



**TRANSCRIPT: INTERVIEW WITH  
DENISE JELINSKI-HALL  
26 NOVEMBER 2012**

QUESTION: What is your job?

DENISE: My primary responsibility is I am the advisor to the chief of the National Guard Bureau on all enlisted matters. Health of the force, morale, education, professional development, anything that touches our enlisted corps, I have to be prepared to provide that counsel and advice to the chief of the National Guard Bureau to train, organize and equip our Soldiers and Airmen of our National Guard.

QUESTION: Why did you join the Air Force?

DENISE: I grew up in a small town, and after high school I got a job that was pretty much, you know, what we did after high school, those that didn't go on to college. And I didn't have the resources to go to college so I got that job in hometown America and I worked in a bank for about five years and I quickly realized that I wasn't going to get promoted or make any more money because people had to die in order for me to move up. And that's not a good thing. So I was working in a bank for about five years, and my girlfriend that I had met through the bank had walked in one day and she happened to be a Soldier in the Army National Guard. She said, Denise you ought to join the Air Force and get out of this town. I had never given it a thought to join the military, although my father was a Soldier in the Minnesota Army National Guard. Never talked about his service. So I really had no idea what my father did. So she talked to me a little bit about joining the Air Force, and she literally took me to a town about 30 miles away to visit with a recruiter. And this recruiter, he sold me hook, line and sinker. He talked to me about being an air traffic controller. And I thought, wow, this sounds really exciting. And he talked about education, travel, serving my country, and it sounded good to me. It gave me an opportunity to kind of get out of small town America and be able to serve my country and go on and do something else. So, within six weeks, I put in my resignation to the bank, I had sold my car, sold my furniture, packed up all of my things and said, see you mom and dad. And I was off.

QUESTION: What did you parents think?

DENISE: My mom and dad were very, very supportive. My dad was excited that I decided on the United States Air Force because he thought that was a better fit for females at the time. I was the first one, of six children, I was in the middle, I was the first, the only one in my family to join the military and move away. That was kind of hard initially, you know, saying goodbye to mom, first time that I was truly away from home myself. I had never been on an airplane before, so it was really an adventure that I was starting off on.

QUESTION: What was the perception towards women in the military then?

DENISE: First of all, through basic training I was in an all-female flight and they put me in a position of leadership right away. I didn't ask for that, but for some reason the TI said, Jelinski, you're going to be my dorm chief. So this was an interesting path right from the very beginning. I had this leadership role. So I came to my first base at Offutt Air Force Base in a very male-dominated career field, air traffic control. There was one other female at the time that happened

to be a tower controller. And, you know, I had never been away from home. I didn't know anything about the military, and to me I didn't come in with any preconceived notions, any stereotypes or anything like that. You were there to do a job, you worked hard, you do what you need to do. But as time went on, I did come to realize that we had to work a little bit harder, prove ourselves a little bit more, even though the standards were the same, we still had to excel in order to move up and advance within whether it was air traffic control or for a senior leadership position or even up in the rank structure, we had to work a little bit harder. But I didn't mind that, you know. I grew up on a farm and hard work, you learned that very early on.

QUESTION: Why did you transfer to the National Guard?

DENISE: I loved serving in the United States Air Force. I really found that that was my niche. But I met this wonderful man who happened to be an active duty Marine. Well, the Marines and the Air Force, you know, you're not stationed together very often, especially infantry and air traffic control. So there had to be a decision made. My husband at the time had been in the Marine Corps for 10 years, very established, and I had been in the United States Air Force for about 2.5 years. So I found a good way to continue to serve was to transfer into the Air National Guard. It allowed me to continue on without any break in service. I found a guard unit that was supposed to be getting air traffic control. Well, they never did and I did have to cross train. And that's the beauty about the National Guard. There are so many opportunities that if one career field happens to be where they were not going to get that mission, there was another opportunity to cross train into another career field, which for me was ground radio operations. And the other wonderful thing about the National Guard is that wherever my husband transferred, I could just go ahead and pick up and join that National Guard unit as well, which is exactly what happened when we left California, Camp Pendleton, we transferred to Hawaii. I was very fortunate to be able to transfer into air traffic control at that time. So it was really an easy transition for me.

QUESTION: Did you even want to fly?

DENISE: Well, I can't say that I really had any desire to fly, because as an enlisted person, if you don't have a college degree you can't become a pilot. Now there were many of my friends that were getting their commercial pilot license, which is a little bit expensive. I had a few opportunities to go up in some various aircraft and it was interesting and I did, at one time, go flying with a friend of mine in a small Cessna-9. He let me take the stick, if you will, and it was exciting. But I really loved being an air traffic controller, being on the other end, if you will, of the microphone.

QUESTION: Did you get to go in a fighter jet?

DENISE: I had a great opportunity. We have different skill levels in the Air Force and when I finished my initial training and was a fully-certified air traffic controller at Offutt Air Force Base, they had a familiarization program where we had T38s stationed at Offutt Air Force Base. And once you got what we call our five level, fully rated, you got a fam flight in a T38. What a thrill. I told the pilot, I said, I don't care if I end up coming out green or holding a little bag, it didn't matter. The fact is that we went up into a block of air space and he said, you know, Airman Jelinski, you have the stick. And he let me control, because we had a block of air space. I certainly wasn't in any danger of hitting anything. And it was just absolutely a thrill. And then, of course, I've had plenty of time riding around in a C-17, a 135, a C-130, even a C2 one time, the Cod. I was stationed at Qatar doing my deployment and I was a combat airspace manager at

the time. The new crew was coming in on the ship in the ocean and they said, okay, we need to send a crew of people to brief the admiral on the airspace. So we flew in the Cod, and we did the tail hook landing and the catapult off the ship. Oh, my gosh. Talk about exhilarating. That was probably one of the coolest things I've ever had the opportunity to do.

QUESTION: Tell me about the enlisted women you worked with.

DENISE: It's interesting that when people talk about the Air Force, the first thing that comes to mind is the pilots, the pilots. The aircraft are not going to go anywhere without the support of the ground crew, and we have many women filling extremely important roles that pertain to the ground crew. Whether that's the flight attendant, the Airmen that refuels the aircraft, the aircraft maintenance personnel, logistics or those that are loading it with the forklift, all of those positions are filled with women. Women serve in a wide range of roles on the ground, air traffic controllers, personnel, finance managers, you name it, we have them serving in the United States Air Force.

QUESTION: It's amazing how many enlisted people it teaks.

DENISE: It's amazing. The enlisted men and women today that are currently serving are the most educated and experienced force that we've ever had. The enlisted members that we have serving in our United States military across all branches would have been the officers of 20, 30, 40 years ago. That's how highly educated and experienced that they are. Even today women serve in other roles as well, in leadership roles. They're serving as communication squadron commanders, mission support group commanders, they're in charge of entire wings and in the National Guard, we also have women serving in the most senior levels of leadership at the state level and at the National Guard Bureau level as well.

QUESTION: Talk about the demands placed upon a family of the military?

DENISE: You know, serving in our military is certainly a privilege and it's an honor. With that comes some hardship, some challenges and sacrifice. That's a given, and that's no secret to anyone, particularly today. We've seen it aired on the TV and different shows and we hear it in the news, we read it in the papers. It's difficult. But men and women today serve with pride and they're brave and they're courageous. But the toll that it does take on the family is a challenge. And that's not only on married people, it's on single people as well. I happened to be a dual military family. My husband was an active duty Marine and I served in the National Guard. So that presented some challenges in itself. I can remember back in 1990 when he deployed. He was on the ship for six months. And back then what did we do? We wrote letters, which is a lost art today. We numbered those letters, because they never came in order. So in order to really know the story and what was going on at the time, we had to number those letters. And when he was deployed what we did was we took a cassette player, imagine that, and we had him read story books on that cassette player so when he left I would sit down with daddy's picture, the cassette player with my daughter, and I'd turn the pages and it would be daddy reading a story to our daughter. Now today communication has changed so much. You've got Facebook, and Twitter, and Skype, and cell phones, and texting and email. Our families are so connected to the forward operating bases today it's unbelievable the differences. But that doesn't mean that the separation is easy, because it's not. It's very difficult. As the family member having that experience with the husband going forward, I worried all the time about his safety, what he was doing and the dangers that he was facing. Not having instant communication, we never knew.

Sometimes we wouldn't hear from each other for weeks on end. They'd pull into a port and if you happened not to be home, you missed that call. Today it's not quite like that. But then him forward deployed, he worried about the house at home, the kids, is the car working okay, you know, did the washing machine blow up or the hot water heater. One of the things that's important to remember and I think it's important to tell this piece of the story, is that today the resources that are available to our family members are unlike ever before. When they come home, in the National Guard, we have what's called the Yellow Ribbon Reintegration program, and it's a wonderful program that connects our military members and the family members to the resources out there for them. Whether that's through the Veteran's Administration, through Military OneSource, through our directors of psychological health, there's a wide array of resources out there that sometimes you just don't know about until you're in that situation. Our active duty brothers and sisters come home to a full-up base. All the resources are there for them. Our National Guard members, Soldiers and Airmen, we don't necessarily come home to a base. They are out in the remote areas of you pick the state, and they're in remote areas. So what does that mean for our members? They don't have access to those things, the mental health, the doctors, the VA, perhaps right there. So, what we have to do, and we do it very, very well, is we partner with the community to find those free or scalable resources for our guard Soldiers and Airmen and their families to help them reintegrate as well.

QUESTION: What are guard members being called upon to do now that they didn't 20-30 years ago?

DENISE: I don't know where we get these young men and women from. They're extraordinary Americans. Since September 11th, 2001, the young men and women that continue to enlist in our National Guard, they know full well that they are going to be deployed into harm's way. It's not if, it's when. But they continue to come and raise their right hand and swear the allegiance to defend and protect the United States against all enemies, foreign and domestic, because the National Guard we have a state and a federal mission. And that's important to know that they are going to be defending here on the homeland as well as going forward. They continue to enlist and re-enlist knowing they're going into harm's way. That's what they sign up for. We are an operational force, part of the total force, active guard and reserve. This is what they sign up to do. They want to go forward and defend our country, their freedom and liberties, for all Americas. And then when the governor calls them here at home, in the case of a hurricane or tornado, a flood, a fire, any natural disaster, they are there immediately rendering aide and confront to those in their community.

QUESTION: Why National Guard opposed to the other services?

DENISE: It's interesting that you ask that question, because for those that don't really understand the National Guard they do wonder that. The difference about the National Guard or our reservist and active duty member is that we are what is called a Citizen Solider, a Citizen Airman. So what does that mean? Let's break it down. The citizen part is that we work in our communities. We live in our communities. That's our home. We work as a fireman downtown, as a police officer, as the doctor, the dentist, the teacher, the bank keeper, you know, those that work at 7-11 or at the local manufacturing plant, the car manufacturing, et cetera. So that's their full-time job, the citizen piece of where they work and live in their communities. And then when called to service, whether it's state or federal, then they put on the uniform and they go and they deploy, whether it's a state mission or a federal mission. Now, sometimes we'll refer to it as

twice the citizen, so what that means is those skill sets in your civilian community, if you're a fire fighter or a police officer or an electrician or a plumber then you put on the military uniform and you deploy to do your military skill. It may be completely different. So you're bringing two skill sets to the fight, which certainly help the capability of mission success.

QUESTION: How dangerous is it for Citizen Soldiers and Airmen?

DENISE: Our National Guardsmen, Soldiers and Airmen, deploy around the globe. We have Airmen and Soldiers all over the world right now deployed, some of them in harm's way and it's no different for a male or a female. The challenges, the dangers, they're the same, regardless of gender. And what's important to know is that today our National Guard Soldiers and Airmen are the best trained, most experienced that we've ever had in the history of the National Guard. They are combat veterans. They've not only deployed once, twice, three times but probably four, five and six times. So they are highly capable, very trained and educated Soldiers and Airmen that in a minute they would be there standing to protect their freedom and liberties for all Americans.

QUESTION: What are your thoughts on what we can do to support these folks?

DENISE: Since the beginning of our Nation, women have been serving in vital roles in the military alongside of the male counterparts, sometimes in disguise. Today we don't have to do that. So what can we do better? You know, we have come so far and we have learned so many lessons from the previous wars, and today we have just incredible medical procedures that are helping our military men and women. You think about the technological advancements, the prosthetics, the changes in military and medical care. I've been to some of the hospitals and have watched our wounded warriors in physical therapy and I'm just astonished at how far and how advanced we have come in the care of our service members. It's absolutely incredible. And not just the physical part, but we also know that not all scars are seen. We have many resources when it comes to behavioral health or psychological health, the mental health piece of it, the post-traumatic stress. I'm just amazed everyday. And there are people out there that aren't necessarily working for the, you know, Veterans' Administration or for a military hospital, in our local communities helping our guard men and women, our Soldiers and Airmen out there in the community, that again, they just want to know how they can help. They willingly volunteer time, give an hour of therapy to help a family. There are resources out there for our men and women when it comes to marriage enrichments, and for our single men and women to go and have some type of retreat as well to help strengthen their relationships, whether it's with a spouse or a significant other or with their family, because it does take time to reintegrate back. That is not an overnight process. And through all the resources with the military treatment facilities as well as our Veterans Affairs, our Soldiers, Airmen, Sailors, Marine, Coast Guardsmen, they have the best care possible. And right now without a doubt, our administration, military and civilian, are committed to ensure that all service members and their families have the very best care possible to reintegrate back to being a full, full, whole person.

QUESTION: When they come back they don't have access to a base?

DENISE: We have remote areas. You think about the state of Alaska, and we have people in very remote areas. There are not bases all over Alaska. When you think about, you know, just take a state, the hills of Kentucky, you've got men and women that are serving in the National Guard that live in very remote areas. I'm a Hawaii guardsman, right? We have islands. There is not a big base on every island. So we have to transport our members back and forth to a base to

receive certain types of care. So if you think about some of our states that don't have a base, where the National Guard is the only military presence, there's not necessarily a base nearby. We have Soldiers and Airmen that commute for hundreds of miles to come to a drill weekend. So those resources of a hospital, a clinic, mental health, all of those things do not exist around the corner for our people. And there's not always a Veterans Affairs or a Veterans Administration that's right next door. So we use a lot of our Tricare in trying to find doctors that will accept Tricare in order for our members to be seen out in the community. It really does present some challenges. So what do we do to counter that? We have strong family readiness groups, and again we partner, we partner and go out into the community and ask some of those, you know, civilian and private organizations to provide that free or scalable care for our Citizen Soldiers and Airmen.

QUESTION: What is the state mission of the National Guard?

JALENSKI HALL: That is one of the biggest differences between the active component and the reserve component, we have the state mission, defense of the homeland. So when you think about, like, for example, Hurricane Sandy, currently today we have about 4500 Citizen Soldiers and Airmen that left their full time job at a moment's notice and came, whether that was to New York, New Jersey, West Virginia, to do whatever they needed to do. If that was to clean up debris, help reestablish communications, restore electricity, hand out food, water, do rescue, we have many of our people doing search and rescue, some of those things that the ordinary citizen just doesn't think about. When you we think about the state emergencies, those hurricanes, the tornadoes, tsunami in Hawaii, the fires that we just had in Colorado; when you see service members in the community, odds are they're National Guardsmen. And they don't even have to be called. When there is a disaster of any type in a state, the National Guard, they don that uniform, they tell the civilian employer I've got to go, and they go perform their state mission. And I have to say that we could not do this without the tremendous support of our employers. So much of what we do falls on their backs. When you think about that small mom and pop store that might only have two or three employees and one of them is a National Guard member, and you take that person out of the mix, that really presents some challenges for that employer. It's not as devastating to the large companies that have hundreds and hundreds of people. If you take out a handful of National Guard Soldiers and Airmen to go perform state active duty, to respond to the flood or the tornado or the hurricane, it's not as noticeable as that small business. But I tell you, our employers, they shoulder that burden as well. And they stand strong, supporting that military member day in and day out. We appreciate so much their support. They're part of what we call that three-legged stool. We have our full time employer, we have our family, and then we have our guard duty. Without that third leg, it's pretty rocky. So that support is tremendously important.

QUESTION: Are there areas of the National Guard that are closed to women still?

JALENSKI HALL: Right now in the United States Air Force and the Air National Guard, 99 percent of all jobs are open to women and men, officers and enlisted. 99 percent. So that tells you that whatever you want to do, you can do it in the Air National Guard. The same is true for the United States Army and the Army National Guard. 66 percent of all jobs are open to men or women, officers and enlisted. Now they are a little bit different, ground component, so not as many positions are open to females in the Army National Guard as there are in the Air National Guard. But I tell you, the opportunities, they're endless. They're absolutely endless.

QUESTION: How closely does the Air National Guard work with the Air Force?

JALENSKI HALL: National Guard members, Soldiers and Airmen, we're part of the total force. When we're forward deployed on a federal mission, in the AOR, we're working side by side with our active duty counterparts. There's no difference. You can't tell a National Guard Soldier or Airman from an active duty Soldier or Airman. The nametape says the same thing. I personally can remember being deployed and I had a colonel ask me a question, and the question that he had asked me at the time, really pertained active duty wise back home, right. So, I gave him my best response, and then I told him, that this is something that I haven't had experience with being in the National Guard, and he looked at me and he said, chief, you're in the National Guard? I had no idea. That is exactly how it should be. Same standards, same qualifications, we are there in the fight right along side our active duty brothers and sisters.

QUESTION: Is the importance of friends or buddies the same in the National Guard as the other branches?

JALENSKI HALL: It is, it is very important. Equally important in the National Guard is to have that battle buddy, that wingman that knows you so well that when you walk in one day, they can look at you and say, what's up today? Something's not right. What's going on? How are things at home? Someone that's in tune to you, they can look you in the eye and ask the really hard questions. And sometimes they are hard questions. But that's where we are today. We have to ask those hard questions, because sometimes it's a matter of life or death. And I've got to be able to ask someone, are you thinking about committing suicide? That's a hard question to ask someone. Particularly someone that perhaps you've grown up with in the National Guard for five, ten, twenty years, that's your wingman, that's your friend on the outside, and now you're being that supervisor, that leader to ask them, well, how are things at home with your spouse? How are things with your children? I understand you just lost your job, are you making your mortgage payment? We've got to be in their business today. It's important to have that battle buddy and that wingman.

QUESTION: What do you think people would know about those kinds of issues and how they can provide support?

JALENSKI HALL: It's not a secret to anyone that serving in the military comes with some challenges. And today we hear an awful lot about some of those challenges. When I think about the men and women that served in World War I, World War II, the Korean War, even the Vietnam War, they came back, and for the most part, they got about the business of life. They went to work, they started a family, and they didn't really talk about their experiences. My father is a Korean War Vet. He never talked about his experiences. But after all the training I've received today, I look at him differently and I can kind of recognize some of the things that may have gone on with him and why he is the way he is today. And it goes to leadership, at ever level. It's not just the senior leaders at the highest echelons of our leadership. It starts with that brand new recruit at basic training. Then when they go to their technical training, to understand what's available to them. Whether that's their first sergeant, the chaplain, a director of psychological health, their wingman, their battle buddy, their friend, someone in the community, it could be their neighbor, we have Military OneSource, we have counselors available, the VA has counselors, there's military doctors available to help our people. And clearly, we recognize and we know that we are not going to save everyone. But we better be able to lay our head down

at night and say I did everything that I can, I asked the hard questions, the tough questions. I made sure that my people knew who to call, what resources were available to them. I recognize the signs and the symptoms and I got them to the help that they needed, and I followed up and I was a part of that solution. We have the best medical care available out there, we have the best resources out there, but it's eye-to-eye leadership, it's involvement, it's connecting with that service member that is the best, the first line of defense for our people.

QUESTION: Is there a homelessness issue in the National Guard?

JALENSKI HALL: Stigma is something that leaders at all levels, military and civilian, are doing all that we can to just bust that. We talk about stigma and I can remember personally as an air traffic controller if you talked about having a mental health issue, oh my goodness, you can't go seek help because that was going to be the end of your career. That is just not the case today. We've had senior leaders at all levels stand up in front of their members and say, I sought help, and today they continue to serve honorably and with pride. I think it's very important for senior leaders to tell those stories. It gives their service members, those below them, permission to do the same. It opens up doors if we share those personal stories. I can tell you, and it's not a secret, my husband doesn't mind if I tell this story, that when you marry into a ready made family, if you will, it comes with some challenges, right? The blended family. I can tell you that had we not sought some marriage counseling back earlier on when we just couldn't figure some things out, and we couldn't, it was tough. Yeah, the ex-laws, the in-laws, and you know, there are dynamics going on there that we just couldn't figure out ourselves. But we said, okay, we have two choices here. We can let this beat us, or we can choose to go and get some help and figure this out. And we did that, not just once, but twice. And fortunately, we're still married today, 25 years later. But had we not done that, we would not be married today. I tell that story. I tell that story to enlisted members all the time, because you know what, it gives them permission to say, well we can do that too, we've got some challenges with our relationship, there are resources out there. We can get the help and continue on to have a very successful married relationship. So it's important that we do those things. Will everyone keep their security clearance? Absolutely not. You may be at risk of losing a security clearance. But I would rather have you lose that security clearance than not have you with us. Each and every one of our military members and their families are important to us. They're important to the mission. We need to keep them here. We'll find them another opportunity, because there are opportunities all over.

QUESTION: You kind of have a dual life going on as a Citizen Soldier.

JALENSKI HALL: We do. As a National Guard Citizen Soldier and Airman, you do have that dual role. And you have to be very mindful of when you're on, you know, state active duty, what that means with the employer. Some employers are incredible and they keep the pay coming because, quite frankly, when you go on state active duty, your pay may be drastically different. You may be a doctor in the civilian sector and then you come on orders and the pay is quite different with your military rank. We've got enlisted members that are doctors in the civilian capacity, but come on orders and they may be a personnelist, they may be a boom operator, they may be the chaplain's assistant, making perhaps E5, E6 pay. There's a significant difference there. So we have to be very mindful of that, and part of being in the National Guard is that tight knit family. We're very very close. We grow up with one another, we spend 10, 20, 30, sometimes up to 40 years together in the same organization. We know each other very well. So

we're there and very mindful of helping each other out. And we do. We have very strong family readiness programs, our Military OneSource people are available, we've got a very strong what we call a J 9 or a family programs type section that is there to help our people all the time.

QUESTION: How interconnected are the National Guards of each state?

JALENSKI HALL: We have the National Guard Bureau, which consists of the Army National Guard, and the Air National Guard, and we have presence in all 50 states, three territories and the District of Columbia. The governor is the commander-in-chief when we talk about day in and day out operations, right. Of course our commander-in-chief on the federal side is the President. So, day in and day out the governor's our commander-in-chief and then the governor places the trust in what we call the adjutant general. It's typically a two star position. Every state has an adjutant general. They ensure the organizing, training and equipping of our Soldiers and Airmen within the National Guard. And we're very connected. We get together regularly with the adjutant general, the senior leadership, both on the Army side and the air side, and then together jointly as well, we stay very well connected through the chief of the National Guard Bureau and our vice chief of the National Guard Bureau.

QUESTION: Women have had to fight for the right to fight. What does that say about their determination?

JALENSKI HALL: What does it mean to me to fight for the right to fight? I've been very fortunate that the women that have gone before me have paved the way. They fought for equality for all women and today the women that serve in the military have that. We stand shoulder-to-shoulder, back-to-back next to our male counterparts. We face the same dangers, the same challenges and the same concerns as our male counterparts do. The women that go forward have a male spouse or significant other and family behind. Same is true of the male counterparts. It's the same. Dignity and respect for all, we all have the same opportunity to serve and we all do so with the utmost of courage and bravery, upholding the standards and the war ethos.

QUESTION: Over 150 women have lost their lives in Afghanistan and Iraq. What does that sacrifice say about service to America?

JALENSKI HALL: Their sacrifice is no different than our male counterparts. One loss of life is too many. One loss is too many. The women that enlist or are commissioned into the United States military today, they know full well that they will be on the battlefield, that they will face the same challenges, and hardships and dangers as their male counterpart. But they continue to enlist, continue to be commissioned officers in our United States military, because they want to serve. They want to have the same opportunity as their male counterparts, and they do. And they serve with bravery, and courage and honor every day all over the world.

QUESTION: What would you like people to know about the men and women that you serve with personally?

JALENSKI HALL: I go back to extraordinary Americans. I just don't know where these men and women come from. And we're talking about women today, but they come from all walks of life, and only in America, I mean, the opportunity is just boundless, it's endless. I think about my own upbringing. I went to a one-room schoolhouse. Little house on the prairie type of schoolhouse, where we had one teacher, and that one teacher taught all grades, all subjects. No

indoor plumbing, right, in this schoolhouse. And here I sit before you today, and I say with utmost of humbleness, as a senior enlisted advisor to the chief of the National Guard Bureau, for 460,000 Soldiers and Airmen across our United States, only in America does that happen. Opportunity is all over. You just have to be ready for it when it knocks on the door. You have to give leadership every opportunity to select you. So, best you be ready when it comes your way.