

Meet the AT&L Workforce

Air Force Maj. Dan Ward (left) and Air Force Maj. Chris Quaid (right) are among *Defense AT&L's* most prolific authors. We're often asked, "Who are those guys, and why do they keep writing that weird stuff?" So—deviating somewhat from the regular format—here's the who and the why of two unusual members of the AT&L workforce.



Readers know from your articles that you aspire to be anything from pirates to punk rock stars. What about your day jobs?

Ward. I'm special assistant to Dr. John Bay, chief scientist of the Air Force Research Lab's Information Directorate in Rome, N.Y. I've done everything from risk management to security accreditation to writing requirements to designing and executing a user training program, all under the general heading of program management and developmental engineering.

Quaid. As a space operator with a secondary career field in program management, I've been assigned to the Pentagon Air Staff to work issues involving the future space radar satellite, national space issues, and the intelligence community. Right now, I'm preparing to deploy with the Army in support of Operation Enduring Freedom.

What do you find most satisfying about what you do?

Ward. I love being an Air Force officer, because it gives me the opportunity to be a bit of a renaissance man. I get to do technical engineering stuff along with a lot of public speaking, leadership, writing for publication, and rubbing shoulders with warfighters.

Quaid. I feel fortunate that by serving in the military, I—in some small way—have the opportunity to help set a course for the nation that ultimately shapes our envi-

ronment and standards of living economically, ethically, and socially.

What frustrates you the most at work and in general?

Ward. Apathy, cynicism, and satisfaction with the status quo are probably in my Top Ten.

Quaid. Widespread cultural departure from the rogue entrepreneurial and pioneering spirit that founded this nation in return for risk-avoiding, apathetic methods of operation.

To what do you attribute your success as program managers?

Quaid. Having a bias for action. We could wait for 15 studies, ask for 10 layers of permission, make ourselves feel good with unanimous consensus. But the reality is that we continue to find ways to execute; and even if they aren't perfect, they're still faster, better, and cheaper than waiting for the perfect solution that never will show up.

Any advice for up-and-coming program managers?

Ward. Take risks. It's a new world and a new kind of war (isn't it always?) so don't count on old ways, assumptions, and processes to help very much. You've got two groups to focus on satisfying—the warfighters and the taxpayers—and you might be surprised how closely their interests are aligned. Notice I didn't mention the chain of command?

Your articles often rock the boat. Do they ever get you into trouble?

Quaid. Quite the opposite. We've had a lot of positive feedback—and job offers, too—from some pretty important people.

Tell us something about your early lives.

Attention AT&L PEOs, PMs, Managers, and Supervisors

Do you have an employee you'd like to see recognized in *Meet the AT&L Workforce*—someone who works behind the scenes to support your organization?

Send us the name, military rank (if appropriate), job title, defense agency/Service affiliation, and home or business mailing address, plus the employee's responses to the italicized questions above. Please include your own contact information, and spell out all acronyms. Profile responses may be edited.

Information may be e-mailed (preferably in a Word file) to defenseatl@dau.mil. We will contact you only if your nominee is selected for publication.

Photographs: Only submissions with photographs will be considered. A casual photograph, not a formal bio portrait, is preferred. Submit a high-resolution digital file (300 dpi with a final print size no less than 3 x 5 inches), or mail a traditional photo to the address on page 1. *Photographs cannot be returned.*

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Ward. I did my first magic show when I was 10 years old and worked my way through high school and college doing magic, juggling, and making balloon animals at birthday parties, libraries, hospitals, and restaurants. I've also been a fire-eater for 14 years. *[Editor's note: This is no joke; I've seen the photos.]*

Quaid. I began working at 15 as a gymnastics and cheerleader instructor—great work if you can get it! In college I studied psychology (or something like that) when I wasn't participating heavily in ROTC and continuing to work as a cheerleader instructor.

Finally, writing—especially the innovative kind you do—takes a lot of time. Why do you do it?

Ward. Because it's fun, and because we think we've got things to say that people need to hear. We love incongruity: for example, painting the captain of a pirate ship as a program manager, using punk rock as a model for 21st century acquisitions, telling a fairy tale in a modern voice.

Quaid. In this very serious business, we use humor and draw unexpected parallels to get our points across in ways we hope will be memorable.