



Cornerstone Spouses Workshop

Attendee Packet

Fall 2022 (23-1)

Welcome to Cornerstone

Welcome to the Cornerstone Spouses Workshop! We appreciate you taking time out of your already busy lives to travel to Quantico to attend Cornerstone with your Marine. It is not lost on us how much coordination it takes to take time off work, take time off classes, arrange childcare, plan carpools or to travel from overseas! We appreciate all the efforts it took to get you here today. Thank you.

To be clear on the objective of the week–We are not here to teach you how to be a Command Team spouse! You are already that spouse. We are here this week to add to your skill set, to provide you with more tools, more connections, more resources to aid you in a successful command tour with your Marine.

Cornerstone is a time to stop, think, and consider just what the role of the CO or Senior Enlisted spouse means and looks like for you. For each of us, it will look different! And it should as we are all different human beings. There is no right or wrong answer when it comes to being you. As you listen to the presentations and participate in the small group discussions, we hope you will clarify what that role may look like for you.

We intentionally selected classes that will benefit you personally and professionally, as well as in your Marine Corps life. We encourage you to remember this and consider each unique perspective as you attend these classes.

This week also offers time for discussion and reflection with your Marine without the pulls of everyday life – time to define your intentions going into command and what this looks like for you as a team.

As with many things in the Marine Corps, the Cornerstone Spouses Workshop is run entirely by volunteers. The workshop takes place twice a year and planning is a continuous process. We take all the feedback provided by our attendees and make adjustments with each session. Our committee is a dedicated and committed team of experienced spouses who bring a variety of talents to make Cornerstone a meaningful week. They continue to adapt and evolve with all the changes and challenges presented to put together a quality program in an ever-changing world! I would like to take a moment and thank Jennifer Johnston, Ryan Mangrum, Enid Randall, and Kate Griffin for all of their hard work and dedication to this program. In addition, we have wonderful advisors who provide us with support and guidance to ensure we deliver a quality program to you. Thank you to Mrs. Donna Berger, Mrs. Stacie Black, and Mrs. Susan Iiams.

On behalf of the Cornerstone Spouses Workshop Committee and our advisors, I hope that you have a fulfilling week at Cornerstone. We encourage you to keep your mind open and be receptive to new thoughts and ideas. Be excited about the journey that you and your Marine are about to embark on and may this be your best adventure yet.

All my best,
Jennifer Butler
Program Coordinator

Cornerstone Spouses Workshop

Committee Members

Mrs. Donna Berger

Advisor

Mrs. Stacie Black

Senior Enlisted Advisor

Mrs. Susan Iiams

Advisor

Jennifer Butler - Program Coordinator

spouses.workshop@gmail.com

3D Battalion 12th Marines, Okinawa - O5

Ryan Mangrum - Sr Enlisted Spouse Lead

VMFA-314, Miramar, CA - E9

15th MEU, Camp Pendleton, CA - E9

Manpower Plans & Policy Division, Quantico, VA - E9

Kate Griffin - Sr Enlisted Spouse Lead

MAG-29, MCAS New River - E9

Recruiting Station Atlanta, GA - E9

1st MAW, Okinawa - E9

Training and Education Command - E9

Enid Randall - Officer Spouse Lead

CLB-31, Okinawa - O5

CLR-37, Okinawa - O6

Jennifer Johnston- Facilitator Coordinator

1st Battalion, 8th Marines, Camp Lejeune, NC - O5



The History of Cornerstone

Established at the direction of Commandant Mundy in 1993, the Cornerstone Spouses Workshop plays a vital role in enhancing the Marine Corps Family by preparing spouses to function well within a command team. The Workshop was developed as a result of the success of the Cornerstone Commanders Course, which was "stood up" in 1991. Like the curriculum of the Marine Course, the Spouses Workshop emphasizes leadership team building and prepares attendees for their roles as valuable members of a command team.

Importantly, the Spouses Workshop curriculum is not designed to preemptively answer all possible questions, provide predetermined choices for participants, or instruct spouses how to act in particular circumstances. The Workshop is instead intended to present issues and concepts that commanders, sergeants major, and their spouses can discuss; to give spouses ideas and options for developing solutions to problems; and to provide an opportunity to interact in an atmosphere of support and encouragement.

The logo is a circular seal with a red five-pointed star in the center. The star has a white outline and a small yellow flame-like shape at its base. The seal's border contains the text "COMMANDANT'S" at the top, "COMBINED" at the top right, "CORNERSTONE" in the middle (partially obscured by the star), "COMMANDERSHIP" at the bottom left, and "COURSE" at the bottom right. Inside the seal, there are several stars and a central emblem.

Cornerstone Spouses Workshop

Purpose

The Cornerstone Spouses Workshop aims to prepare spouses of slated commanders and sergeants major for their roles as team members within the command. The goals are to present issues and concepts that commanders, sergeants major, and their spouses can discuss; to give spouses ideas and options, and to provide them an opportunity to interact in an atmosphere of support and encouragement.

Defining Your Role

There is no single, best way to describe the position of the CO/SgtMaj spouse. There is not specific job description or requirement because it is YOU who designs your level of leadership commitment during your spouse's command tour.

There are many ways in which you can be active. Some spouses go all-in and involve themselves in every aspect of their spouse's command. Others pick and choose a few things to get involved in. There are also spouses that choose for whatever reason to not get involved at all. Your level of involvement will depend on what you and your spouse agree upon as well as your own goals and priorities for this role. Opportunities may include, but are not limited to:

- Providing leadership to the Command Team
- Assisting with the planning of events
- Joining a base spouse club
- Volunteering in the community

One thing is for sure, in your new role you are suddenly more visible. What you do and say is of interest to the people in your unit and community. You could be seen as a role model, an expert, the one responsible, a problem solver, or any number of things positive or negative. Unfortunately, it is hard to please everyone and make everyone like you. Always work through challenges with your spouse or seek the help of a trusted mentor who can provide you with insight.



Workshop-Day One

Learning Objective:

What talent of yours do you plan to leverage in your time as a
Command Leadership Spouse?



CORIE WEATHERS, LPC

AUTHOR, SPEAKER, &
CLINICAL CONSULTANT

SPEAKING

Highlights

NATIONAL MEDIA APPEARANCES

The **Today Show**

GLOBAL ORGANIZATIONS

- Global **USO series** "You're Leaving Again?"
- The **American Red Cross**, Washington, DC
- Association of United States Army (**AUSA**)
- **MilspouseFest** (TX, CA, NE, & Global Virtual Events)
- **InDependent Wellness Summit**, Host

MILITARY

- (**DOD**) Department of Defense, Relationship Summit
- (**DOD**) Military OneSource, Keynote Speaker
- Misawa Air Force Base, **Japan**
- **Marine Commanders** Conference, Quantico, VA
- (**USASOC**) 75th Ranger Regiment, 160th SOAR(A), 4th PSYOPS Group & more
- (**JSOC**) Spouse and couple's events

Author

SACRED SPACES

My Journey to the Heart of Military Marriage

**GOLD MEDAL FOR BEST
RELATIONSHIP/MARRIAGE**,
Living Now Book Awards
Foreword **INDIES Book of the
Year Awards** – Finalist
Midwest Book Awards – Finalist



BIO

Corie Weathers, licensed professional counselor (LPC), is a sought-after speaker, consultant, and author of the award-winning book **Sacred Spaces: My Journey to the Heart of Military Marriage**. Corie has focused her career for the last 20 years as a clinician specializing in marriage, military and first responders, the service culture, and its impact on families.

She has traveled to Turkey, Iraq, Afghanistan, and the Persian Gulf to visit troops and report on deployment conditions with Secretary of Defense Ash Carter and has taught service families across the globe, including Japan.

Nicknamed "**#Coriespondent**", Corie consults on military and first responder culture, produces content through interviews and videos, emcees events as well as facilitates meaningful and productive sessions and retreats for families on how to live, lead, find purpose, and build relationships using their natural talents.

Her Lifegiver Podcast provides encouraging content and inspirational interviews to service families and marriages.

Contact Me

corieweathers.com
life-giver.org

Social: TW/IG/FB: @CorieLPC
info@corieweathers.com



Dr. Paul J. Voss

President, Ethikos

Dr. Paul J. Voss is President of Ethikos and an Associate Professor at Georgia State University. A gifted public speaker and award-winning teacher, Dr. Voss teaches courses on Shakespeare, Dante, Machiavelli, Business Ethics, Renaissance Literature, and the History of the Book. He publishes on a wide variety of topics (for both academic audiences and for the popular press) and regularly appears on television and radio programs.

His work on business ethics, sustainable development, and corporate stewardship builds on 2500 years of intellectual history. His dynamic seminars, coupled with a compelling and thought-provoking curriculum, receive among the highest evaluations in the industry.

His clients include the FBI Labs, General Electric Energy, ASCLD, British Petroleum, the Home Depot, PotashCorp, the Federal Railroad Administration, Carlson School of Management, Georgia Institute of Technology, Fairmount Minerals, Galls Uniforms, and many others. He is currently completing his next book, *Loved or Feared: Paradigm Shifts and the Rejection of Machiavelli*.



Paolo G. Tripodi, Ph.D.

Professor of Ethics/Head of Ethics Branch
Lejeune Leadership Institute



Contact Information

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Email:

paolo.tripodi@usmcu.edu

Areas of Interest: Military
Ethics

Education

Ph.D. International Relations, Nottingham Trent University, UK
M.A. International Relations, University of Kent at Canterbury, UK
Post graduate diploma in journalism, Free University of International Social Studies, Rome
B.A. Political Science, University of Messina, Italy

Biography

Paolo Tripodi is Professor of Ethics and Ethics Branch Head at the Lejeune Leadership Institute, Marine Corps University, MCU. He served as Professor of Strategic Studies and Director of Regional Studies at the Marine Corps War College. From 2003 to 2009 he was the MCU Donald Bren Chair of Ethics and Leadership. In 2002 he served as an Ethics fellow at the US Naval Academy in Annapolis, MD. From 1999 to 2003 Dr Tripodi was a Professor of Defense Studies and the Director of the Defense Studies program at the Catholic University of Chile, Santiago, Chile. From 1997 to 1999 he was a Senior Lecturer in Security Studies at the Nottingham Trent University, Nottingham, UK. Dr Tripodi trained as an infantry officer and received his commission with the Italian Carabinieri upon graduation from the School of Infantry and Cavalry in Cesano, and the Carabinieri Officers School in Rome, Italy.

Dr Tripodi is the editor with LtCol Connelley, USMC of *Aspects of Leadership: Ethics, Law and Spirituality* (Marine Corps University Press, 2012). He is the editor with Dr. Wolfendale of *New Wars and New Soldiers. Military Ethics in the Contemporary World* (Ashgate 2011). He is the author of *The Colonial Legacy in Somalia* (Macmillan 1999) and of several refereed articles some of which were published in *Marine Corps University Journal*, *The Journal of Military Ethics*, *International Journal on World Peace*, *Small Wars and Insurgencies*, *Security Dialogue*, *International Peacekeeping*, *Low Intensity Conflict and Law Enforcement*, *Medicine, Conflict and Survival*, *International Relations*, and *The Journal of Strategic Studies*. Dr Tripodi's chapters have appeared in several books.

Dr Tripodi is a graduate in Political Science, University of Messina, Italy. He holds a post graduate diploma in journalism from the Free University of International Social Studies, Rome, Italy. He holds a MA in International Relations from University of Kent at Canterbury, UK, and a PhD in International Relations from the Nottingham Trent University, UK.



Workshop-Day Two

Learning Objective:

To understand the relationships within the command and how they are all inter-connected.





Marta DeVries Sullivan

Marta is a Virginia native and Marine Corps spouse of 20 years. She graduated from the University of Virginia with a degree in Philosophy and currently works as the Director of Engagement and National Military Expositions for the Marine Corps Association. She is mom to four boys and a recently retired Marine Reservist. Marta loves to volunteer to help her community, build friendships, and help her children thrive in school. She has been a part of school PTOs, a classroom volunteer, a family readiness volunteer, a volunteer for spouses' social organizations, Sunday School teacher, a part of Camp Lejeune Leadership Seminar, and has volunteered with Cornerstone. She believes military families are integral to the Marine Corps mission and enjoys participating in projects that provide community support.

Together with her family she has lived in Quantico (x3), Camp Lejeune (x3), Okinawa, and Bahrain. She has been an advisor to the Command Teams of Battalion Landing Team 3/8 (26th Marine Expeditionary Unit), 26th Marine Expeditionary Unit, Task Force 51/5th Marine Expeditionary Force, and Training Command.

In her spare time, she loves to work out, read, is a mediocre golfer and chef/Uber driver for her boys, and enjoys traveling-especially for Girls' Weekends!

If you'd like to connect with Marta you can reach her here!

 martasullivan@gmail.com  [Marta DeVries Sullivan](#)  [Marta.Sullivan](#)

Dr. Ranjay Gulati

Unit Head of Organizational Behavior Unit, Harvard Business School

Ranjay Gulati is the Jaime and Josefina Chua Tiampo Professor and the Unit Head of the Organizational Behavior Unit at Harvard Business School. He is an expert on leadership, strategy, and organizational issues in firms. His recent work explores leadership and strategic challenges for building high growth organizations in turbulent markets. Some of his prior work has focused on the enablers and implications of within-firm and inter-firm collaboration. He has looked at both when and how firms should leverage greater connectivity within and across their boundaries to enhance performance.



Professor Gulati is the Chair of Harvard Business School's Advanced Management Program. He has directed several [executive education programs](#) on such topics as Building and Leading Customer Centric Organizations, Leadership in Turbulent Markets, Managing Strategic Alliances, and Sustaining Competitive Advantage. He is also active in custom executive education. He has received a number of awards for his teaching including the Best Professor Award for his teaching in the MBA and executive MBA programs at the Kellogg School where he was on the faculty prior to coming to Harvard.

His most recent book, *Principles of Management* (Cengage, 2013), is a primer on the fundamentals of management that provides a new overview of the field using contemporary examples and cases. In his book, *Reorganize for Resilience: Putting Customers at the Center of Your Organization* (Harvard Business Press, 2009), which was a finalist for the George Terry Best Book in Management Award, Professor Gulati explores how "resilient" companies—those that prosper both in good times and bad—drive growth and increase profitability by immersing themselves in the lives of their customers. Based on more than a decade of research in a range of industries including manufacturing, retail, professional services, media, information technology, and healthcare, the book uncovers the path to resilience by showing companies how to break down internal barriers that impede action, build bridges across divisions, and create a network of collaborators. His previous book, *Managing Network Resources: Alliances, Affiliations, and other Relational Assets* (Oxford University Press, 2007), examines the implications of firms' growing portfolio of inter-firm connections. He demonstrates how firms increasingly are scaling back what they consider to be their core activities, and at the same time expanding their array of offerings to customers by entering into a web of collaborations. He has also co-edited a book on leading sustainable change that looks at how organizations overcome internal barriers to change in embracing sustainability programs and also co-edited two books that focus on the dynamics of competition in emerging technology-intensive industries.

Professor Gulati is the past-President of the Business Policy and Strategy Division at the Academy of Management and an elected fellow of the Strategic Management Society. He was ranked as one of the top ten most cited scholars in Economics and Business over a decade by ISI-Incite. The Economist, Financial Times, and the Economist Intelligence Unit have listed him as

among the top handful of business school scholars whose work is most relevant to management practice. He has been a Harvard MacArthur Fellow and a Sloan Foundation Fellow. His research has been published in leading journals such as *Administrative Science Quarterly*, *Harvard Business Review*, *American Journal of Sociology*, *Strategic Management Journal*, *Sloan Management Review*, *Academy of Management Journal*, and *Organization Science*. He has also written for the *Wall Street Journal*, *Forbes*, *strategy+business*, and the *Financial Times*. Professor Gulati sits on the editorial board of several leading journals and was a co-editor of a special issue of the *Strategic Management Journal* on *Alliances and Strategic Networks* in 2000 and another special issue on *Organizational Architecture* that appeared in 2012. He also guest-edited a special issue of the *Academy of Management Journal* on Relational Pluralism in 2014.

Professor Gulati advises and speaks to corporations large and small around the globe. Some of his representative speaking and consulting clients include: Abbott Laboratories, Aetna, Allergan, American Tower, Bank of America, Bank of China, Baxter, Berkshire Partners, Boston Scientific, Caterpillar, Clifford Chance, Credit Suisse, Ford, Future Brands, GE, General Mills, Henkel, Hitachi, Honda, Hospira, IBM, Levi Strauss, LaFarge, Lockheed Martin, McGraw-Hill, Merck, Metlife, Microsoft, Novartis, Ochsner, Qualcomm, Rockwell Collins, Sanofi Aventis, SAP, Seyfarth Shaw, St Jude, Target, Unilever, and White and Case. He has served on the advisory boards of several companies and has appeared as an expert witness in business litigations.

He has been a frequent guest on CNBC as well as a panelist on several of their series on topics that include: the *Business of Innovation*, *Collaboration*, and *Leadership Vision*. Professor Gulati holds a Ph.D. from Harvard University, a Master's Degree in Management from M.I.T.'s Sloan School of Management, and two Bachelor's Degrees, in Computer Science and Economics, from Washington State University and St. Stephens College, New Delhi, respectively. He lives in Newton, Massachusetts.

Sergeant Major Kirkby Biography

Sergeant Major Kirkby reported to Marine Corps Recruit Depot Parris Island, South Carolina in October 1995 for recruit training. Upon graduation, she reported to Disbursing School, Camp Johnson, North Carolina in 1996. Later she was assigned to 1st Marine Logistic Group in Camp Pendleton, CA. She worked as a Pay and Separations clerk where she was meritoriously promoted to the rank of Corporal.

In May of 1999 she was promoted to the rank of Sergeant and soon after reported to Drill Instructor school. After graduation she was assigned to Oscar Company, 4th Battalion. Her billets included Drill Instructor, Experienced Drill Instructor, and Series Gunnery Sergeant. During this tour she was meritoriously promoted to the rank of Staff Sergeant.

In May of 2004, Sergeant Major Kirkby was then assigned to 2nd Marine Logistics Groups as the Company Gunnery Sergeant for Headquarters Company. She deployed in Support of Operation Iraqi Freedom to Al Taqaddum, Iraq in February 2005 through February 2006.

In April 2006, Sergeant Major Kirkby received orders to Quantico, VA, as the Travel SNCOIC. Soon after checking into Disbursing she went to serve as an augment at Officer Candidate School. After the summer cycle was complete she was then reassigned as permanent personnel. She was promoted to the rank of First Sergeant in 2010.

In January 2011 Sergeant Major Kirkby was assigned to Communications Company, Combat Logistics Regiment-17, 1st Marine Logistics Group, Camp Pendleton, CA. Approximately a year later she was assigned to Headquarter Company, Combat Logistics Battalion-1, 1st Marine Logistics Group where she deployed in support of Operation Enduring Freedom to Camp Dwyer, Afghanistan. Upon return she was assigned to Support Company, Combat Logistics Battalion-1.

In February 2013 Sergeant Major Kirkby was assigned to Instructional Training Company, Support Battalion, Recruit Training Regiment MCRD, San Diego for duty as the Company First Sergeant. In September of 2015 she was promoted to her current rank of Sergeant Major and assumed the billet of Support Battalion Sergeant Major.

In January 2016 was assigned to Marine Medium Tiltrotor Squadron (VMM-161), MAG-16, 3rd Marine Aircraft Wing as the Squadron Sergeant Major. While there she deployed with the 15th Marine Expeditionary Unit as the ACE Sergeant Major. In November 2018 she was assigned as the Regimental Sergeant Major for Combat Logistics Regiment-17, 1st Marine Logistics Group Camp Pendleton, CA. In June 2021, Sergeant Major Kirkby assumed her current duties as the Manpower Management Sergeant Major.

SgtMaj Kirkby holds a Masters in Human Relations from The University of Oklahoma and a Doctorate in Social Work from University of Southern California.

Sergeant Major Kirkby's personal awards include the Meritorious Service Medal (three gold stars), the Navy and Marine Corps Commendation Medal (one gold star), the Navy and Marine Corps Achievement Medal.



Workshop-Day Three

Learning Objective:

Did you learn any new tools or ways to successfully connect across the generations?

Notes: _____





Workshop-Day Four

Learning Objective:

Name three of the top resources you had access to this week that you see yourself utilizing to support your Marines and Families.

Mr. Stephen Young Bio



Stephen Young
ICO Insight Education Systems
29 Eagle Rock Way
Montclair, NJ 07042

Stephen Young is the Senior Partner of Insight Education Systems, a management consulting firm specializing in leadership and organizational development services. As a recognized leader and foremost expert in this field, Mr. Young frequently consults with senior executives and management teams of Fortune 500 companies.

For more than a decade, Steve has been a featured speaker at business conferences worldwide. He is much sought after for his powerful and engaging presentation style. His widely acclaimed seminar *MicroInequities: The Power of Small™* has been embraced by over 20% of Fortune 500 corporations in 35 countries, in every region of the world and is being touted by corporate America as the new paradigm for diversity and leadership. His work has been published in numerous business articles and recognized in a wide range of business publications, including *The Wall Street Journal* and *Time Magazine* and *Harvard Business Review's* Management Newsletter. His program was also featured by Oprah Winfrey in two issues of her "O" Magazine.

McGraw-Hill published his top-selling book, *Micromessaging: Why Great Leadership is Beyond Words*. As former Senior Vice President and Chief Diversity Officer at JPMorgan Chase, Mr. Young managed the firm's diversity strategy worldwide. Under his leadership, the company garnered numerous awards for its diversity initiatives, including the Catalyst Award, *Fortune Magazine's* Top 50 Companies for Minorities Award, the Best Companies Award from *Working Mother Magazine*, and *Diversity, Inc Magazine's* designation as the #1 company for diversity.

Prior to joining JPMorgan Chase, Stephen was Vice President for Diversity with Merrill Lynch. He is a former staff member of the Rutgers University Graduate School of Management, has served on the Diversity Committee for the United Way of America and as an Advisory Board member to the Rev. Jesse Jackson's Wall Street Project. He is the former Chairman of the Securities Industry Association's Diversity Committee, and Board member of Scholastic's Alliance for Young Writers and Artists. Additionally, he served on his local Board of Education.

Anneke Vandenbroek, Ph.D., ABPP

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(she/her)

Dr. Anneke Vandenbroek is the Senior Vice President and Clinic Director for The Stephen A. Cohen Military Family Clinic at Easterseals, located in Silver Spring, MD. Dr. Vandenbroek oversees the clinic operations while following evidenced-based practices. She is an Army veteran who brings more than 20 years of experience working as a psychologist with a specialization in military and veterans. She has a special focus on treatment of trauma and PTSD, Depression, and Anxiety, and holds certifications in Cognitive Processing Therapy, Prolonged Exposure Therapy, and Cognitive Behavioral Therapy.

Dr. Vandenbroek also holds advanced training and 20 years of experience providing clinical supervision, assessment and management of suicide risk, and group therapies. In her career she has provided clinical supervision to over 100 psychology trainees who went on to serve military populations. She is also trained in trauma-informed couples therapy, and has training in Gottman method couples therapy and Emotionally Focused Therapy. She holds a Doctorate in Psychology and Masters in Psychology from Nova Southeastern University.



The Steven A. Cohen
Military Family Clinic
at Easterseals



The Semper Connected toolkit is a compilation of resources starting with a web based social roster building tool for **military spouses**, **service members** and **family members** to help create social connections. Additionally, Semper Connected hosts virtual socials providing a web based platform where Marine Corps spouses can connect. The Semper Connected toolkit was created by Marine Corps spouses with support from Marine and Family Programs.

Where to Find Us: <https://usmc-mccs.org/connected/>



Resources Include:

- Semper Connected and PII Virtual Training
- How to create [social rosters](#) (for spouse groups, AD sports teams, running clubs, meal trains, etc.)
- How to make personal [phone calls](#) to spouses and family members
- [Welcome letters](#), email and Newsletter templates
- [Social Media Best Practices](#)
- Semper Connected [Best practices](#)
- Frequently asked questions
- Installation specific **Resource** guides <https://usmc-mccs.org/help/>

To schedule a training or ask questions?? Please contact us at semperconnected@gmail.com

Resource related questions?? Contact Marine and Family Programs at hqmc.upfrp@usmc.mil



Semper Connected Workshop

November 1st @ 11a & 7pm EST

[Join Zoom Meeting
https://us02web.zoom.us/j/3401295071](https://us02web.zoom.us/j/3401295071)



*Join our
Facebook Group* →

JOIN US!!

**Learn new ways to get families
and spouses connected with the
Semper Connected Toolkit
and
find quick access to a wealth of
resources!**





Workshop-Day Five

Learning Objective:

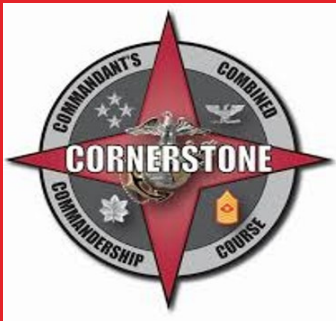
Who did you meet this week that will continue to serve as confidants/friends/mentors beyond your week here in Quantico?

Pride Quotient Survey III

	Almost never	Occasionally	Frequently
1. I am resistant to receiving help from others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have unresolved conflicts with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am reluctant to tell others I am wrong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am offended when others correct me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am unwilling to yield to others, even with the most minor of issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am upset when I am not recognized for my achievements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I am jealous when my peers are successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Others consider me standoffish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I am self-conscious in public, overly concerned about what others think of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I remain stoic when overwhelmed by either sorrow or joy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. When meeting new people, I spend more time telling about myself than asking questions to learn about them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. When someone tells a personal story, I begin to think about the story I want to tell, rather than listening carefully to the story being told.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I have trouble remembering other people's names.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I overlook the handicapped, the elderly and small children.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I have material possessions just to impress others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Notes: _____





Reference & Resources



Recommended Reading List

Micro Messaging, by Stephen Young

Grit, the Power of Passion and Perseverance, by Angela Duckworth

Intelligent Disobedience: Doing Right When What You're Told to Do Is Wrong, by Ira Chaleff

The Fearless Organization, by Amy Edmondson

Willpower: Rediscovering the Greatest Human Strength, by Roy Baumeister

The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People, by Gary Chapman

Blind Spots: Why We Fail to Do What's Right and What to Do about It, by Max Bazerman

Out of Character: Surprising Truths About the Liar, Cheat, Sinner (and Saint) Lurking in All of Us, by David DeSterno

Drive: The Surprising Truth About What Motivates Us, by Daniel Pink

Call Sign Chaos: Learning to Lead, by Jim Mattis

SAMPLE

Change of Command/Relief and Appointment Timeline

No two Change of Commands or Relief and Appointments look exactly alike. There are many factors at play that can affect how a change in leadership takes place within a unit. The intention of this sample timeline is merely to get you and your spouse thinking and talking about what to consider as you plan for this career milestone.

Pre-Change of Command (COC)/Relief and Appointment (R&A):

Approximately two months before COC/RA:

- Timing Issues: Connect with the current CO/SgtMaj spouse, usually initiated by the outgoing spouse and sometimes facilitated by the Marines.
- Questions you might ask about unit:
 - How many Marines/Sailors/Spouses/Family Members are in the unit?
 - How many active volunteers are there within the unit?
 - Ask about past social events for Single Marines & Sailors/Spouses/Families
 - Ask about how the unit is communicating with Marines& Sailors/Spouses/Families (Ex: Facebook page, newsletter, direct emails, etc.)
 - Ask about the base, general area if you have not been stationed there before
- Be respectful of the current spouse and their timeline as they are often planning a PCS move
- Consider and discuss with your spouse the extent and expectations of your role within the command
- Think about who you may invite to the ceremony

The COC/R&A Ceremonies:

- Typically, the outgoing CO/SgtMaj leads and initiates the planning process
- If there is a post COC/R&A reception planned, the cost is usually, but not always split between the outgoing and incoming CO/SgtMaj
- Review COC/R&A etiquette; when to stand, sit, place your hand over your heart, etc.
- Think about some of the finer details:
 - Season, location, time of day and how they affect what you will wear
 - Children - If you have young children, will you need help?
 - Photos

Now that you are in command/have been appointed:

- Initiate contact with the CO/SgtMaj spouse, XO spouse, volunteers, advisors, and the DRC/URC if you have one in place
- Connect! - watch, listen and learn the flow of the unit and start to build relationships within it
- Clarify roles/responsibilities/volunteer opportunities

- Take any necessary trainings for the roles within the unit that you may assume- OPSEC, PII, LINKS, Command Team Training
- Get a Calendar of Events and familiarize yourself with what is coming up within the unit and on base
- Ensure that you have been added to any distribution lists to receive unit and event information
- Explore opportunities to connect with Marines/Sailors/Spouses/Families within the unit

Midway through Command/Appointment:

- Now that you have had some time to learn about the unit, meet people and participate in some unit events it is time to check-in and reevaluate the goals you and your spouse had set for your time as unit leaders
- Continue to think about how to connect with Marines/Sailors/Spouses and Families; How will you continue to recruit volunteers and appreciate them for their service to the unit

The last few months of Command/Appointment:

You may or may not have a spouse to turnover with at your outgoing COC/R&A. If you do, please think about the following:

- Begin creating a turnover file and include successful events, volunteer lists, previous event flyers, anything that could be of use to the incoming CO/SgtMaj Spouse to help them get a feel for the unit
- Contact the incoming CO/SgtMaj spouse only after that connection has been made between the Marines
- Discuss plans for the COC/R&A
- Consider planning an event to thank the unit volunteers who served during your command
- Change is inevitable, but it is not always welcome - Be positive in any discussions with members of the unit about the incoming CO/SgtMaj

Post Command/Appointment:

- Transition out of the unit gracefully
- Be aware it can be a challenging time as your spouse transitions from to command to resume "normal" duties
- Enjoy the feeling of a job well done!



Pearls of Wisdom

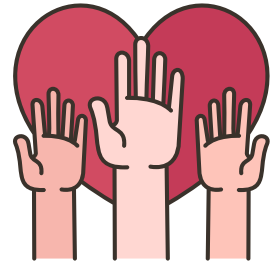
Reflect on these *Pearls of Wisdom* from command spouses that have walked in your shoes.

- Above all, be yourself! If you are genuine, people will feel it.
- Have fun!
- Let other be good at what they are good at. You do not, cannot and should not have to do it all.
- Make an effort to speak to someone new at every event. Try to meet people of all ranks and areas of operation within the unit.
- Write personal thank you notes by hand. Do not use text or email for this purpose. A hand-written thank you note makes people really feel appreciated for their effort.
- Try your best to remember names. It is a small gesture that has a big impact.
- This may sound silly, but there will likely be generation gaps amongst the Marines/Sailors/Spouses and command leadership, and it may be a good idea to read a few good books about it. Stop and consider why somethings work and others do not.
- Look for opportunities to reach out to individuals that may need a "personal touch;" a get-well card, birthday card, a phone call.
- Consider having a personal business card printed with the contact information you are willing to share and have them handy to pass out.
- Be a good, responsible listener. Keep confidentiality and maintain trust.
- Keep volunteers busy and let them help!
- Unit spouses are a wealth of ideas and talents. They just want to be heard, included and feel useful. Find a way to draw them in and let them shine.
- When in doubt about what to do, or how to get involved, just ask, "How can I help support?"
- Prepare your own family with expectations for the time your spouse is in command.
- Rotate times and locations for meetings and events in order to capture as many people as possible.
- Remember, if you do for one, you must/should do for all.
- Familiarize yourself with base and community resources so you can share with others.
- No one is perfect. Everyone makes mistakes.

Encouraging Volunteerism

Volunteers don't get paid, not because they're worthless, but because they're priceless.

~Sherry Anderson



Be Open: Encourage spouses to volunteer in different ways. You may have a spouse that wants to do things from home like paint signs or create digital flyers...use them! Volunteerism creates pride in the unit and promotes camaraderie.

Be Appreciative: Show appreciation to your volunteers throughout the year. Most bases have an annual volunteer appreciation event in the spring, but you can thank your unit's volunteers any time. Kind and simple gestures of gratitude and acknowledgement go a long way.

Be Inclusive: You do not have to rely exclusively on the spouses within the unit to support your Marines, Sailors or fellow spouses. The families of Marines and Sailors within the unit are often looking for ways to help and want to support your efforts to build that camaraderie. Also, single Marines are often leaned on for things like event set up and clean up, which is often necessary. However, many of them genuinely enjoy interacting with children for example and would love to help support activities during something like a unit family day or holiday party.

Build The Program: Encourage volunteers to bring a new friend to each event to help spread the word.

Childcare: This can be a huge challenge. Whenever possible, consider including children. Perhaps the CO can find opportunities to allow Marines/Sailors to go home and watch the children during spouse events.

Encourage Other Volunteer Opportunities: There are many opportunities to volunteer on and off base. Not every spouse can or will want to volunteer with the unit, and that is okay. It is just as important that they feel connected to their greater community as well.

Reward: This responsibility will lie with the CO/SgtMaj and their spouses. Letters of appreciation are always a good idea and are inexpensive. If the command decides to purchase gifts, that cost will rest with the CO/SgtMaj. Regardless of what you decide, the point is to thank you volunteers and show appreciation in some way.



A former facilitator shared this idea. Using a punch card for incentives was a great tool used in an infantry battalion with no volunteers when the CO took command. The CO incentivized the events with the punch cards. The Marine/Sailor would get a half-day off for five events attended by the spouse. Spouses could have their cards punched at the end of the event. Company Commanders would decide when the half-day off could be taken due to training schedules. Single Marines & Sailors were also given the same opportunity by volunteering during unit events. It was a huge success.

Marine Corps Base Resources

MCB Camp Lejeune/New River

MCCS Camp Lejeune/New River:
www.mccslejeune-newriver.com

MCAS Cherry Point

MCCS Cherry Point:
<https://mccscherrypoint.com>

MCRD Parris Island & MCAS Beaufort

MCCS South Carolina:
www.mccs-sc.com

MCB Quantico

MCCS Quantico
<https://quantico.usmc-mccs.org>

MCAS Miramar

MCCS Miramar
www.mccsmiramar.com

MCAS Yuma

MCCS Yuma:
www.mccsyuma.org

MCB Hawaii

MCCS Hawaii:
<https://mccshawaii.com>

MCB Camp Pendleton

MCCS Camp Pendleton:
<https://www.mccscp.com>

MCAGCC Twentynine Palms

MCCS Twentynine Palms:
<https://mccs29palms.com>

MCRD San Diego

MCCS San Diego:
www.mccsmcrd.com

MWTC Bridgeport

MCCS Bridgeport:
<https://mccsmwtc.com>

MCAS Iwakuni

MCCS Iwakuni:
<https://mccsiwakuni.com>

MCB Okinawa

MCCS Okinawa:
<https://mccsokinawa.com>

Navy-Marine Corps Relief Society

<https://www.nmcrs.org>

Semper Connected

<https://usmc-mccs.org/connected/>

USO (United Service Organizations)

<https://www.uso.org>

Military One Source

<https://www.militaryonesource.mil>

A RANGE OF SUPPORT

To Help You **Live** Your Best **MilLife**



Get free and confidential expert help, 24/7.
Call Military OneSource at 800-342-9647 or visit www.militaryonesource.mil.



FAST FACTS

2020

The USO strengthens America's military service members by keeping them connected to family, home and country, throughout their service to the nation.

12.7M TOTAL SERVICE CONNECTIONS WORLDWIDE



8.1 MILLION

Center Visits



4.1 MILLION

Center Program and
Service Participants



392,000

Expeditionary and
Family Program
Participants



17,000

Transition Program
Participants



2 MILLION

Active Donors



30,000

Volunteers



1.6 MILLION

Volunteer Hours



Since 1941, the USO — a private, nonprofit organization — has served the men and women of the U.S. military, and their families, throughout their time in uniform — from the moment they join, through their deployments and as they transition back to their communities.

Today's service members need the care, comfort, connection and support that can only be provided by an organization that is with them at every point of their military journey, wherever they serve.

The USO is continuously adapting to the needs of our men and women in uniform and their families so they can focus on their important mission.

Although the USO is a congressionally chartered organization and works in close partnership with the Department of Defense (DoD), the USO is not part of the federal government.

We are a family of volunteers, sustained by the charitable contributions of millions of generous Americans and united in our commitment to support America's service members by keeping them connected to the very things they've sworn to defend — family, home and country. Our work is America's most powerful expression of gratitude to the men and women who secure our nation's freedoms.

The USO remains dedicated to expanding access to USO centers and programs around the world, increasing annual service connections and boosting transition services for our service members and their families throughout their time of duty. In every corner of the world, our service members will know that the USO is always by their side.



- WHO WE SERVE -

5 MILLION

Active Duty, Guard and Reserve
and their families



- OUR GLOBAL REACH -

250+

USO Locations

7

continents













15















countries











32




states and 1 territory

USMC Uniform and Civilian Equivalencies

Uniform Type <i>Civilian Equivalent</i>	USMC Men	USMC Women	Civilian Men		Civilian Women	
Evening Dress A <i>White Tie</i>	 <i>With white waistcoat</i>			Long black tailcoat with white pique bow tie		Floor length gown, gloves optional
Evening Dress B <i>Black Tie</i>				Single or double-breasted dinner jacket, matching pants, silk bow tie		After 6pm, floor length dress Before 6pm, can be cocktail dress or evening separates
Service A <i>Business Formal</i>				Dark suit with matching jacket and pants, tie, dark socks, dark shoes, appropriate accessories		Suit with matching jacket and pants or skirt, dress shirt or shell, closed-toe shoes

Uniform Type <i>Civilian Equivalent</i>	USMC Men	USMC Women	Civilian Men		Civilian Women	
Blue-White Dress A <i>Formal or Cocktail</i>		 		Dark suit with matching jacket and pants, tie, dark socks, dark shoes, appropriate accessories		Short or mid-calf cocktail dress
Blue-White Dress B <i>Formal or Cocktail</i>		 				
Blue Dress A <i>Formal or Cocktail</i>		 				
Blue Dress B <i>Formal or Cocktail</i>		 				

Uniform Type <i>Civilian Equivalent</i>	USMC Men	USMC Women	Civilian Men		Civilian Women	
Blue Dress C (Winter) <i>Business Casual</i>				Office Settings: Sport coat with open collar, dressy shoes Social Occasions: Slacks with nicer polo shirt, loafers		Office Settings: Suit with coordinated jacket and pants or skirt, dress shirt or shell, open or closed-toe pumps, low heels, or flats Social Occasions: Skirt or capris, blouse
Blue Dress D (Summer) <i>Business Casual</i>						
Service B (Winter) <i>Business Casual</i>						
Service C (Summer) <i>Business Casual</i>						

Uniform Type <i>Civilian Equivalent</i>	USMC Men	USMC Women	Civilian Men		Civilian Women	
Marine Corps Combat Utility Uniform (MCCUU) (MARPAT) <i>Casual</i>				Open collar, trousers or khakis, casual shoes or loafers, shorts or pants Avoid: cut-offs, shower shoes		Capris or shorts with blouse, casual dress Avoid: cut-offs, shower shoes, bare-midriff