

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.

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, 24th Special Operations Wing, Hurlburt Field

- Gained approval, money and manpower to stand-up 1st 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, 720th 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, 24th 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, 24th 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