

# *R. Gwyn Armfield*

Brigadier General, US Air Force (ret)

## Personal Profile

*Gwyn is a nationally awarded leader and administrator with a 35+ year track record of leadership excellence in the corporate, volunteer, and government sectors. He leads diverse organizations with complex financial budgets in demanding environments by establishing trust and creating a shared vision of success with stakeholders while effectively representing and gaining resources for the organizations he leads.*

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## Leadership Experience

### **Founder and Managing Director: RGA Consulting Group LLC**

- Runs a highly successful national consulting firm providing strategy and planning expertise to C-suite executives
- Consistent growth of client base and profitability each year since inception

### **Author and Speaker**

- Co-author of the 2021 book *Lead to Serve and Serve to Lead: Leading Well in Turbulent Times*
- Teaches corporate, government, and non-profit audiences servant leadership and organizational excellence

### **Chair, Global SOF Foundation's Aviation Industry Committee**

- Three times elected Chairman of the 130 corporate member organization; founded and grew the committee to a position of strong influence; leads the committee's agenda and initiatives to shape Congressional policy; and works to enhance the effectiveness of industry/government partnerships

### **Board of Advisors, Illuminate Corporation**

- One of three Board members directly advising the CEO of a ~\$500M/year global manufacturing and services company on product development, talent management, governance, and corporate acquisitions

### **Adjunct Professor to Joint Special Operations University**

- Mentor and leadership subject matter expert to new US Special Operations Command senior leaders during in-resident, hybrid, and on-line professional education classes

### **Vice Director of Strategy, Plans, and Policy, US Central Command**

- Senior executive leader in an 85k- person organization conducting operations across the Middle East while concurrently serving as an international coalition headquarters for 52 disparate member nations
- Singularly responsible for managing dynamic daily relations with international senior representatives
- Personally interacted with US Congressional staffs to gain \$100M+ of vital off-budget funding
- Led successful US delegation to the Middle East following Presidential meetings at Camp David; negotiated key partnership with multiple Arab nations despite low expectation for success

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## **Deputy Commanding General, Special Operations Joint Task Force and NATO Special Operations Command– Afghanistan**

- Leader of US, NATO, and Afghanistan Special Operations Forces conducting counter-terrorist operations
- Saved a \$1.5Bn aviation program from the brink of failure to a model for success in 11 months
- Diplomatically represented the organization to White House, Congressional, and senior international officials

## **Commander, 24<sup>th</sup> Special Operations Wing, Hurlburt Field**

- Gained approval, money and manpower to stand-up 1<sup>st</sup> ever Air Force Special Tactics Wing and took it from concept to activation in nine months instead of years
- Established effective governance, fiscal procedures, and accountability along with administrative processes for 1,500-person workforce organized into 10 business units spread across 29 locations
- Managed an \$85M annual budget, shaped a \$985M financial plan to include \$205M of physical construction
- Established Department of Defense's "gold-standard" pre/post combat resiliency program for service members/families; actions changed USAF healthcare policy, unit gained 52 personnel positions, \$35M facility

## **Commander, 720<sup>th</sup> Special Tactics Group, Hurlburt Field, FL**

- Led one-of-a-kind Air Force ground special operations formation during height of US combat in Afghanistan
- Managed a 900-person workforce, \$44M annual budget, controlled and accounted for \$400M in equipment

## **Chief of Strategy, US European Command, Stuttgart Germany**

- Designed and implemented a first-of-its-kind "strategy to task" policy framework for US military engagement across Europe, linking \$1.4Bn in US Government assistance money to specific tasks across 42 countries

## **Chief Security Cooperation, US European Command, Stuttgart Germany**

- Restructured 2k- person headquarters for new building partnership mission by conducting manpower study and re-aligning money, personnel, facilities and policies to best accomplish new objectives

## **Fellow, Harvard University Kennedy School of Government**

- Handpicked to attend this one-year post-grad fellowship studying under Dr Joe Nye and distinguished faculty
- Co-authored a Harvard published paper recommending key national security policy changes

## **Commander, 24<sup>th</sup> Special Tactics Squadron**

- Led a 254-person workforce, with a \$15M annual budget, \$250M multi-year financial plan, \$60M in equipment
- Established effective governance, financial, and accountability processes for globally dispersed operations

## **Aide-de-Camp to the Secretary of the Air Force**

- Personal assistant to the leader of the US Air Force; trusted confidant and crucial member of the Secretary's inner-circle; "Unflinching ability to overcome bureaucratic hurdles" and "situationally adept leader"
- Masterful communicator/spokesperson representing the Secretary domestically and internationally

## **In-Resident Student, US Air Force Air Command and Staff College**

- Selected above peers to attend a one-year mid-career leadership development program culminating in a Master of Arts Degree and thesis publication by Air University; recommendations still in use today

## **Director of Operations, 24<sup>th</sup> Special Tactics Squadron**

- Planned and led high-risk, no- fail operations for an elite special operations unit
- Personally briefed President of the United States on unit's success during initial 2001 Afghanistan operations
- Awarded the Air Force's top leadership recognition – *The Lance P. Sijan Leadership Award*

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## **Previous Positions** listed in Air Force Biography

<http://www.af.mil/About-Us/Biographies/Display/Article/611678/brigadier-general-robert-g-armfield/>

## Volunteer Community Leadership:

### **Youth Program Leader at The Heights**

- Leads a tutoring/mentoring program for at risk middle and high school age young men; grew program, recruited volunteers, tutors students 4 hours twice weekly as part of The Heights 501c3 Tutoring Center
- Personally develops/teaches educational plans with focus on preparing students for post-high school success
- Conducts one-on-one career counseling and facilitates scholarships, college/vocational school applications

### **Vice President, Air Commando Heritage Foundation**

- Leads the foundation's local, state and federal grant request program and has launched an economic study to determine the benefits of this new ~30k square foot, \$20M museum project to Okaloosa County region
- Represents the Foundation and coordinates with stakeholders, influencers and government officials at all levels

### **Executive Board, Emerald Coast Military Affairs Committee**

- Creates vision, develops mutually beneficial relationships for community leaders

### **Congressional Nomination Board**

- Interviews and recommends high-potential women and men for nomination to the Air Force Academy, Merchant Marine Academy, Military Academy (West Point) and Naval Academy

## Education

### **Capstone General Officer Executive Leadership Program**

- While in Beijing China during a Capstone international leader exchange, deftly presented US national policy views on the post WWII world-order to Chinese officials

### **Harvard University Kennedy School of Government's National Security Fellowship Program**

- Fully-immersed in Kennedy School graduate level classes and programs; guest lecturer to students and faculty
- Co-authored the thesis "*Winning the Long War: Applying the United States Government's Smart Power in Current and Future Conflicts*" with Fellows John Tien and Todd Desgrossilliers under the supervision of Dr. Joe Nye and Professor Peter Bergen

### **Master of Military Operational Art and Science, Air Command and Staff College, Air University**

- Wrote foundational thesis on post 9-11 air/ground operations "*Joint Terminal Attack Controller: Separating Fact from Fiction*"; nominated for Dean's Award

### **Bachelor of Science in Business Administration, The Citadel**

- Air Force ROTC Distinguished Graduate; held progressive leadership positions in the Corps of Cadets