This research focuses on the concept of systematically engineering a pathway of trust for squadron commanders in the Air Force. Leadership is the most important characteristic that a commander brings to their organization and has a significant impact on the effectiveness of his or her unit. The goal of a commander is to be able to influence their people to achieve a desired end state. In order for a commander to be able to influence an individual they need to have a relationship with that person and the key to that relationship is trust. Specifically, this research focuses on the concept of Swift Trust and how a commander can quickly establish trust with their Airmen. By focusing on the antecedents and outcomes of trust, this research investigates what a leader specifically needs to do in order to quickly establish trust within their unit. This research supports the need for a commander to quickly develop trust with unit members and offers a systematic pathway for building trust. The data highlights and demonstrates the importance of trust within a military organization and what a commander can do in order to quickly earn and maintain the trust of his or her unit.

Research Focus
The focus is on the establishment of Swift Trust between squadron commanders and subordinates. Air Force leaders must act in a decisive manner in order to influence their subordinates. The goal of this research is to identify tools and practices that squadron commanders can utilize to quickly and effectively establish trust within their organizations.

Methodology
Focus groups and interviews were used to gather important primary data regarding Air Force members and their perspectives of trust. The Air Force members were officers (Lieutenants, Captains, Majors, and Lieutenant Colonels) and senior non-commissioned officers. These Air Force members represent a sampling of different Air Force Specialty Codes (AFSC) in order to capture the ideas and sentiments of the entire Air Force. There were three focus group sessions conducted with 7 to 8 Air Force members per session. Following the focus groups, the researcher conducted one-on-one interviews with five different individuals. This provided the ability to further quantify specific tasks that commanders can implement in order to quickly establish trust within a squadron and specific steps that a commander can take to build that trust. The emphasis of these meetings was to establish a Tactics, Techniques, and Procedures (TTP) type document to aid commanders in quickly establishing trust within their units.

Results
Trust can increase the capability of a unit without having to increase their Manning, funding, or physical support. This ability to make a unit more effective without having to spend money, take additional time, or develop additional regulations is highly valuable. Specific steps and focus areas were developed to aid commanders to build Swift Trust. The four prevalent themes and the specific stages that a commander needs to work through to build trust are: engage, connect, serve, and lead. These four steps provide a framework for what a commander needs to do in order to quickly build trust with their Airmen.

Collaboration
PACE, Dr. Jeffrey R. Smith, Executive Director