



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, D.C.

REPLY TO
ATTN OF: Your Supervisor

SUBJECT: Duty Performance

A New Lieutenant

After integrity, the single most important aspect of your military career is duty performance. You can have the finest academic education, with degrees in every subject imaginable; the best professional reading program in the world; and completion certificates for every Professional Military Education course ever written, but if your duty performance is lacking you may as well pack your bags and go home.

Your academic and professional military education, professional reading program, and any other preparatory activities identify you as a person with potential. But until you transform that potential into outstanding duty performance you are of very little value to the Air Force, a civilian employer, or yourself.

Picture a nuclear power plant running at full capacity, but with no high voltage wires extending beyond its boundaries. It has the potential to do quite a bit of work, but until we extend its high voltage wires to buildings, factories, homes, etc., the power plant is of no use to anyone. Likewise, until you extend yourself and make use of what you have read, learned, and experienced, you, like the unconnected power plant, will be of little use to anyone.

We can also compare the quality and quantity of your duty performance to that of our power plant. We expect a voltage which is steady in magnitude and frequency, very seldom interrupted, with ample capacity to surge during overload conditions without causing damage to itself or to the facilities it serves. Likewise, your superiors expect of you steady, high-quality performance, seldom interrupted with ample fortitude, dedication and determination to surge during extraordinary (overloaded) conditions.

In summary, superb duty performance based upon a firm foundation of integrity is the master key to the doors of success in any profession, this is particularly true of our profession.

A handwritten signature in cursive script that reads "Paul G. Patton".

Paul G. Patton, Colonel, USAF
AN OLD LIEUTENANT



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, D.C.

REPLY TO
ATTN OF: Your Supervisor

SUBJECT: Who Are You?

TO: A New Lieutenant

The adoption of a positive self-image is critically important to your outlook on the world and your ability to function as an Air Force officer. Many a lieutenant looks upon himself as a little "no body" with absolutely no power to influence the activities of his giant organization. He sees himself as just another lieutenant.

I challenge you to view yourself as a junior executive in a multibillion dollar, multinational, non-profit corporation involved in the business of national defense and the preservation of international peace. If you can see yourself in that light, you are ready for the challenges that await you.

A handwritten signature in cursive script that reads "Paul G. Patton".

Paul G. Patton, Colonel, USAF
AN OLD LIEUTENANT