



Christian perspectives on life in the military

COMMAND

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Be a transformational leader

One of the greatest challenges Christian military officers continually face is how to integrate biblical truths into their lives as leaders.

What is servant leadership?

The term "servant leadership" evokes a varied range of impressions as to what that really means, looks like, and how it plays out in real life.

Be a small group leader

While the prospect of starting a small group might appear daunting and overwhelming given the busy lifestyle of those in the military, we have the tools to get you started.

The Leadership Issue

Tools, resources, and insights for Christian military leaders



OFFICERS' CHRISTIAN FELLOWSHIP
Building Christian leaders, families, fellowships...for a lifetime

Embolden | Equip | Encourage | Engage

The world needs solid, biblical leadership

The Bible is packed with examples of good leadership in numerous scenarios

A quick search in the books category on Amazon reveals more than 180,000 books written on leadership—from leadership theory to business practices to motivational self-help and more. It's arguably the most written about subject in our time. With so many authors clamoring to regale you with their brilliance, you'd think that anyone aspiring to become a leader would have ample help.



**DAVID
WARNER**
Executive
Director

Unfortunately, we continue to hear about leadership failures. From adultery to lying, theft to caustic climates, or incompetence to overreaches of power, leaders continue to fall by the dozens. What makes this truth even more tragic is the collateral damage caused when a leader self-destructs. At the least, public trust takes a hit; at the most, lives can be lost or irreparably damaged. Families can be destroyed, hope obliterated, and dreams dashed.

In my thirty years on active duty, I witnessed phenomenal leaders who inspired, encouraged, and built teams that accomplished great things. Sad to say, I've also seen those who used their positions to advance their own agendas, bully others, and feed their own egos—always at the cost of those around them.

I was fortunate as a brand new “butter bar” to have come under the tutelage of a great leader. Chief Master Sergeant Adkins ran the training section for the directorate I was assigned to. Because of an overage of new lieutenants, I was made the OIC (Officer in Charge) over that section. One afternoon, another section requested our help in getting their new troops trained and operational. Making our way to the meeting, the chief asked me what OIC meant. I proudly replied, “that’s Officer In Charge—and that’s me!”

And thus my lesson began.

Chief Adkins informed me that when we arrived at our meeting, I was to listen to the section chief lay out their issues. I was then to look at Chief Adkins who would lay out the way ahead to solve their problem. Then I was to look at both Chief Adkins and the others and reply, “Oh, I see.” From the chief, I learned to respect experience, listen to others, and be slow to speak. That is what OIC means.

Throughout my leadership journey, I've gleaned many methods, techniques, and nuances of its practice from other sources, but the solid foundation for my leadership philosophy has come fully from the Bible. I fell in love with Nehemiah, Joshua, and the Centurion who displayed great faith. From Nehemiah, I learned what it was to be a great staff officer, leader, and manager. And I was fortunate enough to participate in a study called “Soldiering: A Biblical Perspective,” developed by LTC Hal Winton, USA (Ret).

Here are just a few examples of what the Bible teaches us about leadership: Need a model of servant leadership? Stop at Christ. Courage—read about Joshua. Delegation—review Moses. Integrity—study Joseph. Loyalty—examine Jonathan. Growing new leaders—do a case study on Paul. Accountability—model Nathan. Humility and repentance—follow David.

What's the role OCF has and continues to play in developing and inspiring future leaders? Last fall, the OCF Council approved our 2017-2021 Strategic Framework. At the heart of the four “Lines of Effort” outlined in the framework is leadership.

Member Engagement and Growth—encouraging and equipping Christian military leaders to create community, where our members employ biblical leadership to impact military society.

Growing Christian Military Leaders—provide tiered leader development, from a Christ-centered perspective producing leaders of biblical character who integrate faith and profession to model true servant leadership.

Ministry Delivery—adopt flexible, repeatable, and sustainable methods for teaching, training, and equipping military leaders to glorify God through their personal lives, professional excellence, and military leadership.

Stewardship—Leveraging our people, finances, and our facilities to effectively reach and minister to Christian military leaders, families, and fellowships.

In this issue of *COMMAND*, we sharpen our focus on leadership and offer excellent insight from outstanding leaders who share their thoughts and advice on what leadership looks like from a biblical perspective. As the authors point out, you would do well to follow the Lord's guidance for becoming a servant leader, have a transformational impact in the lives of others, and learn how to lead others in fellowship and Bible studies.

I am excited as we march into 2016. The world is hungry for real leadership—leadership based on solid, proven, biblical principles. Let's feed them with the Word of God, filled with all they need to know to succeed in the eyes of the Lord. Join me in that journey! 🚩



USCGA OCF photo

OCF USCGA

Meet Betsy, a widow, who was blessed by the leadership of Doc, a widower, who got me and three International Cadets to rake leaves at Betsy's house and exercise the heart of James 1:27—from left, Betsy; Alejandro, Honduras; James, Marshall Islands; Jackson, Rwanda; and Doc. Serving, gospel sharing, and exercise...what more is there?

Carl and Christy Crabtree // OCF Field Staff

OCF Leavenworth News

Tim and Kim Stiansen // OCF Field Staff

Neighborhood Bible Studies

Kim and I visited the Neighborhood Bible Studies (NBS) for fellowship and to connect with our leaders and their group members. This has been encouraging and beneficial for us as we gain insight and understanding into the spiritual needs of those attending NBS and how to best support and equip our leaders.

South Leavenworth studied Galatians. Led by Chris, they meet in Kelly's home on Friday evenings and share dinner together before digging into the Word. Children meet in the living room while the adults pray and study in the dining room.

Santa Fe is led by Eric. The group studied Francis Chan's *You and Me Forever*. A babysitter cares for the children at one house while the adults meet across the street at another for prayer and study.

The Bible study lunch for Women in Uniform meets on Thursdays. They worked through the *How to Make Choices You Won't Regret* study based on the examples of David, Josiah, Eve and Jesus. Ladies bring their own lunch or volunteer to bring lunch to share.

Pottawatomie is led by Ben, who encourages the group to consider up/in/out applications for what they are learning from the Word. They studied Colossians and took turns to practice sharing their testimonies in five minutes or less.

Two baptisms

After a discussion about baptism during a NBS, two members of the group decided to be baptized. Approximately 40 people were there to witness the event.

Faith-Based Alliance

Tim met with Greg Marino, the Army OneSource State Community Support Coordinator, to discuss Greg's plan to stand up a faith-based state alliance that would include chaplains, clergy, local churches, and other organizations to provide support for the spiritual and emotional needs of service members and their families.

Discipleship Training Breakfasts

Tuesday mornings from 0600-0730 at Pioneer Chapel. All are welcome to join in worship, prayer and Bible study discussion. Led by Tim and other Christ-followers from the community, topics covered so far include: mentoring, stewardship, spiritual warfare and the marks of a disciple. Coming up: the integrated life and spiritual disciplines. Volunteer cooks provide delicious breakfasts each week.

Pensacola OCF News

Chet and Michelle Arnold // OCF Field Staff

Profession as a Calling

After feasting and fellowship, a half dozen stayed late and settled in for an evening of discussion. Our civilian guest, a believer and similar in age to the flight students, had never thought much about the concept of integrating faith with his profession. Some flight students shared how they see their profession as a calling and how they think about living out their faith within it. It was very encouraging all the way around. Now there is a civilian who is pondering how his profession is a calling to serve Christ.

Discussion on Marriage

Seven couples joined Michelle and I for an eight-week study of marriage. The marriage experience in the room ranged from a few months to thirty-two years.

Continued on Next Page ►

The amazing thing was how insightful the “young marrieds” are, which is a direct reflection of their biblical understanding of marriage. Tim & Kathy Keller’s “The Meaning of Marriage” proved to be an excellent guide for discussion.

When asked at the first meeting what everyone desired to get from the study, the responses included: practical tools for living, greater understanding of a Christ-centered marriage, understand spouses’ perspectives better, the meaning of “presenting my wife pure,” “leave and cleave,” the role of the “head,” how to make decisions together, going through marriage in community, and the biblical views of love, individual roles, and sex.

Difficult issues were raised and answered. These couples are ready to min-

ister in the military community as they reveal Christ in their marriages.

Aslan’s on the move!

One of the young men here started a weekly Bible study in his home. As we were spending time in the Word and going over prayer requests, I found out he is the driving force behind the study’s continuation. Two of his roommates are interested but need persistent encouragement to make it happen. A third roommate is invited each time, has no interest—yet always remains within earshot of the study. Additionally, he related how one of the young women here has followed suit and started a weekly Bible study with her roommates as well.

Ministry News

OCF Council nominations

It’s time for OCF members to prayerfully consider nominating someone who:

- Exemplifies biblical, spiritual, and professional leadership,
- Is committed to OCF’s purpose and vision,
- Has the capacity to participate throughout the year in prayer, occasional phone calls and email discussions, and
- Is able to devote six days yearly (on leave or permissive TDY) to participate in spring (April) and fall (October) Council meetings.

Those who are elected by our membership will serve on the OCF Council for

Births

Alexander Cameron, born 11 December 2015, son of **Maj Geoff and Kim Cameron, USAF**, Montgomery, AL.

Weddings

Maj Kathryn Veseth, USAF, married **Jonathan Toms**, 5 December 2015. Their home is JBSA-Randolph, TX.

Taps

Jane Butler, 27 November 2015, wife of **COL Steve Butler, USA (Ret.)**, Fredericksburg, TX.

Gladys Hawley, 21 January 2016, Montgomery, AL.

Barbara Kehler, 11 November 2015, wife of **Col William Kehler, USAF (Ret.)**, Frisco, TX.

COL Garland McSpadden, USA (Ret.), 12 November 2015, husband of **Lenora McSpadden**, Harker Heights, TX.

CAPT Harry Miller, CHC,

USN (Ret.), 3 December 2015, husband of **Doris Miller**, Rydal, PA.

Capt Aaron Russell, USAF, 8 May 2015, Benton, LA.

Dr. Robert Zimmer, 8 January 2016, Interlochen, MI.

OCF Honor Fund

The OCF Honor Fund gift is a meaningful way to honor or remember someone special in your life while also supporting the ministry of Officers’ Christian Fellowship.

In Honor of... The Bryan Burt family
By Kyle T. Waldorf

Alva Musselman
By Mr. James H. Musselman

CH(Lt Col) John P. Kenyon, USAF
By Mrs. Amanda K. Linscheid

Col Houstoun Waring V, USAF (Ret.)
By 2ndLt Joshua M. Butterworth, USAF & LTJG Marla Butterworth, USNR

COL Joseph F. McKeon, USA
By LTC & Mrs. Timothy P. Pfanner, MC, USA

Joe Rogers
By 2ndLt Lauren E. Tyson, USAF

Josh Byers
By LTC & Mrs. E. T. Sherrill, USA (Ret.)

LTC & Mrs. Thomas Austin, USA (Ret.)
By Mr. James Trout Jr.
By Mr. & Mrs. Timothy S. Holt

Maj Kathryn Toms, USAF & Mr. Jonathan R. Toms
By Mr. Brian M. Newberry
By Ms. Kerry N. Jelinek
By Ms. Barbara Grimshaw
By Miss Julia A. Ireland

Marty Carlisle
By Ms. Reagan A. Mullin
By 2ndLt Luke T. Jones, USAF

MIDN Abigail White, USN
By Mr. & Mrs. Tim White

MIDN Marco Alejos, USN & CDT Andres Alejos, USA
By Ms. Barcia Alejos

Peter Imperator
By Mr. Alexander Angst

Roy Kurkowski
By Ms. Jennifer Kurkowski

USMA Class of ’78
By COL & Mrs. Kim R. Kadesch, USA

In Memory of... Capt Mark McDowell, USAF
By Capt Christopher Peterson, USAF

Andrew Baer
By COL & Mrs. Robert A. Baer, USA
By Ms. Julianne Trahan

CAPT Harry R. Miller, CHC, USN (Ret.)
By Mr. Norman S. Delbridge
By Mr. Paul A. Miller
By Mr. Michael D. Corvino
By Mr. Randall J. Wright

Martha Elizabeth “Betsy” Teuton
By ENS Jordan C. Rank, USCG
By LTJG Rachel L. Christensen, USCG
By LT & Mrs. Nathan D. Barnes, USCG

Col John M. Fain, USAF
By Mrs. Barbara Fain

COL William Bruce Rember, USAF (Ret.) Evelyn Kent
By Mrs. Ellen D. Rember

CAPT Michael Dallam
By CAPT & Mrs. Paul D. Ims Jr., USN (Ret.)

Col Robin M. Woodruff, USAF (Ret.)
By Mr. & Mrs. Ron Bonds
By Col & Mrs. Erik L. Simonsen, USAF
By Mr. Kenneth J. Van Ravenswaay
By 1stLt & Mrs. Brian W. Gienapp, USAF
By Lt Col & Mrs. Dean S. Mills, USAF (Ret.)
By Mr. Richard L. Daniel
By Lt Col & Mrs. Robert N. Pittman, USAF
By Mr. & Mrs. John Keese
By Maj Christina N. Krag, USAF (Ret.) & Mr. Thomas Krag
By Mr. David C. Wetlesen

LT Roy Seaman, USN
By Mr. & Mrs. Delbert S. Elliott

Major William F. Hecker III
By Mr. & Mrs. William F. Hecker

a three-year term beginning 1 January 2017. Nominations begin 1 March and run through 30 April. Elections will take place in September. At least three OCF regular members (present/former officers, officer candidates, midshipmen and cadets) must submit an endorsement online for each nominee.

Go to the OCF website for more information on nominating candidates for the OCF Council. The OCF Council represents and governs the organization, meeting bi-annually to set and review ministry priorities, establish policies, examine significant issues and approve the budget.

Spring Council meeting at White Sulphur Springs

OCF Council's spring meeting is set for 14-17 April at OCF's White Sulphur Springs Conference Center. If you would like to attend, contact Susan Wallis at susan.wallis@ocfusa.org or 800-424-1984.

Transition Strategies Workshop in April

White Sulphur Springs Conference Center will host a Transition Strategies Workshop 1-3 April.

Last fall, twenty military leaders participated in the inaugural Transition Strategies Workshop at WSS led by an executive coaching team from a ministry called Caleb Challenge.

The objective for the military men and women who attended the conference—all at various stages and timing toward retirement—was a journey of discovery by considering such topics as what God has for them next in light of their life experiences; their own unique design as God's workmanship; and their God-shaped personal mission (Ephesians 2:10).

Commented one participant in the workshop, "(It) equipped me with the 'how' tools needed to understand the situation, draft a plan, and execute initial steps with a clearer sight-picture of the horizon."

Lt Col Bill Spencer, USAF (Ret.), and four other retired senior officers challenged attendees at the highly interactive workshop with hard questions, a long-view perspective, the life-lessons of experience, and biblically based insights and principles. Each step prompted partici-

OCF USAFA

"Thank you for showing me God's love—in your kindness, your church, your ministry, your acts of service and love for each other. Please know that you made a difference in my life and I will never forget it."

A woman who lived with us for six months. She received Jesus near the end of her time with us and is now moving on with a job in Denver.

Steve Wade // OCF Field Staff

pants to think through, discover, plan, and initiate their next service to God aligned to their unique equipping, calling and life experience.

Those who attended the first workshop "are now equipped to transition from military service to a new season in life and 'whatever-God-has-for-them-next' in a more integrated and biblically aligned way," said Spencer.

The upcoming 1-3 April workshop is for those who desire to move from career success to ever greater significance in whatever God has for them next as faithful Kingdom finishers, yet are wondering what's next and how to go about getting there.

Workshop details

When: 1-3 April

Where: White Sulphur Springs Conference Center

What: The Caleb Challenge ministry will conduct the workshop for officers planning to exit the military. Space is limited to 30 participants

For more information or to register: whitesulphursprings.org/agenda/transition-strategies-conference

NCR Summit

The National Capital Region Military Summit, founded by OCF and Cru Military,

meets periodically with chaplains, pastors, and parachurch ministries to collaborate on enhancing impactful, life-on-life ministry to the military community across the NCR.

Air Force Deputy Chief of Chaplains Brig Gen David Cyr was the keynote speaker for the fourth annual NCR Summit Conference last fall at Joint Base Andrews. Nine active duty chaplains, local pastors and other leaders of sixteen civilian churches, parachurch ministries, and a large number of lay volunteers discussed ways to utilize their areas of strength to support military personnel and their chaplains. Leaders and attendees agreed to continue working on collaborative efforts and promoting best practices while staying in communication with one another—all undergirded with prayer.

Panelists at the NCR Summit were Fred Butterfield, Phil Wright, Patrick Kihui, Cyr, Don Sampson, Joe Ludwowski and OCF field staff rep Bill Hudspeth.

There are plans for follow-on meetings this year, where we hope to build on the enthusiasm and momentum from the NCR Summit. ✚

—MAJ Bill Law III, United States Army, Retired



DVIDs photo

Much like developing a strategy for battle, transformational leadership starts with articulating a clear and appealing vision.

Six ways to follow Jesus' example and become a transformational leader

By Lieutenant Colonel Gilbert Jacobs, PhD, United States Army, Retired

One of the greatest challenges Christian military officers continually face is how to integrate biblical truths into their professional lives as leaders. This tremendous stewardship responsibility requires a skillful and courageous leadership style that emboldens and guides others towards accomplishing goals in ways that honor God: transformational leadership.

Transformational leaders help people understand the purpose, objectives and values of an organization by articulating a clear and appealing vision. From both a practical and biblical perspective, transformational leadership inspires, develops and empowers followers; it also hones our leadership skills so we become better leaders.

There is no greater example of a transformational leader than our Lord and Savior, Jesus Christ. During His mission on earth, Jesus provided a powerful model to follow of transformational leadership. His loving obedience to the Father and abundant love for His followers is clear, “the Son of Man came not to be served but to serve, and to give his life as a ransom for many” (Matthew 20:28). When we emulate Jesus' leadership, we become more like Him. And that's what our time on earth is all about.

Here are six ways we can follow Jesus' example and become transformational leaders.

1. Articulate a clear and appealing vision.

Transformational leaders strengthen the existing vision, or build commitment to a new vision of what the organization could accomplish and become. While commanding Alpha Company of the 1st Battalion, 504th Parachute Infantry Regiment, a training mission had us parachuting into Panama and securing a portion of the Panama Canal's locks. To communicate the mission and vision of our company's actions, we used a large sand table model of the drop zone and canal locks when giving orders. We successfully accomplished the mission.

Meeting with people directly to explain the vision and answer questions is more effective than other forms of

communication. Jesus did this by communicating visions of the future directly to His disciples and by interacting with them (Matthew 16:13-28; 20:20-28; 28:18-20; Luke 24:46-49; John 13:1-17).

2. Explain how the vision can be attained.

Leaders must articulate a clear, credible and compelling strategy for attaining the vision, which is most likely to be persuasive when it is unconventional yet straight-forward. Jesus explained how the vision toward salvation was going to be attained in Matthew 16:21. When Jesus rose from the dead and visited His disciples after the third day, His followers became convinced that Jesus was the “real deal” and that the vision was attainable.

3. Act confidently and optimistically.

The leader must demonstrate self-confidence and commitment to the vision. Those you lead are not going to have faith in a vision unless you act with confidence and optimism. Fort Benning’s Airborne School instructors exude self-confidence in parachuting. These wonderful airborne sergeants’ confident actions and optimism have inspired thousands of men and women to become paratroopers. Jesus demonstrated His self-confidence and commitment to His Father and the plan of salvation when He went to Jerusalem and allowed Himself to be crucified on the cross.

4. Express confidence in followers.

Those you lead must be confident in their ability to achieve the vision, which you inspire by expressing confidence in them. I noticed how the Ranger instructors always reminded us of Army Rangers’ superb prowess and tactics. Their confidence in us as we mastered the tough training fueled our confidence to become Army Rangers! Expressing confidence in Peter even after he betrayed the Lord, Jesus reinforced His call on Peter’s life and his part in God’s plan of salvation, “Blessed are you, Simon son of Jonah ... I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it” (Matthew 16:17-18).

5. Lead by example.

A vision is reinforced by leadership behavior that is consistent with it. Exemplary leaders influence subordinate commitment by setting an example of exemplary behavior in day-to-day interactions—especially in dangerous, unpleasant or controversial situations. While a recon platoon leader, we encountered enemy soldiers in a bunker complex. My main squad leader immediately deployed his squad and then led the assault that caused the enemy to flee their bunkers. His courageous, dramatic actions inspired the rest of the soldiers to join him in the assault. Even unto death, Jesus consistently set the example of obedience to God the Father by demonstrating His loving care for others: healing the sick, feeding the hungry and dying on the cross for them.

Exploring biblical leadership

Christian leaders have accepted Christ as Savior and intentionally surrender to Him as Lord. See John 1:12 and 3:3,16; Romans 10:9-10; James 4:7-8; Revelation 3:20

Christian leaders are grounded in the Bible and believe it is the Word of God. See 2 Timothy 3:16-17; Hebrews 4:12; Ephesians 6:17

Christian leaders apply their knowledge and practice obedience. See James 1:22; John 14:21; 2 Corinthians 10:5

Christian leaders exercise faith. They move beyond intellectual belief to dependency on God. See Hebrews 11:1, 6; 2 Corinthians 4:18 and 5:7; Matthew 8:5-13; Proverbs 3:5-6

Christian leaders communicate with God. See Matthew 6:9-13; Mark 11:24; James 1:5-8; 1 Thessalonians 5:16-18, Philippians 4:6-7; 2 Corinthians 4:16-18

Christian leaders are relationally oriented. They are approachable, consistent and considerate. See Mark 1:14-18; John 4:4-26; Ephesians 4:15, 29

Christian leaders are consistent in their walk and applying God’s principles. See Hebrews 5:14; Romans 12:1-2; Galatians 5:22-26; 2 Peter 1:5-9

Christian leaders are committed to continual growth in their new life in Christ. See Galatians 2:20-21; 1 Timothy 4:8; Hebrews 5:11-6:3; 2 Corinthians 3:18, 1 Peter 1:6-7

6. Empower people to achieve the vision.

Essential to transformational leadership is empowering others to achieve the vision. This means delegating authority for decisions about how the work will be done and providing adequate resources for subordinates to carry out the tasks for which they will be held accountable. Just like in the Airborne, when a leader is assigned as parachute operation jumpmaster, that leader is the commander, with command authority over that airplane’s paratroopers. Jesus also empowered others to achieve the vision, doing so by telling his disciples in Acts 1:8 that when the Holy Spirit came upon them they would become powerful, life-changing witnesses for Him. ✝

About Gil

Gil, a 1968 USMA graduate, served in Vietnam as a rifle and reconnaissance platoon leader and as a rifle company commander, 4th Infantry Division. He was also an Army Ranger School instructor and later held numerous command and staff positions. After retiring in 1992, Gil was a vice president and controller for a steel construction and related companies, earned an organizational leadership doctorate degree at Regent University, and was an organizational leadership graduate program professor and director at Mercyhurst University until his 2015 retirement.



David Chang photo

Major David Chang, HIARNG (right), presents an award to the combat team he led as the military intelligence company commander. A servant leader inspires, transforms and supports others; thinks of others before themselves; and is humble, confident and trusting of others.

Perspectives on servant leadership

By OCF Communications Department

The term “servant leadership” evokes a varied range of impressions as to what that really means, looks like, and how it plays out in real life. At first glance, the seemingly incongruous servant leadership concept appears especially contrary in business settings or military circles where typically bosses lead, employees serve.

Adding to the misperception of servant leadership is how it’s primarily portrayed in many Christian circles: Jesus washing the feet of His disciples (John 13:1-17). Says LTC Bryan Groves, USA, “Since we don’t really understand servant leadership, we sometimes suggest that Christian officers should do the same—or imply that generals should clean bathrooms. I think that perspective skews what Jesus intended: anticipating and meeting a real need of His disciples, even when it’s an unpleasant task.”

Servant leadership, “is not being a servant nor simply being a leader, but a combination,” said Bryan. “Whatever you call it, all leadership should be about accomplishing the mission, while taking care of your people and making the unit/family/organization better along the way.”

LTJG Rachel Christensen, USCG, says, “A servant

leader inspires people to follow them because they genuinely care about their people. Real leadership has nothing to do with a position you hold. It’s about your character. Do you inspire others to follow you, or do you demand them to?”

COMMAND magazine asked Bryan, who’s finishing up a degree as a SAMS Ph.D. Fellow at Duke University, and Rachel, of the Ninth Coast Guard District office, Cleveland, OH, for additional reflections on the topic of servant leadership:

What is servant leadership?

Bryan: Servant leadership is characterized by prioritizing, anticipating and meeting others’ needs by using the resources granted by your position. A servant can use time and talents to meet others’ needs, but doesn’t have

the same access to organizational resources to meet individual needs nor to affect change on a broader scale that leaders do. Military, family, business, and government leaders have resources. But they don't always view their jobs as looking out for the needs of individuals and the organization that could be met with those resources. Instead, they can be distracted by meeting their own ambitions, which is antithetical to Jesus' direction to His disciples in Matthew 20:24-28. As my brother-in-law, a Mexico City pastor, says, "It means humility, concern for people, investing in creating a winning team around you, and not worrying about being the MVP."

Rachel: My definition of servant leadership—B.A.M. (be a man)—was developed while at USCGA. This sounds strange coming from a woman, but what I mean is that when we work to become the man or woman God created us to be, and emulate the life and characteristics of Jesus Christ, we will ultimately be a servant leader. Jesus was the greatest leader ever. In just three years of ministry he started a faith that some 2,000 years later has more than two billion followers. People follow servant leaders because they trust them and they are inspired by their vision and commitment to their people as well as the mission.

What are characteristics of a servant leader?

Bryan: In a godly sense, connection to God is primary. Vision and obedience are secondary because they follow from that connection. Through connection—or close relationship—God reveals how to join Him in what He's already doing. When that revelation involves a vision of peoples' needs and how to meet them, and leaders obey God's prompting with resources they already have or He makes available, they are being servant leaders.

Rachel: Two key characteristics are confidence and humility, and may sound contradictory to some, just as servant leadership does. While confidence is necessary to both positional and servant leadership, humility is the foundation of servant leadership. It's been said, "Humility is not thinking less of yourself, but thinking of yourself less." Having confidence doesn't contradict being humble because humility doesn't require you to downplay the gifts you've been given.

Your model of servant leadership?

Bryan: From my experiences—both as a leader and with those who led me—the model includes ensuring our troops get good food without interruption, despite having to lead a convoy through dangerous territory all night. Prioritizing missions to protect and help local people, despite enemy attacks. Sometimes it means fighting unpleasant bureaucratic challenges to use the unit's money to best equip and train soldiers—even if on staff. At home, a servant leader means fighting for my family in prayer. Equipping my kids: to love God and people, and with the life skills for work and play.

Rachel: I make it a daily priority to interact with and

Thoughts for Young Officers: 3 Cs of Leadership

In a 2009 article for COMMAND magazine, former USNA OCF field staff rep CDR Tom Thompson, USN (Ret.), outlined three Cs that create a framework for thinking about, developing, and maintaining a humble but effective servant attitude as a leader. Here is an excerpt of that article:

Competence

Be the best leader you can be, not to impress men but to glorify God. If your men and women respect you and see you living with joy, they will want to be with you and follow you. Your troops want to know that you are reliable when they are following you in harm's way. Know your job, do it well, and help others do the same. Promote the recognition of others, especially those who work for you. Set your standards high. Challenge and train your people to both reach and keep them. Work with those who struggle with their performance. Help others succeed.

Courage

Courage is rooted in our relationship with God and in His promises. As closeness and confidence in Him grow, we are less intimidated by the pressures of life and more confident in His power and presence. Officers are routinely faced with dilemmas and temptations that will test their integrity. Christian officers must be constantly alert, checking their motives. Moral courage rests in a relationship with God that does not allow us to be ruled by our fears. Never be ashamed of who you are in Christ.

Caring

Caring for your troops is generally acknowledged as an important aspect of military leadership, but its practice often gets lost in the face of competing goals and requirements. When the motives of a leader's heart are self-serving, caring for others becomes a secondary concern. Don't get so focused on job performance or your reputation that you miss the people. Remember you are Christ's ambassador and people are the mission.

On the web: Read the full article online at ocfusa.org/articles/thoughts-young-officers

get to know the people I supervise. In return they have given me their utmost respect and have willingly followed me into some not-so-pleasant tasks.

Share a time when someone modeled servant leader qualities to you.

Rachel: I was on the verge of losing my job for something I had no control over. Though everyone that knew of my situation thought it was unjust, there was no grace in the regulations to cover me. My XO and second CO did everything in their power to help me. They believed in me, equipped me to fight, and inspired me to trust and follow them. I never doubted that they wanted what was best for me. I have complete respect for them and would gladly serve under them again if the opportunity ever arose. 🙏



Puget Sound OCF photo

One of the numerous OCF small groups meeting together for Bible study and fellowship includes this lunchtime gathering of Army officers at Joint Base Lewis-McChord, WA.

Is God calling you to lead a small group?

By OCF Communications Department

Since its inception, the heart of OCF has been the small group fellowship. For those who have never led a small group, the prospect of starting such an endeavor might appear daunting and overwhelming given the busy lifestyle of those in the military.

However, with the right amount of prayer and preparation, the small group can be a place where deeper connections and fellowship can be forged with other believers. We reached out to two OCF small group leaders, LTC Tom Matelski, USA, and Lt Col Jim Wamhoff, USAF, and asked them to share their insights on starting and effectively leading a small group.

Jim credits Tom Austin's "patient" work on him while he was a USAFA cadet that inspired Jim to start leading small groups in 1999. Tom Matelski's leadership was launched in 2007 after encountering OCF's small group ministry at Fort Leavenworth through Tom Schmidt.

What are some tips for starting an OCF small group?

Tom: Be available. God will provide the people to

attend if you are willing to step out in faith and tithe your time to God and to others.

Jim: The most important thing: know who you want to serve and what you want to accomplish. Your audience and purpose will impact your preparation and influence the expectations you set for the group, whether starting a deployed Bible study in your unit, a workplace study over breakfast/lunch, or a couples Bible study.

How do you decide what to study?

Tom: Be flexible to the group's experience and spiritual walk. Not everyone is ready to jump into deep theological discussions from the start. Be willing to grow into a deeper spiritual study. Side conversations and prayer will reveal which way to take the group. The Bible is the best starting point—you can't go wrong!

An OCF small group testimony

This story is not ours, but God working in the hearts of many of His believers.

While I was deployed in late summer 2014, Army orders moved us to Cookeville, TN, so I could start immediately as the Professor of Military Science at Tennessee Tech University.

My cadet battalion sergeant major was a strong believer and restarted a cadet-led OCF Bible study that had disappeared as a cadet club two years earlier. With only two to five cadets attending and no clear leader for the following year, God moved strongly in Julie's heart to take direct action. We both felt a strong calling to spiritually mentor our cadets as a family unit. Through much prayer and discussion, we decided to lead through example and our Bible study became an OCF-affiliated chapter.

We hosted the first OCF meeting at our house in 2015. We were utterly amazed by the cadets' hunger for the Gospel, fellowship, home-cooked food, and time away from campus! We were blessed to have twenty-eight cadets that first night, two of which had never heard the Gospel before. We sang songs of praise, prayed openly, and also made some important decisions. The cadets elected leadership positions and we also decided that this would be a cadet-led club with Julie and me assisting as advisors.

It has been truly amazing to see God's work done. We meet from 1800-2000 on the second and fourth Wednesdays of each month during the academic semester, once at our house and once on campus. Food is a critical part of every meeting, as long as "it isn't pizza." We break bread and fellowship for the first hour. The second hour is the spiritual meat and consists of singing a few songs compliments of MAJ Daniel Evans (APMS) and his wife, Kimberly, a quick devotional, and prayer request closeout.

A Leader's Heart by John Maxwell resonates with the cadets as a devotional. We look forward to God's leading and harvest this next academic semester!

—LTC Stephen and Julie Peterson, USA

Next steps

- > Find an OCF Group at ocfusa.org/find-ocf
- > Sign up to receive our monthly *LeaderTouch* email by contacting comms@ocfusa.org
- > Download our free *Leading Effective Small Groups* booklet at ocfusa.org/articles/leading-small-groups

Jim: I used to agonize over this, but my rule is that I'm characterized by simply studying a book of the Bible. And I'm open to a book study once a year, such as Francis Chan's *Crazy Love*.

What role does time management play?

Tom: Always start and finish on time. Extra time for fellowship afterward is awesome, but it must be optional.

Jim: Workplace and family studies need to stick to a schedule. Deployed, not so much. If I have a really chatty group, I'll set the alarm on my watch or phone to keep me honest. I've even printed an order of events and made copies to hand out.

Do you use ice-breakers?

Tom: Ice cream socials and BBQs work well, but also a simple introduction game.

Jim: I learned about the question of the week (name, where are you from, what's your favorite cereal, soda...) and have never tried anything else.

How do you incorporate prayer time?

Tom: Start and end in prayer. We like to have a time of communal prayer, but also a prayer time focused on guys and gals separately. We also exchange prayer cards.

Jim: Always the last five to fifteen minutes. Have a regular member keep a prayer journal for us. And I try to send PCSing or separating members out with prayer and laying on of hands.

What are some challenges you've faced?

Tom: People that monopolize time with personal concerns or the same issues. While we ask them to limit their sharing during Bible study, we also offer to meet individually afterward or during the week. We don't want to shut anyone down, but still manage our time well.

Jim: Denominational issues have surfaced a few times, but you can never go wrong if you "go to your brother..." (Matthew 18:16). Other rules of engagement include using Scripture to interpret Scripture and check your rank at the door.

What advice do you have for new or prospective local leaders?

Tom: God will provide. And always search for someone to raise up as a future leader or handy on-the-spot leader in case someone gets sick.

Jim: I use a NavPress book for every study and start with Colossians. Colossians is focused on Christ, helps establish a Christ-centered tone for the group, and is relatively easy for a mature believer to facilitate while still accessible for a new believer. It ensures that everyone will be exposed to the Gospel from the get go.

Describe the best things you've experienced in small groups.

Tom: The long lasting friendships that result. We've spent a lot of time crying and laughing through both great and troubled times. But we know that God put us together for a reason.

Jim: Whether celebrating Christmas at Yokota, having a shrimp boil in Pensacola, or a cheese party at Minot—our OCF group has been our extended family. We've celebrated birthdays, weddings and homecomings, mourned at funerals, welcomed new friends, and said "farewell for now" to old friends. The Lord has used OCF to bless us in our family. We've been equipped, trained, encouraged, prayed for, led, served and loved well by OCF. Much, if not most, of OCF's impact in our life has been in the small group context, where the rubber meets the road. 🙌

Read the entire interview at: ocfusa.org/articles/small-group-qa



APSU OCF photo



Tom Schmidt photo



Georgetown OCF photo

Austin Peay State University Army ROTC OCF—Tennessee

TOP: A continual blessing to me—OCF team leader Greg Lane (left) reports of the eight cadets pictured here who attend the Army ROTC OCF group at APSU, “This is the strongest it’s been in the over twenty years I’ve been here.” These future military leaders and their mentor, a retired Army officer, are examining the apostle Paul’s life through a study of the Book of Acts.

Kaneohe Bay Marine Corps Base — Hawaii

ABOVE LEFT: Encourage and support—This OCF group of Marines, meeting on Tuesday nights for Bible study, typifies the heart of one of OCF’s core competencies: small group fellowships. On

hand to visit and encourage these defenders of our freedoms were OCF’s director of field operations Tom and Jean Schmidt (Jean is second from right, back row).

Georgetown OCF —Texas

ABOVE RIGHT: Three-weeks, 1,000-miles—On a recent road trip, OCF’s executive director, Brig Gen David Warner, USAF (Ret.) (right) and Chris Blake (back row), director of ministry advancement, were “most encouraged and blessed by so many wonderful people who love OCF,” such as this OCF group outside Austin, Texas. The OCF home office directors visited five homes and over twenty-five people. Future planned trips include California, the Midwest, and New York City.



Colorado Springs OCF photo



Tom Schmidt photo



Clay Thomas photo

Colorado Springs OCF, Colorado

TOP: Essential, authentic biblical fellowship—OCF is a relational ministry, comprised of hundreds of small group fellowships, such as this group in Colorado Springs. Studying God’s Word and participating in various fun activities are key to a deep, meaningful fellowship with Christ and with one another.

Schofield Barracks, Hawaii

ABOVE LEFT: Spiritually encourage one another—Hosted by MAJ Eric and Leigh Gust (Eric was away on a military training mission at the time), this OCF Bible study is comprised of married couples and singles. The group meets on Tuesdays and has studied the Book of Psalms.

NAS Chase Field OCF (Texas), Spring Canyon

ABOVE RIGHT: Amazing time in our lives—The NAS Chase Field OCF group from the early 1970s gathered for a reunion where they shared fond memories together and praised God for His blessings “through children, grandchildren, and the ups and downs of life.” OCF’s Spring Canyon Conference Center served as the setting for the event, where over meals and various activities they reflected on how God used that OCF group to prepare them for their lives in the Navy and beyond. Attendees included Bart and Irene Talaasen, who spearheaded the event, and Clay and Marty Thomas, who said, “We highly recommend the venue of reunion to other OCF local fellowships.”



Spring Canyon photo

An RMH group ascends the rugged terrain in the Collegiate Peaks of Colorado to a peak above 14,000 feet.

Using outdoor adventure as a teaching tool

By OCF Communications Department

Leadership and discipleship are key components of two ministries at OCF's Spring Canyon Conference Center. We asked Lt Col Heath Wharton, USAF (Ret.), Program Director/Outdoor Leader at Spring Canyon, to discuss Rocky Mountain High (RMH) and Father Teen Adventure (FTA).

COMMAND: RMH uses “adventure-based learning and fellowship to encourage future leaders to live out their Christian faith within the military community.” Can you explain how that works?

Heath Wharton: During RMH, we pair cadets and officers with seasoned Christian mentors against the backdrop of some amazing wilderness settings for the purposes of sharpening one another, spending time in the Word, and discussing the challenges that lay ahead for Christians in the military today. Throughout Scripture, it is evident that Jesus had a practice of retreat, prayer, and study, followed by robust discipleship. He used wilderness experiences to form powerful spiritual analogies in the lives of his followers. That's the experience we intend to replicate for RMH attendees.

C: What makes RMH such a special program for molding young military leaders?

HW: It's hard to single out a particular element—the entire experience is amazing! The mixture of seasoned Christian leaders who

have “been there, done that,” along with incredible wilderness vistas, adrenaline-filled activities that appeal to young leaders, solo time on a mountaintop—the whole RMH experience is special and uniquely suited to those young Christian leaders who aspire to challenge themselves and live out their faith in the military.

C: What's new for this summer?

HW: We intend to keep the physical elements of the program while focusing on increasing the spiritual impact for participants. Primarily, we hope to increase the Christian identity and the sense of belonging within the family of OCF.

C: What do RMH participants (particularly first-timers) need to know before arriving for RMH?

HW: Primarily, the most important thing to be aware of is that we are at 9,000 feet elevation. Your usual water intake is not enough here. Hydration prior to arrival is key to enjoying the program, as we'll also be climbing 14,000-foot peaks. We have gear checklists available on the RMH website, and you can always contact us via the website contact form with your questions.

C: FTA is specifically designed for fathers to build, repair, or re-establish solid, biblical relationships with their teenagers. How does the program do this?

HW: In today's fast-paced world, well-

intentioned fathers can miss important milestones in their relationships with their children. FTA is an opportunity to focus upon and nurture those relationships with an entire week of activities and special moments orchestrated to give you that time with your teen. Our staff is here for you and your teen, providing amazing adventure activities, quiet moments, and fantastic meals. We even facilitate those quiet discussions that you've probably missed out on as you've worked to serve your family. The program works in amazing ways because it creates a space where we as fathers can fulfill God's intent for building healthy relationships with our children.

C: Anything new for 2016?

HW: We are offering an additional father-daughter period, bringing the program totals to three father-son and three father-daughter offerings this summer. Bring a tender heart, a passion for adventure, and an intent to connect with your Father in heaven, your father on earth, or your teen! 🏔️

ON THE WEB

Sign up for a session and get information on dates, rates, and more at the RMH and FTA websites.

> Rocky Mountain High: RMHbv.org

> Father Teen Adventure: FTAbv.org



Lieutenant Junior Grade Rachel Christensen

UNITED STATES COAST GUARD

Came to OCF: Introduced by Jim and Carolyn Groves during my cadet swab summer in 2009.

Involvement in OCF: Active in the USCGA chapter all four years at the academy, privileged to serve as the vice president under Hank and Betsy Teuton's guidance. Attended Spring Canyon's Rocky Mountain High with my younger sister—an amazing experience.

Why OCF for me: Through the OCF ministry I came to have a real relationship with Jesus Christ. Because of the Groves' and Teutons' devotion and mentorship, I finally got what it meant to have a relationship with and surrender my life to God. OCF's membership crosses the globe, yet when you meet a fellow member—instant friendship.

What's on my iPod: I love Country music, especially Josh Turner! Some other bands I enjoy are Rend Collective, Bethel Music, and Jason Gray.

What's on my bucket list: Sky diving's next!

Most memorable/exotic places visited: Cordova, a small fishing town in southeast Alaska. You have to take a plane or boat to get anywhere. It rains a lot, but when clear, it's the most beautiful place you'll ever see.

Best advice given you: "Tango on!" In any circumstance Betsy Teuton used to tell us this. It's based on the *Dance with God* poem, which beautifully portrays dancing's intricacies of one partner leading and the other following. In the word "guidance" is broken up into "God, You and I dance."

Life Bible verse: I love Hebrews 12:1-3 because of the analogy of life to a race. As an athlete I can easily relate, and often think of life as a tough mudder. Life is messy, filled with exhilarating obstacles that often cause pain. But we keep moving forward, focused on the finish line.

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Home office address: OCF, 3784 S. Inca St., Englewood, CO 80110-3405
 OCF website: www.ocfusa.org Phone: 303-761-1984 Fax: 303-761-6226
 Toll Free 800-424-1984 e-mail: ocfdenver@ocfusa.org
 Publisher/Editor: Michael.Edwards@ocfusa.org
 Managing Editor: Karen.Fliedner@ocfusa.org
 Senior Graphic Designer: Josh.Jackson@ocfusa.org


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