

LOE #2, *Amplify the Guardian Spirit*, focuses on unleashing the creativity, innovation, determination, and patriotism of our force.

The Guardian Spirit is a collective representation of what it means to be a member of the Space Force. It describes the most positive attributes of our workforce and distinguishes us as a separate service. Individuals who embody the Guardian Spirit will thrive in the Space Force; those without it will struggle. Like all ethereal ideas, the Guardian Spirit is easy to recognize yet difficult to explicitly define. At a minimum, those who exhibit the Guardian Spirit share three core traits, which we will expand upon in the forthcoming *Guardian Handbook*.

- *Principled Public Servant*. Guardians who exhibit the Guardian Spirit are principled members of the profession of arms who embody the values of character, connection, commitment, and courage. Selfless public service is the foundation of our organization and the source of the trust the American people place in the U.S. military.
- *Space-minded Warfighter*. Guardians who exhibit the Guardian Spirit are committed to defending the nation, protecting its interests, and defeating its enemies. They have a deep understanding of space operations and are experts in fielding and employing space capabilities against a thinking adversary.
- *Bold and Collaborative Problem Solver*. Guardians who exhibit the Guardian Spirit are bold and collaborative problem-solvers. They engage with, analyze, and debate new ideas and perpetually challenge the status quo. When presented with a problem, they have the courage and persistence to experiment, fail, learn, adapt, and innovate. They are primed to seize and exploit the initiative and comfortable empowering subordinates to act.

Amplifying the Guardian Spirit starts with taking care of Guardians. We will continuously enhance our military and civilian personnel management processes endeavoring to ensure they are transparent, predictable, and professional. As expected of a new service, we have not reliably hit this mark in the past so we will work hard to improve. Furthermore, I expect leadership teams at every level to showcase and reward the Guardian Spirit and suppress activities that undermine it. To do this, we will empower Guardians through the unabated implementation of mission command and establish new avenues for Guardians to share their challenges and innovations. These expectations derive from one core principle: *Guardian talent and expertise is our most important operational advantage*.

Our Nation benefits from a strong Space Force and the Space Force is strongest when Guardians thrive. The health and vitality of our organization depends on our ability to attract, develop, inspire, empower, and retain service members and civilians who exhibit the Guardian Spirit.

Semper Supra!

B. Chance Saltzman

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