

Gail June 11, 2011

DDW: Just to give you a little background. I'm trying to find out how people think about evaluation. And so the first question is what does that word bring up for you?

Gail: Well evaluation *reminds me of* inspector generals' responsibility, especially in Berlin in which they were responsible to check every aspect of our operation, from the top-down to the lowest element to see that we are indeed producing the results that the job descriptions call for. That's all the way from the machinist in the shop to the aircraft mechanics, to the operations officers. So the Air Force thinks that's important (*1min*) because, first of all it provides a standardized basis so they can evaluate. The standard basis of the job descriptions and the mission descriptions and goals that every unit had. So the goals and mission statements and job descriptions were carefully determined and rigged to see to it that the basic functions in the Air Force are fulfilled. And the evaluation is actually essential to know if you're on a course *to satisfy the mission*.

It's like the old *saw*, because of the nail, the shoe was lost and because (*2min*) the shoe was lost, the horse was lost and because the horse was lost, the rider was lost. So it goes down to that same kind of detail. It's important, as it is in a mission in any organization, not just the Air Force. It applies across the board. It's a management principle. There have to be standards established to know what people's responsibilities *are*. And *the only* way to do that... (interrupted by a visitor who came in).

Gail: So evaluation is essential. And at all levels, not just the top level or whatever. It has to be at all levels to avoid failure of the system. In the Berlin Airlift, General Tunner was an expert on evaluation and organization. He had a huge board up (*4min*) where we all left and had to go through to get to the airplanes. Everyday he'd have down there how much each squadron did and it certainly improved efficiency of the operation by at least fifty percent because they had a comparative. And you can see that board in my book.

So, evaluation is, if you want progress and if you want order... It establishes order, progress, it determines areas where you can eliminate too. That's the other aspect of evaluation. You can determine what's vital to the operation (*5min*) and eliminate things too; that's crucial. That's where you compete or don't. The only way you can get down to the best price competition is to eliminate those things that are not essential to the product. And that's through evaluation. That's why we have family home evening. We've got to do an evaluation at family home evening too. How're you doing? How was your week? What're you going to do? Monday night say "well did you do it?" It develops the responsibility of the kids. So, evaluation's everywhere. You sit down in a restaurant, and you evaluate the restaurant and then you come back or you don't. It's a part of everyday living. (*6min*)

*Version from notes taken during the interview:*

Reminds me of the inspector general's annual visits to my operations to make sure we're doing at all levels what is called for. AF thinks that is important for establishing a standard basis you can evaluate every unit against. Those goals and mission statements and job descriptions have been established and evaluation is essential to make sure we're on track. Make sure we don't lose riders because nails were lost.

Applies across the board as a management principle to keep things working. Important at all levels to avoid system failures. General Tunner was the airlift expert and he was an expert on evaluation. He had a huge board reporting how much each squadron did. It improved efficiency by at least 50% to have the comparative daily. Evaluation is essential for order, progress, clarifying what can be eliminated. Can determine what to do to compete in a business and to eliminate what isn't essential.

We ought to be doing evaluation in families too- during FHE to develop responsibility in kids. Evaluate restaurants.

DDW: Great! So what I wanted to explore in a little more detail with you in particular was your story. I wonder if you can explore that from an evaluative perspective. So your two sticks of gum story; you don't need to re-tell it but just go through it and talk to me about the evaluations you made as part of that. Maybe back up a little bit. I know, just to prime the pump, that your decision to go to Berlin on your friend's behalf seems to me to have been a huge evaluation, which then led to all the others.

Gail: Yeah I see. Okay. Well when Stalin cut off all the food to Berlin, I was in Mobile, Alabama, flying to South America for the transport operations. (7min) I was single. Alta and I were communicating but we hadn't decided on any marriage plans. They called all the pilots together, Colonel Cassidy, the chief, called everybody together and explained that the Russians had cut off food supplies to Berlin and we needed to have airplanes in the air within twenty-four hours to go to Germany. Here are the crews that were going, and he read off the list that were going. I wasn't on the list, maybe because I was in a different squadron. I was flying bigger airplanes than the C54. I went there to listen to see what was going on. It was exciting.

DDW: So you think you went there because it was exciting?

Gail: Yeah, I went (8min) to the meeting, although I knew I wouldn't be involved because it was fresh and a big world event with a great impact. This was unusual with people being cut off from food. I was interested in everything I could get my hands on. So I went to the pilot meeting, as an interested spectator, to see where my buddies were going to go. And then, when they read out the name of Peter Sowa, it hit a tender chord because Peter Sowa, who wasn't a member of the church but he could have been, was a prince of a guy, a great pilot and a friend and he was married and had two little girls and they were new babies. And he was not there because he was coming back from Panama, (9min) the Panama Canal. His flight would get in that afternoon and he would have to leave the next day.

His leaving the next day was not the exciting thing that made me want to do something. It was because he was a friend. Me and another guy were the only two Mormons in the organization. And he would have us over for chicken dinner when all three of us were there. And his wife would have us over for chicken dinner with them even when he was gone. They were close friends and I knew the attachment and excitement he had when their twins, actually the girls were twins, and how attached he was to his family. And when I heard that I thought (10min) boy Mrs. Sowa won't like this at all. It would be terrible. So I thought, well, I don't have a family here and I need to take Pete's place just because of the family ties that he had and the brand new kids.

I thought about that for a while and I finally acted on it. I did pray about that and thought if that would be the right thing to do or not. And I called her up and told her about his assignment and that I couldn't reach him and I was wondering if she'd mind or if (11min) Pete would mind if I went in his place. She just couldn't talk for a minute and then she said please do it if you can. She said she would appreciate it.

I went to my commanding officer for the position I was in and said I wanted to transfer back to the C54 group and go to Germany. I was still qualified to fly both airplanes. Just for background, we had there in Mobile, twelve of the biggest transports that were available in the Air Force. We had all twelve. They were called the C74. And it was a huge airplane. I was flying that but I was still current in the smaller four engine airplane too. When I went, the commanding officer he said it was alright for me to (12min) transfer if I could get Colonel Haun, who was the commander of the C54 outfit that was going, to say it's

okay for me to go. So, I checked and they said yeah that would be alright. So that's how I got on airlift unit.

DDW: So that sounds definitely like an evaluative experience.

Gail: Yep!

DDW: Well let me just state this and you can correct me but it seemed like you had criteria, we talked about evaluation in terms of criteria, or what you should do. And then you had descriptions of what you were doing and you compared them, right? So you were saying, well I don't have a family, he does. I'm interested in the experience...

Gail: I wanted to help the people of Berlin.

DDW: yeah and (13min) if everybody gives permission and I'm qualified to fly that plane, that's what you were saying...

Gail: Exactly. Exact criteria.

DDW: Did Alta come into it? Did you think, whoa I'm gonna be gone from my girlfriend for a while?

Gail: We were getting nowhere right then and she was talking about some major down in Arizona. And I just thought, well I've got to clear my head and get out of here for awhile. I felt good about that decision and had a feeling of calm about what I was gonna do. So uh, that experience was just like the Inspector General evaluation experience.

DDW: Same kind of pattern, just on a personal level?

Gail: Same thing where you need to be clear on the standard. It's life, just the whole of life.

Summary from notes taken during interview-

At my prompting he described his story about the Berlin airlift from an evaluation perspective. Rehearsed that they were all called together and told about the issues. He wasn't going to be involved but went to the meeting anyway because it was fresh and an issue of global impact. He was in a different squadron. When heard Peter Sowa's name read off to go, it hit a tender spot. Rehearsed his family situation compared to him being single. He wasn't even there to hear his name being read due to being on a flight to Panama and would have to leave the next day. Gail wanted to do something because he was his friend. His wife had him over for chicken dinners and he knew about his excitement with having new twins and felt he needed to do something, especially since he was still single. Felt he should take his place for those reasons. Thought about it and prayed about it and decided it was the right thing to do. Got a calm feeling he should. Called the wife and told her about it and asked if she would mind. She couldn't talk for a minute and then said they really would appreciate it. Went to commanding officer and told him. Gave some background on the C74's they had there. Concluded he was qualified. Said it was okay if Colonel Haun said it was okay. Wasn't in a relationship with Alta yet. So, those were all important criteria that went into it. Just the same really as our inspector general evaluations.

DDW: So what would be the next key evaluation you made then?

Gail: Well the next (14min) decision... I had no control over where I would stay in Germany. Well I did have a choice there! Because of all the people who were coming in, there was no place in the regular barracks and they gave us the choice of sleeping in tents or old tarpaper shacks and so I took the tarpaper shacks. But that was where Hitler's captive autobahn workforce from all the Baltic countries had been staying, along with other displaced persons. These were not conditions I wanted to live in. And I didn't want to live in a tent. So I started looking for alternatives and in the same complex of the tarpaper (15min) shacks was a big old barn. And the bottom of it was filled with machinery. I thought boy, that sure looks a lot better than the tarpaper shacks and for an old farm boy, it was almost like home. There was no place on the main part of the barn to bunk but we saw stairs going upstairs to the attic. The attic was fairly clean! So I evaluated that against the tarpaper shacks and tent and said this

solution's better than the other two. So I went up there and some of my buddies followed me. We drove nails into the rafters to hang cloths on. We stayed there a long time. So that's an example of how I evaluated my living conditions, I evaluated how and where I was going to live. I did have that choice (16min) among a few choices.

From notes taken during interview-

I had a choice even of where I could stay in Frankfurt. I saw tarpaper shacks where Hitler had kept autobahn workforce and knew I didn't want to live in those conditions. Didn't want a tent while working and right in the same complex was a big old barn. Bottom was full of machinery and looked at home for an old farm guy. Saw stairs to attic and evaluated that in comparison to the others and we went up there. Living conditions was an evaluation.

Then the rest of it was pretty regimented as far as where we flew, we had no choice over that and all that stuff was pretty well set out. I went back to Berlin, about the 17<sup>th</sup> of July 1948. I was flying three round trips out of Frankfurt trying to get as much stuff to Berlin as soon as possible. It was hard to get enough crews and airplanes to support them. So we'd fly three round trips I think, in about fifteen hours and then go to bed and do it all over again. So (17min) I came back from Berlin one day at noon and had finished three round trips flying all night. I was supposed to go to bed and start flying again that night. But I thought that... I evaluated the world situation. I thought Stalin was getting a black eye in the world press, which was reporting that he was starving 2 million people. I thought this isn't going to last very long. That was my evaluation of it and I thought, "he can't stand all that pressure and he's going to lose converts." And so in the back of my mind, I thought I've got to (18min) go to Berlin and see it on the ground before he cancels the blockade and sends us all home. They were not going to let anyone go to Berlin to sight see.

So, I planted that seed in my head at least a week before the 17<sup>th</sup> and so when I landed that 17<sup>th</sup> in Rheinmeim and Frankfurt, the sunshine was good, and my buddy, Bill Christian, was parked next to me where I parked my empty airplane. His was filled with dried potatoes and I thought, boy there's my transportation. I had already, several days before, called my buddy who had a management position and had access to a jeep and driver. And he told me if I ever got to Berlin that I could use his driver and jeep to go around and take pictures of the rubble. (19min)

So everything was clicking according to my plan. I had a desire first and a plan; then the moment came. And at that moment, having already thought it through, I said, "this is it." And so I think that was essentially the same process we use in planning family or business decisions. You have a plan of how you're going to do it. And so I just told my crew I would see them later and they should go ahead and sleep so we'd be ready to fly again in 8 hours, then I hitchhiked with my friend.

DDW: Can I just ask? What were the downsides? What were the drawbacks that you considered? I mean you were going to be tired...

Gail: Yeah the biggest drawback was that I'd been flying like mad and I was tired and I said to myself well how can you, (20min) how can you go and come back that night and start flying again? And so I answered that by saying well my co-pilot is well experienced and the crew chief knows all about watching any trouble in the engines and I can sleep in flight on the way to Berlin and all the way home. The co-pilot, I trusted him implicitly. So I worried about that a bit. But knowing and evaluating the performance of my co-pilot, who I'd flown with in Alabama even before, that helped with the base of knowledge in evaluating whether or not I could take that chance.

(21min) And so that was the main thing in evaluating whether or not to do it. And the other thing was that I wasn't sure at the back of my mind what my boss would think about it. But I was so interested in it and I hadn't been able to take any movies there. Very few other people had a movie camera like I did in those days. So a major pusher or driver on that decision was to get on the ground and actually be among the people and see the devastation first hand. And the reason that I couldn't just do that was because we had to fly in over the ruins and land in the airport for just a few minutes. There wasn't time to go anywhere else. You couldn't do that; and so I knew the only way I could do it was to (22min) get to Berlin when there was a time when I was free to do what I wanted to do.

So, those kinds of things went through my mind. And then I thought, well, can I get back in time? and I answered that pretty quick. I had my uniform on and there was an airplane coming back about every ten minutes empty. There'd be no trouble any time I wanted to come back I just had to go into base operations and jump on the next airplane and I didn't have to get a ticket or anything. And so the driver was that I wanted to see firsthand. That was the thing that pushed my decision making along.

So (23min) I went back to Berlin with Bill Christian. And then before getting in the jeep I wanted to get a picture of the airplanes coming over the bombed out buildings and landing with that bad approach. I wanted to see what it looked like from the ground. So I hiked around the inside of the airport, approaching the runway on the opposite end of the field. So that's where I went to take the pictures.

DDW: How long did it take you to hike over there? Was that...

Gail: It was a couple miles. It took me about forty-five minutes to hike around there and that wasn't where the jeep was supposed to go so I couldn't take the jeep over there. (24min) So I just told the driver I'd be back shortly and then we'd go off base and go around the free part of the city. So uh that's how I ended up meeting the kids who were standing on the other side of the barbed wire that separated the airport from the city to keep people from getting on the runway. And I got a good view of the airplanes coming over my head and landing on the strip right behind me.

Summary from notes taken during the interview-

Big evaluation was around 17 July 1948 and we were flying three round trips out of Rhein Main and that took 15 hours and then you'd go to bed and repeat it day and night. One day at the end of my trips I was supposed to go to bed and I thought or evaluated the world situation and realized Stalin was getting a black eye in the world press for starving 2 million people. I figured this wouldn't last very long and he would succumb to world pressure. I thought, I've got to go see this on the ground before he cancels the blockade and we can't go to sight-see. I had thought of that for a week or so. So, when I landed, Bill Christian was parked next to me and I realized this was my transportation. Had called another buddy about a driver in Berlin. I had a desire first and a plan and then the moment came and I decided this was it. I think those all fit with many evaluations we do in all situations.

Biggest drawback to this plan was that I would be tired. I answered that by knowing my co-pilot is experienced, crew chief too; so I could sleep while flying. I did worry about that a bit and hoped we could meet the mission. Evaluating the performance of my co-pilot helped. I had plenty of experience with him. The other thing was I wasn't sure what my boss would think about it but I was so interested and used to taking lots of movies and so the driver was to get on the ground and see the ruins first hand. Couldn't do that when just flying in and out because you couldn't leave your plane then. So, I had to do it when not flying. Other question was getting back in time. I had my uniform on and could jump in any of the empty planes that were leaving every three minutes without getting a ticket or anything.

So, I went with Bill and before the jeep was available, I wanted to get a picture of the bad approach and so I hiked over a couple of miles in 45 minutes. Jeep couldn't come there so I had to hike. Told them I'd be back shortly to go to the free part of the city. That is how I ended up at the barbed wire fence getting a good view of the planes landing behind me.

Gail: So I met the kids and they were so interesting. They spoke school English. I didn't speak any German. Some of them spoke some (25min) English and translated for some of the others. And they were so interesting to me, about fourteen years old. And they were interesting to me because they weren't, they had been through Hitler and saw the results. So they evaluated how they saw the devastation that Hitler brought on their lives, and what led to their current situation, most of them without two parents. Almost all of them without two parents. Some without any parents. And by the way, they could see that Stalin was the same kind of leader, with the same record playing all over again. So, the alternative that they came up with was (26min) that the Americans, British and French were the ones they wanted to be part of their plan. So that's why their attitude totally changed. We went from killing them to feeding them. That process of evaluation involved seeing Hitler's system graphically displayed and they saw the same thing coming at them from in Berlin. So that was the first thing that struck me was how they were friendly to the uniforms that had bombed them during the war. And yet they were, they'd gone through that evaluation process and that's what changed their minds and they came up with that solution and realized this was their only salvation. The reason, some of the input for that decision (27min) besides the graphic Hitler experience and the knowledge that Stalin was the same case, was that they definitely didn't want him; that was their evaluation. Because in those days there was no wall between 1948-1961. So people could go back and forth across the border there freely. There was no hindrance of going from free or West Berlin to East Berlin and East Germany; so their aunts and uncles were separated by this imaginary line, but under the influence of the soviet regime. Their aunts and uncles and cousins would come out and visit them and use the library and could see how what was going on matched with the (28min) soviet story. Not that they could do much about it but they wanted to evaluate it anyway. And when they came over there and talked to the West German kids it was clear in comparison, they had no freedoms. They couldn't travel, or say what they think, or elect their own leaders or have a five year plan.

They reiterated all these criteria that are necessary to exercise your innate inborn desire of every human being to choose for themselves. Well it's basic human criteria everyone is born with in this life. So those were their criteria and reason for being friendly to the Americans. And so, I was so interested in how they said that in the winter, when we have snow and ice we shouldn't worry about them. We don't have to have enough to eat. But don't give up on us. So their objective then was freedom (31min) more than the pleasure of having enough to eat. The result of their evaluation was that they would put off the pleasure of having enough to eat no matter what so that someday down the road they could enjoy the benefits of freedom.

I was so taken with that and what those kids taught me was a reinforcement in me of what I'd been taught by my family and the church, which is to put principles before pleasure. You make a decision and evaluate what you're going to do (32min) and what the course of action you will take given the choices in front of you. I think one of the criteria you should use in the evaluative processes is to look at your values and your principles and see if that choice of pleasure, like if there's enough to eat or pleasures like somebody has with drugs; and you evaluate that and what the results are and so you put principle before pleasure. This doesn't always have to be exclusive because sometimes they are congruent, but if your criteria of what you want to be happy and what makes you feel whole don't match the criteria of pleasure, don't compromise; put the pleasures aside. The kids of Berlin really showed that.

Summary from notes taken during the interview-

You know the story of meeting the kids. They were so interesting and spoke school English and translated for each other. They were 8-14 years old. They had been through Hitler and saw the results. Most had only one or no parents.

Said they didn't want any more of that and Stalin was doing the same thing all over. Felt Americans, Brits and French are the ones we want to have be part of our plan in spite of fighting them just a few years ago. That was their evaluation going on and seeing the same thing in Berlin now. That struck me strongly to see the results of their evaluation process. Some of the input to that decision in addition to Stalin and Hitler was because in those days there was no wall (Aug 1961 it went up) so they could travel between East and West Berlin and their aunts and uncles were under the influence of the Soviet regime. They would come over to the West and use the library to evaluate better. When they came and visited with the kids they told us they were losing their freedoms and reiterated several criteria that are necessary to exercise your inborn desire to choose for yourself. Because those inborn criteria were being violated, that led to them being friendly to Americans.

I was so interested in what they were saying. They asked about what would happen in winter, not knowing we had radar. But just wanted to make sure we didn't give up on them. As a result of their evaluation, they put aside some criteria such as the pleasure of eating no matter what if someday they would have freedom. I was so taken with that and what those kids taught me reinforced what I was taught by my family and the Church to put principle before pleasure when you evaluate your choices. You should look at your values and principles to make sure that pleasure (like drugs) should come after values and principles unless they are congruent. Don't compromise what makes you happy and feel whole like the kids in Berlin did.

*Gail: (33min)* And so I turned to leave and I marveled at the maturity of the kids that age starting out their life like that and the criteria they were forming. Then in a moment of silence I realized they they know that, so that's why they're so unusual. And so I brushed it off and kept going but then that little voice came right back to me even though I was *(34min)* late and the jeep was waiting for me. So I evaluated the situation. I thought I've got to go and don't have any more time and thought I've got to go and felt rushed. In spite of that, that small voice came and I got the answer from the first time because of their maturity and understanding and their criteria as well and I had the answer already. But the voice came back and I turned it off again. But I knew in a flash why and compared again, and I made a comparative evaluation to realize the bottom line and the criteria results that were already apparent in those kids.

So the comparative evaluation I made in that moment that changed the rest of my life was that I realized that *(35min)* during the war and after when I had been in foreign countries, when I would go down the street in an American uniform, kids like that in big groups would chase you, grab you by the arm and beg for chocolate. Of course the military would share when asked. And kids had been doing that since George Washington. It was nothing new, but I realized that these kids hadn't had chocolate for years, especially the last couple of years of the war. And I saw that not one of those kids had, *(36min)* by voice inflection or body language, by putting out their hand or some other signal, indicated that one of their greatest desires was to have some chocolate.

When I understood the restraint they exhibited in that silent gratitude it blew my mind. When I considered their condition compared to all the other kids I had experienced, that evaluation process was so dramatic that I realized it's the kids who deserved the credit not myself. Anybody would have done it and I just happened to be in the situation *(37min)* at the moment to have it happen. So then I said, "well I got to give 'em something now" because when people are grateful, and that silent gratitude was even stronger than overt gratitude, I realized that they had that self control and the importance of self control. That touched me deeply, and told me that in every day life, whatever level of life, gratitude is the thing that breaks down the walls between people and provides a synergy between the talents of two people, two communities, two states or two countries or whatever. The result was to be obtained and can only be obtained by a free exchange of understanding the other persons' point of view, which is gratitude and expressing it to them and *(38min)* an understanding of what they're doing. That opens them more to you and vice versa and creates an extra two plus two equals six situation. So that is where I was at.

### Notes taken during interview-

I was so taken that I didn't think proactively about what I could do there. But when I turned to leave, I marveled at their maturity in sorting out their lives and what would be fulfilling to them eventually. When it hit me in that moment of silence as I turned to leave I thought, well they know that and so that is why they're unusual. I was worried about being late for the jeep but in spite of that I got a prompting of a small voice inside that reminded me of what they said and it came back and let me know that comparatively (which is essential in evaluation) that moment that changed my life, was to see that these kids weren't like kids in other places I had gone in my uniform. They would always beg for chocolate and these kids hadn't had it for years and not one of them had by voice inflection, body language or any other signal indicated that they wanted chocolate. When I understood their restraint, given their condition, it blew my mind. That evaluation process was so dramatically different from what I was used to, that anyone would have responded like I did. I decided I had to give them something, because of their silent gratitude and self control. That touched me deeply. Gratitude breaks down walls between individuals, states, countries, etc to have free exchange and understanding of what others are doing. That opens up so much more. So, that was where I was at.

Gail: And then the question was, "have you got anything to give them?" And I reached in my pocket and all I had was two sticks of gum and I evaluated that. There were about thirty kids and the two sticks of gum I had in my hand. And I thought, there is gonna be a fight if this is all I give them and I better get out of here. I wrestled with that evaluation for a minute and a counter point to that argument was, well these kids are incredible and there will be more like em. But boy, thirty is a pretty good sample across the maturity levels and whether they had a parent or not or (39min) whatever. But it was a common baseline that they all shared and was representative of the population. But they were unique and they were the ones I wanted to respond to. I said well I'll never see em again. So I drew that conclusion and evaluated my schedule and came up with the answer that I won't see these same kids again and so I said well (40min) maybe they won't fight given what their values were. So then I said well it's worth it to have done something than to have done nothing even though there's a higher risk involved causing somebody to be run over or hurt or whatever in the scramble. And then I said well it's more important to me to share that special gratitude on my part for their better feelings about Americans.

So I made that decision, I believe inspired by the Holy Ghost. In that moment of turbulence, I also went (41min) back and forth thinking about how I needed to get out of there with the jeep. See I had that pressure with the jeep and was thinking I'm late and that pushed me and at the same time the desire to do something for the kids. And then in that turbulence of thoughts in several parts of the brain which were moving, it seemed like a voice to me to go back to fence. When I got the answer to my question with higher criteria from Somebody who knew more about it than I did, it told me to go back to the fence. So that's why I turned on my heel and went back and tore the sticks of gum into two pieces and handed them and the wrappers through the fence.

Then I was impressed with the excitement and control, again the self-control of kids at that age, (42min) because they didn't push or shove and they respected the ones doing the translating. They started asking questions I didn't understand but they were obviously asking for a piece of the wrapper. They took the wrapper and held it up and smelled the smell and aroma of a strip of paper. They shared it and shared the wrappers and didn't shove anybody or take anything or interfere with (43min) the process of those who passed the sticks, who were making the distribution. As I watched this, I was thinking I can't come back here. I can't make any kind of decision to come back so that is not a possible solution. So as I thought about what a solution might be, another airplane just came over head about that time and I had a thought I would fly over later that night and tomorrow. When I learned to fly in Utah, before the war started in 1941, I dropped a few parachutes. One time someone got sick and I dropped a bag of that too. (44min) I thought holy cow I really got close to 'em.



As I went through that evaluation process then a red light came on so I went down that path and I said well buddy you've got to have permission for that solution to work. You're gonna have to have permission to do that; bombs are okay but not chocolate. You've got to have permission to do either one. You can't just go around dropping stuff out of airplanes. Then in the decision process, sometimes this is reached faster when it works for you. For me it worked this time, most of the time it gives negative results, introducing rationalization and consideration of different evaluation alternatives. So, I began to (45min) rationalize. Well you know I can't give 'em too much trouble; there are too many people and they would starve without us. What's a few candy bars for all these kids? And so I continued down that path, and even though they were a little bit alarmed at what I was saying, I said well, I'll be here tonight and I'll be here tomorrow in the day time and I pointed out the space between the barbwire fence and the bombed out buildings and where I was going to drop them some candy if they promised to share.

(46min) And they evaluated and asked, how're we gonna know which is your plane? How're we gonna get it if you drop candy? And they noted with all the planes that land every five minutes, if we watch every airplane for hours we wouldn't be able to see anything. So I evaluated that problem. I said well that's kind of hard but there were 2 and 4 engine airplanes landing. So I said well first of all look for a four engine airplane and then at that low attitude you can see a paint scheme on each plane too. For example, planes that came in from Alaska had red wings and tails so if they crashed in the snow, they could be more easily found from the air. (47min) And the ones from Hawaii had palm trees and coconuts on the nose. I said that was not a complete answer but at least. I could help a bit. I didn't know which airplane I would fly, I flew in a different one every time. And there were some of em that didn't have anything painted on them and so that was not a solution.

Then I remembered an experience when I got in trouble with mom and dad for spinning my plane and wiggling my wings over the farm when I first was learning to fly. So, I told (48min) the kids to watch for airplanes with four engines and this would be the solution. I would wiggle the wings back and forth. And when that happens, I told them to just watch that one. So that's how we evaluated how we could do this thing how they could recognize me. So, that is how that decision was made.

DDW: So did you just have basically the one little girl who did all the translating?

Gail: Well there were two or three of em but this one little gal especially did a good job. We (49min) never could find any body in that group. We had Public Affairs looking later but never found them. We found many kids who caught parachutes, including a new one this last trip, who caught a parachute. So anyway, the children chimed in with their ideas but that one little girl was very outgoing and helpful.

The rest of the decisions included decisions of how to fly and tie up parachutes. I couldn't do it all. We had to keep up the supplies and make our parachutes. The supplies came in and we couldn't do it all and had to resolve how to keep up the supplies. (50min) We got lots of help from a junior college in Chickapee Massachusetts that came out of a clear blue sky. They were right by Westover, the wing field that supported it and got help from all these candy makers too who eventually sent over a railroad box car of candy. (51min) And so those solutions just came along.

I think there is a lesson there. You don't have to have all the answers before you make your evaluation and move toward a solution. You evaluate whatever happens to you every day and evaluate something and say this situation, if it were to reoccur, it would be very beneficial to my goals. Then optimism

comes in and you've got to have optimism and think something is going to happen and you'll get a result in some way.

This Spirit of Freedom airplane we are flying now is a perfect example. Tim Chopp didn't have hardly any money. But (52min) he found this airplane for 150 thousand dollars and he said he wanted to make a memorial to the airlift. It was a passion for him. So he went on a shoestring and made it happen. Going through this as an evaluation process involves going down a path without knowing where you gonna end up. If you demand all the answers before you pursue something that is important to you, you won't always succeed. Better to pursue things that are congruent with your values and let the details work out as you go. (53min)

Notes taken during interview-

Then I wondered if I had anything? I had 2 sticks of gum and worried they might fight over it. Wrestled with that for a minute but realized they were incredibly different. 30 kids was a pretty good sample though representing this population. But they were unique and I wanted to respond to them. I waffled a minute and knew I'd never see them again. Couldn't plan to come back given changing orders. Evaluating my schedule and demands on my time I decided it was now or never. Thought maybe they wouldn't fight but I had to do something now given who they were. Decided it was worth it to do something rather than nothing even with risk of someone getting hurt in the scramble. Decided it was more important to show my gratitude for their feelings about Americans and so I decided. The Holy Ghost was there too and helped me in overcoming that pressure of the jeep and being late and desire to do something for the kids. In the midst of that turbulence it was like a voice that gave me the answer. The Lord's higher criteria encouraged me to come back. They went to attention when I did and I broke the sticks into four pieces and the kids deferred to those who were doing the most translating. Then they asked for the wrapper to smell it. That blew me away as their eyes got big and they smelled it. Even Scrooge would have been moved. They didn't shove or tear away or anything. They figured out how to distribute.

So, then I thought, I've got to do something about this! Realized coming back wasn't a viable solution. A plane flew over and I remembered I would be 100 feet over them that night and the next day. I remembered dropping things to a friend from a plane in Utah. But then a red light went on saying I would need permission to drop chocolate. Can't just go around dropping stuff out of airplanes. My thought process turned to rationalization as a consideration of alternatives. Sometimes turns into a problem but it worked for me to say that a few candy bars wouldn't be too bad and I'd just hope for the best. So, I told them to come back the next day even though I'd come over in the night first. I explained that I'd drop enough stuff for them if they would share it and they went crazy. Then they evaluated, how are we going to see you and get the candy with an airplane going over every 5 minutes. I evaluated that problem too and realized that would be hard. I explained they should look first for a four engine airplane and the paint scheme might help. But I didn't know which one I would fly, just depended on which is loaded. But then I remembered the experience as a kid getting in trouble with Mom and Dad for doing spins and wiggles and I had to stop doing that after flying over the farm in Garland. So I told them to watch for the plane wiggling its wings. Then they could focus on that one.

One little girl was especially helpful. Never could find any of those people in that group over the years later. Several chimed in with their views but one little blue eyed girl was especially helpful.

The rest of the decisions included figuring out how we could keep up with supplies by involving people in Germany, USA, etc. Candy makers gave us all we could use and tied parachutes to the candy when they put them in the boxes. There is a lesson there for how you can't have all the answers before you decide anything. Evaluations have to happen bit by bit. Optimism has to be part of it too- to think something good will happen and give a result. Somehow there will be a way to do that. The airplane we've been flying as the Spirit of Freedom with Tim Chopp is another example. He got that plane on a shoestring. Can't demand all the answers before you pursue a goal that you think is important you. Just make sure it is congruent with your values.

DDW: So okay. I don't want to keep you talking forever but another key issue in evaluation is multiple stake holders; people have different value sets, people have different views when you're making your

evaluation. So how do you take into account all those other values? It seems like you've mentioned this quite a bit. For example, you've mentioned the kid's values, you've mentioned your boss's potential citation of you or reprimand of you. How do you balance those values out or how did you in this situation?

Gail: The first thing that you do in that process is to understand the needs of different players in the mix, you know? You've got three or five players (*54min*) and you need to evaluate each of their personal mission statements or those of the organization so you come to know where they are coming from. What are their objectives? What means are they using to attain those objectives. Then you look at those two issues and and say those issues are congruent with my issues? And you find in that process, some knowing you are going to have to work together, you find a common basis and work with that strength, knowing it might be very thin. It might be fifty percent or whatever; but then you know that. You're informed (*55min*) and you can resolve that. Just like the individual. If you have a special talent and you're naturally not gifted in another area but those I've read say go with your strengths. Excel in your strength and don't try to be what you aren't.

So, do that with the group. Find everyone's strengths first, and see what you have in common and then develop plans and programs and communication channels to let them know that you appreciate that and how you can strengthen that point, which is your strong point. Then strengthen strong points by (*56min*) showing them gratitude again. Do that by being informed about what their needs and strengths are. That gratitude develops that bond. You need bonds if you're gonna work together and that's the best place to get those bonds, through recognizing and gratitude. Then you take those that are marginal. Those are the ones that didn't make that first group and evaluate those in terms of compatibility and in the mixture. And you can see how major they are as players and how to get smooth operations and compatibility.

(*57min*) They may or may not be strictly according to your objectives or values and if they're not, how serious are they? How much of a threat are they? And are they amenable to change and participating with the other players. How objectionable is that or how much of a threat is that to obtaining the common objectives. And then if it's a significant threat, you're gonna have to develop a plan to reinforce that, meeting with the other players and saying I'm concerned about this. How important is this to you and your objectives. (*58min*)

DDW: Sounds like, from what you've said, there's no surety and there's always gonna be some risk. You just didn't know what your boss would actually say but you had to decide then.

Gail: That's right. At some point you can't just willywallow around. When the moment comes when that confirming message comes to you, then you go ahead. Because, I know people, and in my own life I have had that moment come. Like when buying a house, we went along and we took too long to decide and when we went back, it was gone. So it's important, if you've got your planning down and know where you're at and it clicks, you'd better (*59min*) not eat or anything. But get with it and get on with it. That window of opportunity is real; it's here and then it's gone. So the people who aren't able to make that decision....

Part of the way of trying to improve it is to be better prepared in your own mind and what your criteria are and what results you want. To keep to your own clear definition of your own criteria and the results you want and the likely roadblocks between those two points of how serious and how unresolved they are. Are there unresolved single items that preclude what you want to do? Then you better go back and do that as quick as you can or as possible.

(60min)...

Notes taken during interview-

How do you balance out the different values of different stakeholders?

You have to consider the different players in the mix and evaluate each of their mission statements (personal or organizational) and their objectives and the means they are using to obtain them. You ask which of their values are congruent with mine. Hope to find a common basis if you're going to work together and work to that strength. Might be thin but you know and are informed on the congruency and you develop it. It is like an individual and you have a special talent in one area but some say to build on your strengths and so you do that with the group. You develop plans and communication channels so you can build on everyone's strengths. Again, gratitude defined in a different way works here too- you are informed of them and building a bond. Take some who are marginal too who didn't fit your first compatibility group and see how you can involve them too or not. Might go to those then who are against your objectives and assess how amenable they are to change and how big a threat they are and decide how to proceed. If it is a significant threat, you need to develop a plan for dealing with it. You can't willywallow around. When the confirming message comes to you, you go ahead. I've had that many times when buying a house or other things and can lose the options if you wait too long. Have to get with it when the window of opportunity is there. The people who can't act lose. Important to be prepared by thinking about what your own criteria are and the results you want and the likely roadblocks between those points and unresolved issues you need to take care of as quick as possible.

DDW: Hmm one last question, a point you seemed to kind of imply regarding, well, in the field of evaluation we call them evaluands, the things you are going to evaluate. And it seems like it changes pretty quickly. I mean when you were at the decision point of offering for your friend to go you had no idea about the barbed wire fence and kids. When you were at the fence with the kids you had no idea of how big it was going to be. You certainly weren't saying my goal is to become a famous guy called the candy bomber. And I've gotta do this thing right now even though Jeep's waiting so I can be famous. That thought never even came to you.

Gail: I didn't want anyone to know about it.

DDW: Right. So different goals or different evaluands (61min) arise almost every second.

Gail: Yeah they do.

DDW: Your one was I've gotta get a picture of the planes approaching. And then suddenly, it was: I've gotta respond to these kids. They are so sharp.

Gail: Yeah exactly.

DDW: And then it was I've got to figure out what to do to get back to the jeep—but what about those kids.

Gail: Yeah

DDW: So the evaluand isn't static, often.

Gail: No. That makes it more interesting too.

DDW: Yeah.

Gail: And it is a moving target. But that's right and the processes that go along change with new criteria and standards.

DDW: So how does that work with your principles idea? (62min) It seems like that even though the actual evaluand keeps changing, your basic principles of respecting people don't change, you wanting to help these people feel good about the U.S. I want them to know that I value them and how they respond.

Gail: Those don't change. They may vary with different experiences you have in your life as you go along. But people know when they are pretty young I think. I don't know how young, but they get a value base pretty early on. That's your own personal standard just like setting up a standard for how a business should operate. If you haven't got a standard of how you should measure how the company is

doing, well that standard has to stay pretty fixed and the (63min) same with your personal values. They are the standards that you make decisions from. And that is where you come across the solution process; you go down a solution path and they vary like crazy and there are unknowns in each of them. You evaluate the degree of unknowns and if the degree of unknowns is high and its a decision path that's high risk, then you want to get more information. And you may have to change it and re-evaluate your solution. You might (64min) follow a different solution path or multiple solution paths. For each one, while they all vary.

Like if you're flying an airplane from here to New York and you have a flight plan but midway there maybe an unexpected terrible thunder storm is going to cross your path. So that's a variable and then you've got to have new set of values and change your flight plan and deviate to fly fifty or a hundred miles out of your way. (65min) That is one solution if you want to go to New York on that route as well as between deciding to take a train or to fly.

DDW: Uh hmm. It seems like you like that.

Gail: yeah

DDW: I mean you like to have that, all those possibilities.

Gail: I like that and when it just happens. Oh the last thing that happened like that and Lorraine just about flipped. I came back from Washington and thought I didn't have to leave till the ninth. I came back on the seventh and I thought I had to leave on the ninth and thought we had changed the flight plan. So I sat here doing my (66min) exercise on the morning of the the eighth and was sending emails out and then I thought, well I'd better check that flight plan. I'd had so many flights the last few weeks and thought, I have a flight plan so don't worry about that. Well I just better check that. I checked it and said Holy Cow! It's the eighth and that's today buddy! The airplane is leaving in three hours, out of Tucson! Man I was just, wow! You know it takes quite a long time to pack clothes and meds; and all I did was take all the bottles of medicine and threw em in the suitcase, all the bottles. I didn't have (67min) time to separate em out. I was really efficient. I guess I like deadlines. I didn't have one thing I had to have for over night in Cedar City. I said wow that's kind of fun. She said, what do you mean? And I said well the challenge is to get down to the airport trying to catch this plane. And I learned from that I need to evaluate if my ticket is for the day I think it is!

DDW: But again you had that prompting; so the Spirit comes in all the time doesn't it?

Gail: Yeah. I was reading emails and thought well (68min) I was behind on all that stuff and I thought I better check that! Wow look out. Pack my little bag. Pack all my other stuff in my other bag and I'll get some other stuff.

DDW: Now I've thought, I've wondered you know why do some people like you get in to the interesting situations you get in to and I think it's partly because you... I mean mostly most of the other pilots said I've been flying fifteen hours I'm gonna sleep.

Gail: yeah yeah

DDW: And

Gail: I was interested in something ...

DDW: You wanted to go see something.

Gail: Yeah

DDW: You wanted to go explore something else and that's an important part of it. I mean as you think about different evaluators, people as they're living their lives; (69min) it's hard to explain it. Your parents and your siblings are not like you exactly. It's not that you inherited it per se. But somehow the combination of life experiences and inheritance....

Gail: You hit it right there, you hit it right on the head because where I was raised, I never got too far from the farm. Like everything was so novel to me, like to have a thermostat or inside plumbing. I thought boy that was terrible having to go to the bathroom in the house! But everything else was so

new you know. I think that got me started. I wanted to do stuff and everything was so different and I wanted to see stuff firsthand. (70min) You were right on. The wider experiences in some ways determine that. And I think that when we talk about spoiled generations, or families or kids or individuals or groups. But they maybe have everything in the world from day one, the most intricate toys you can think about and they may have gotten rid of some of that interest or maybe advanced more in the sense of entertainment or recreation. The same thing takes away, the feeling of plenty, takes away that spirit I think.

DDW: It can. Of course there were a lot of people who went through similar experiences, I mean all your buddies were in the same situation as you. They (71min) didn't have indoor plumbing and yet they didn't think of going to do what you did!

Gail: Yeah that's right

DDW: They didn't have a camera. Well why did you have a camera?

Gail: Cause I got interested ...

DDW: Cause you were interested. You wanted to see what that new technology would do, right?

Gail: That's right

DDW: And probably wanted to share it with people

Gail: Oh yeah

DDW: So it's kind of a combination of interest and caring and not everybody has interest and not everybody cares that much about anybody else. So somehow it came together. And another way of saying all this would be, you know some people would say God just wanted you to be the candy bomber. That's just how it was. And you were obedient and you followed through. Now I think there are a lot of fatalists in the world that would say it that way. You know they might say, well God or fate or something determines what we do (72min) and we don't really have much choice. But the way you've described it you had a lot of choices.

Gail: Oh yeah I had many choices. And it comes down to some of these basic values that are presented so apparently in Primary and the church teaches from day one. That is, of course, that human qualities of attitude and gratitude open doors and avenues. If you have a negative attitude it'll close the doors on opportunities you don't know about, of course you don't know about. But if you've got a positive attitude, that (73min) is so crucial, that is so important. The companion for that is gratitude. We talked about that, that all kinds of new things come by being grateful to somebody and saying maybe I'll help that guy. It exposes possibilities and opens that breach. If you're not grateful to anybody then you're like the dead sea, a dead sea soul, taking everything and giving out nothing. So if you look inward so much, you can become a dead sea soul. You've gotta feed the fruit trees and you've gotta get outside yourself and not just go jump into the reservoir and say now I know more than anybody else. I met people like that when I worked in the space program. (74min) We had a lot of brand new PHD's who came out of school and wouldn't share their knowledge because they wanted to stay smarter than anybody else. Not everyone but some. Attitude and gratitude and service before self are so strong as foundations for fulfillment in life and so simple and so much of the Savior's admonition. Service before self- how pure can you get than that? And gratitude is right there and attitude too. Those three legs of the stool to me are so important as foundation for finding fulfillment in life.

The fourth leg, if you have a four legged stool, is (75min) the multiple decisions we make. That has always worked for me and is supported in the scriptures. The doors are opened by attitude, gratitude, and service before self. And if we're able to work on those four it can make all the difference in the world for how we look at things. That's the gospel!

DDW: It seems like, just to summarize, your key message to me is that that fourth leg, those little decisions are based on or are dependent on these other three.

Gail: Yeah, yeah they're all related.

DDW: You know cause as you've described these evaluations or little decisions...

Gail: Those three provide the basis for (76min) making the decision. If you slough it off then you're cutting off your options.

DDW: Right.

Gail: Uh hmm

DDW: Well thank you.

Gail: You're welcome

DDW: I appreciate you spending time telling the story again from a different angle.

Gail: I'm very interested in your reminding me of the key processes associated with evaluation in life and how we handle it determines where we're going.

#### Notes taken during interview-

The evaluands are not static- it is often a moving target and you have to do multiple processes as you go along and that makes it more interesting. Principles don't change much (though they may across your life) and so your value base develops pretty early and your own personal standards are established so your evaluands and criteria for them can shift around those. The variables are optional solutions which vary like crazy with unknowns in each of them and you evaluate the degree of high risk and need for more information. Like the idea that the evaluands change all the time in regard to different solutions. Variation all over the place. Example is flying from here to NY and you have a flight plan and fuel but then an unexpected thunderstorm comes up and you have leave your flight plan and go out of your way to get back to it or decide to take the train.

I like that uncertainty in living. Last one was coming back from Washington on the 7<sup>th</sup> thinking I had to leave again on the 9<sup>th</sup> and realized the morning of the 8<sup>th</sup> while doing exercises and checked my flight plans to make sure and realized I was leaving in 3 hours from Tucson. It takes awhile to get bottles packed for vitamins. Really like deadlines and makes me efficient. Lorraine couldn't believe I liked the challenge of getting in action and being against a deadline and the Spirit reminding me is essential to it.

I was raised in a little community near the farm. Everything technologically was so new and that got me started wanting to see more of it. So, I wanted to see what was going on in Berlin. Life experiences impacted me and do everyone. People may have everything they could want and get bored or lose their spirit of interest.

Really believes there are lots of choices involved and not fate. Comes down to the basic values that the airlift represents and we learn about in church from day one- the importance of attitude and optimism. Negative attitudes close doors to options you don't even know about. Gratitude also opens or exposes possibilities, the opposite of the Dead Sea. Have to feed others outside yourself. There were people in the space program with new PHDs who wouldn't share their ideas and wanted to have the credit themselves. The whole service before self and the Savior's messages to use are foundational to finding fulfillment in life. Fourth leg of this is the little decisions you make (out of little things proceed the great).

We talked awhile afterward about how to help children and professional evaluators get beyond where we are based on what we've learned so far.