

Heather Penney

United States Air Force Pilot, Senior Resident Fellow for the Mitchell Institute for Aerospace Studies
at the Air Force Association

Leading into an Uncertain Future The availability of information has created an insatiable appetite for leaders: better information is equated with better decision-making and better outcomes. Yet leading through change or crises inherently disrupts this model. Leaders can be paralyzed by uncertainty in dynamic and unpredictable environments. Penney shares her experiences and lessons on how leaders can ensure their organizations and people are best prepared and empowered to take action when facing the unknown. *Ms. Penney tailors her speeches to each individual client's needs. She is a charismatic, genuine, and skilled for "fireside chats." She is also a collaborative and dynamic panelist. Additionally, Ms. Penney can speak to:* Future warfare concepts Optimizing Technology and Humans in Future Warfare National Defense Organizational transformation Risk-taking for leaders and organizations Conquering self-doubt and failure Building a culture of empowerment General aviation Women in aviation

9/11: Cultivating the Hero Within Reflecting on her experiences on 9/11, Penney offers a vision of hope, community, and connection for our nation's future as an alternative to the fear and trauma that has consumed our collective consciousness. This uplifting and inspirational future is available to all us and the small, daily choices that each of us makes. Penney provides a specific model that helps audiences understand how we can deliberately cultivate heroism in ourselves, and how we can empower ourselves to be a force for good in our communities.

Building a Mission-Purposed Culture Diversity and inclusion are widely recognized and corporate imperatives but are often resisted as disruptive and arbitrary and villainizing the existing organizational identity and culture. Penney explains through her personal experiences in a fighter squadron how culture is essential to mission performance and high-performing teams, and reframes how we understand the norms, behaviors, and traditions that govern group dynamics. By aligning culture with mission and focusing on purpose, the space for diversity and inclusion is naturally created in a manner that values every team member and empowers them to perform at their best.