Seymour Johnson and, as a reservist, boom, got put on senior and then I went down to Tyndall. And when I was at Tyndall as a senior for a while and I could have stayed there, retired as a senior, and then I saw an opportunity for a Chief position out of Little Rock, so then I went up to Little Rock, and then hey, I wanna be Command Chief, so then I went to Duke Field with the NIT Special Operations Wing. So you're going to have to move around, the good thing is, is that the family normally doesn't have to move around. Obviously, that may be different for ARTs and AGRs but if you want to move up, you're going to have to move around. And what's awesome about that is that you're bringing experience, from other tribes. And that's really what adds to your secret sauce there, right is that you're, you have a breadth of experience, you've seen out other tribes do business and you're able to bring all that goodness to wherever it is you're going, and that puts you head and shoulders over somebody who's been, you know, same place, their whole career, hasn't gone anywhere else, done anything else. If you think about it, it's kind of like, you know, imagine if you wanna be able to sit down and have a conversation with somebody who grew up and lived in that same small town their whole life, never went anywhere, or did anything or someone who's been a world traveler and you're able to hear about all these awesome experiences and stuff that they've done. So, that's my two cents, Chief Malcolm what do you think? - You know, I kind of start with the, with I think the base of what we are, which is that Citizen Airman culture, right.

We've gotta embrace the fact that you know sometimes, you know, if you were active duty prior and you went to, like when I went out to Luke, I came in as a Senior Airman and then I went off to duty at Luke Air Force Base, didn't really know a whole lot about there Reserve but we had a, we had a group of people there that just love being at Luke, right. - Right. - So we can't forget that, that's kind of our baseline, right, we were, the Reserve is set up to where we don't have to PCS or move. So I wanna make sure that I encourage people to, to stay where they're at, if they want, you do not have to go anywhere, if you're happy doing your job, and you wanna stay at that base, by all means, stay there, we need you to continue to, turn that wrench or tap on that keyboard or whatever it might be. But to, to Chief Bischoffs' point, you know, if you start, if your desire is to lead at a higher level, you may have to make those changes, right. Because the opportunity just may not be there for you at that base. It's not like, we're not forcing you to go somewhere, we're just saying, hey, if that opportunity, the opportunity you're looking for is not at your current base, you may have to change statuses, you may have to change bases. We'll help you get there through the EDP process. You know and that's why it's important to make sure you fill that out every year, so you can tell, that's your way of telling the Air Force what you want out of your career and that can help with that can either. - I agree, Chief, right. It's not negative to stay in the same place. And we don't wanna put any of that negative light on there, by any means, you know, it comes down to, where's that breadth of experience, right. So even internal to a local, a local base, right. So let's use JBS say as an example. - Yeah. - We have two different Wings, in two different apps, and then we also have ARPC over at Randolph, so depending on what your skill set is and your ability to adapt, you have opportunities at least within that area, right, to move between those units and get that breadth of experience. And then also if you're willing to drive a little bit we have a base Dyess not too far, we also have Carswell up in Dallas which is not too far Barksdale, and let me push out some of those that's round, most these things you could be home at night, if needed, or still fairly close with minimal impact, but the point being is more of that depth breadth of experience and not being focused with the same problem said, right, where're trying to develop that critical thinking piece. - And that's, that's something that's important I think even, you know, if you wanna stay where you're at, and you like what you're doing and you like the area and everything, that's again that's perfectly fine, it's just a matter of if you're, if you wanted to look like, Chief Malcom was talking about for some of these, these more senior positions, you know, you're not just sitting there waiting for somebody to retire or move on or something probably isn't a good life plan, right, so you wanna look and see what other opportunities and it may require changing statuses like you said, or, or changing locations and if that's something you really wanna do then, then it's fine, if not, if you wanna stay where you're at, one of the greatest maintainers I've come across was up there at Duke field at the 919th and he spent his whole career there but that guy new stuff inside out backward forward. He was, he was a ninja not only of that location, what was going on there and the history and stuff, I mean, he was the bedrock of what was happening there. So, which is fine, but the other thing he did that was awesome, is when it came time for annual tour, he'd go, hit some other base kind of like you were talking about, learn some of there, you know, secret ninja ways and bring that back

to the home tribe. But it all comes down to, what your goals are, what you wanna do and like Chief Malcom was talking about, you know, put that in your REDP that's, that's why we really been pushing it, not just for another paperwork exercise but so that we may know, what you wanna do, where you wanna go and how we can kind of achieve that. - My expectation management at that point, right. - Yeah. - You know, we talked about that REDP and we've really been beating that drum over the last few years as it's become a much more refined tool. Chief Malcom, I think you've passed it on in a couple boards at this point. Is there any kind of words of advice about an REDP that you can give us? - So it was about five years ago, I'll be honest, I didn't even know what an REDP was, that was when we were first starting, to try to jump into it. So I kind of started looking at it and kind of the easiest way to explain it was that, hey, that's your opportunity to tell the Air Force, what you wanna out of your career, you know, and if you start there, you know, then it becomes a little easier to digest and understand. Because now is just me as an individual, going into that system and saying, okay, here's what I want out of my near term, here's my near term goals, my mid term and my long term goals. So I just came off of the Board at Ed Buckley here, two weeks ago, and we looked at, I was looking at all the Chief records that were coming through, you know, so the biggest thing that we were seeing is that as you put these in, you're gonna get vectors every single year. So when you get a vector, that says, hey, you need to go complete this course, or we suggest you do this, you really need to work on those things, because if you're telling us, this is your desire, is to become a group Chief somewhere. - Right. - I'm wanna help you get there, but you gotta help yourself too, right, so if I look at your record a year later, and you still haven't done any of those things, we told you to do last year, it's a little harder to continue to vector you towards, you know, something even bigger. You know, so I would suggest that you know, take those vectors seriously, try your hardest. And then put some comments into your EDP. If you weren't able to take that senior student PME class last year because you got deployed or something happen, hey, no problem, just put it in there tell us that you're working on it, and I will take that into consideration. The whole idea is to find a way to get you where do you want to be, that's really what we want to do. - Right, I mean, that's the key piece there, right, 'cause it goes not only from you as the member, right, goes to your supervisor, often it'll go to another senior leader, whether it's your commander, or group Superintendent or Command Chief, and then it goes on to the board. And there's some valuable comments that go in there, I know, there was a group Superintendent, there's a couple of Superintendents where, you know, I'm helping to find some of those vectors show them at a local level, and giving them some advice. And then the other piece that I don't think we hit it often, is the mentor piece, right. So with REDP, prior to submission to the board, you can send it to a mentor and then we as mentors can look at that and provide some inputs that maybe, hey, you need to identify them, 'cause like you just said, Chief Malcolm about, you didn't do this for this reason or whatever, right. - That's a great point, you know, it just kind of gives an internal look, give to somebody to, somebody that you trust, say, hey, take a look at my record really quick and see what you see. And what do I need to add before it goes to the board, that's a great point, that, make sure you get it to, give it to one of the mentors. And then, you know, on the rater and then the

senior enlisted, I would always say that try to make sure that is flowing through, your senior enlisted in your organization before it goes to the, before it goes to the board. - Right. - I mean, I'm not trying to take away from a squatter commander putting your comments or something like that, but really, I want the senior enlisted in your organization to hit that before it goes to the board, because that's, this is an enlisted development plan. You know, as a Chief of the organization, I would like to see the Command Chief vectoring, you know, those seniors and Chiefs coming through to the to the board. - Right, and you have a lot of good resources, don't you Chief Bischoff, and when it comes to REDP, I think you got SharePoint and everything. - I do, so I started kind of of populating that here before I left but now that we have a PA person, we're set up super for success. That's why you're having these podcasts, but I've been working on a lot of different content out other than the fourth and I'm bringing all that back with me. So we have guides for filling out your REDP, what one looks for one, what a good one looks like, done some, recorded a few Web X's and those kinds of things, words index, you name it, anything, you know, writing EPRs, bullet writing, I've got tons and tons of content to be able to put out there, so there'll be email coming up shortly, to everybody saying here's where it is on the SharePoint. We're going to call it Chiefs corner, we're going to get it stood up and so that way anybody can access it at any time. And if you have a question about something, you can go back, take a look and have that answer. - It sounds like a future podcast. - Probably, yeah. - You know, I've been taking up a lot of your guys' time this morning, and I really do appreciate, although the words of wisdom, I was wondering if you might have any parting words for our gladiators, Chief Malcolm. - So, I'll say the three things that General Borgen and I focus on his priorities within 10th Air Force. You know, number one is caring for Airmen and our families. That is so important, especially right now, I mean, I know we have a lot of people out there that are out of work, stressed with their childcare situations and having to take care of that, working from home when that hasn't been a thing in the past. So our number one priority right now, is really making sure that we are caring, those aren't just words, you know, we are trying to find ways to reach out to our Airmen to say, hey, what do you need? How can we help? And that's, you know, that starts with our first Sergeants and their Chiefs and the Commanders and staff, trying to make sure that we're, we're getting out there and seeing our people. Second priority that we do, is this providing Combat power to the co-columns, right? Now, what does that look like? I'm excited to be here this weekend to kind of see what the 960th part is, in that combat power. So, you know, being a maintainer, I get to learn a lot today from my Cyber brothers and sisters, so I'm excited for that. And then our third priority is to TFI, but also keeping that, that citizen Airman concept in our mind about that, you know, you guys are integrated here at the 960th, several different levels with your active duty partners. And we want to make sure we're encouraging a very good relationship when it comes to, come to that, but we cannot lose focus of that Citizen Airman culture. That's, that's very important to us. - Even though we've come operationalized quite well, you know, we can't lose that piece of, where're our members are coming from, right, that's civilian knowledge, those civilian requirements, and then that workload balance between family, Citizen Airmanship and you work hard. - Absolutely. - Chief Bischoff, any closing remarks or, I mean, I

didn't catch up there at you. - No, not at all, I appreciate the opportunity to sit down, my very first podcast, which I've, I'm enjoying quite a bit, so I appreciate you guys inviting me over. - Yeah, so, now that now that Chief Malcolm has literally stolen my thunder. (Laughs) I'll try to just, just add a couple of things. So, during, through all this, we talked about challenges and so forth, the important thing also to remember, besides the resiliency and everything is, and part of the resiliency really is leadership, right, so and you can, you can lead it at any level. And the most important thing, about leadership is, knowing where you're going, right. 'Cause that's why you're a leader, not a manager, and I tell people, a lot recently, let's say you're going up, you're gonna climb Everest, the guy that you're following, probably isn't necessarily, the richest, the smartest, the most handsome, but here's the deal, he knows where he's going, and that's why you're following him 'cause otherwise you're gonna die, right, so and you can lead at any level, you don't have to have a bunch of stripes or a bunch of rank or anything to lead at your level. And the most important thing I think, when you're doing, when you're being a leader at that level, is not only knowing where you're going and inspiring others to follow you, but keep an eye on your fish tank. What I mean by that is, General, High Hope former officer Commander used to talk to leaders all the time, what's your fish tank look like? And he put a slide up there and in the slide showed this just putrid fish tank and there's you know, scuba Steve's upside down a little swimmer guy and, and you know, there's dead fish all over the place and it looks like a really nasty pond and, and he said this is, this is an example of toxic leadership. This is what happens when you have, you know, racism and favoritism and, and you know, I mean just, just total toxics and he's like, "nothing can survive, nothing's going to flourish whatsoever." And then, he'd show another one and you know, there's a little bubble over in the corner close to his chest and scoop Steve's running around and there's a bunch of fish and it's very clean fish tank and so forth. And he said, now this is an example of a good healthy leadership environment, right. Fish are able to flourish, you know, there's a lot of awesome things going on here. And we don't have any of those kinds of things that are holding you back or holding you down. So I would just say, as you're leading a level, wherever your level happens to be, one, know where you're going, have a vision for that and getting other people inspired. And number two, always keep an eye on your fish tank and making sure that it's clean, and that it's a place that Airmen and their families can flourish. - Awesome Chief, another great audiovisual there. (Laughs) I mean, the way you tie these things together just amazes me, and I'm not trying to blow smoke, on the backside at all. I actually get quite, tickled with some of those examples, you bring together, right and we can tie that together. It's awesome, and again, I appreciate that chief Malcolm for the time, Chief Bischoff your time as well. And I wanted to sign off with, our gladiators with, you know, please listen to the words that we shared today. You know, these are opinions, but, definitely some good words of experience. Thank you for your dedication to your country. Thank you for your dedication to your unit. And thank you for all the time that you provide and give to us as a Reserve. And with that gladiators, have a good day. (Soft upbeat music)