



# **SOS Think Tank Presentation #2**

*We Produce the Future*

*Group 3*



# Purpose



*Develop America's Airmen Today ... for Tomorrow*

- Provide a focused, rigorous, hands-on experience that develops officers' skills in leadership, strategic thinking, and innovation
- Align with the SECAF/CSAF 30-year vision for the Air Force, which is predicated upon evolving into an agile force capable of responding quickly to a volatile global environment



# Overview



*Develop America's Airmen Today ... for Tomorrow*

- Recap of Group 3 Tenets
- Structure of Distance Learning
- In-residence Calendar
- Sample Academic-Day Schedules



# Group 3 Tenets



*Develop America's Airmen Today ... for Tomorrow*

- Three thrust areas: leadership, strategic thinking, and innovation
  - Creates a focused and tangible Academic experience
- A “blended learning” experience
  - Ensures a common baseline
  - Allows maximum time for research, introspection, electives
- A “phased schedule” that focuses on one area at a time
  - Highly-utilized by top-tier institutions, many medical schools
  - Allows students to focus and internalize subjects, reduces multi-tasking
  - Provides for rapid transition from knowledge to application/synthesis/etc.
- Vertical integration with ACSC and AWC
  - Ideally, ACSC would be a 2-year program
    - 1-year Academics & Research, followed by 1-year instructor tour while completing course requirements
    - Increases credibility of instructors
  - *Alternative: ACSC students lead a lesson after they finish similar material*



# Group 3 Tenets (cont)



*Develop America's Airmen Today ... for Tomorrow*

- Heritage Lecture Series
  - Speakers who were involved in major events in history
  - Create an accessible repository for lectures to be used in DL, etc.
- Electives
  - Woven throughout entire 5-weeks, meet 1-2 times per week at night
- Role-playing scenarios with professionals
  - Increases legitimacy, bolsters experiential learning
- Extensive use of case studies - a proven practice in Academia
  - Read night prior to lesson, each student required to write a journal
- Think Tank for each flight on tangible AF problem
  - Deliverables: 5-10 pg Position Paper, 20-30 min presentation to Sq/CC
- Increased interaction with SNCOs (5 half-days)
  - Allows relationships to form, builds trust and familiarity
  - Accomplish a 3rd day of Project-X with SNCOs (for fun)
- Flight-based learning w/o competitions and “training” environment



# Structure of Distance Learning



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- 7-week TDY Orders - first 2 weeks are spent at home station
- Students travel Saturday prior to start of in-residence portion
- Multiple daily contact with flight members via DCO, etc.
- Daily readings, journals, archived heritage lectures, etc.
- Material accomplished chronologically according to in-res schedule
  
- *Alternative: 7-week TDY in-res with first 2 weeks spent in “casual status” learning material*



# SOS In-Residence Course Calendar



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| Monday  | Tuesday   | Wednesday  | Thursday  | Friday  |
|---|---|--|---|---|
| <b>AD1: Welcome</b>   | <b>AD2: Innovation Think Tank Introduction</b>                                      | <b>AD3: Innovation Implementing Change, Innovation in Large Orgs</b> | <b>AD4: Innovation Creativity &amp; Matching Ideas to Opportunities</b> | <b>AD5: Leadership FRLM, Followership, &amp; Project X</b>                |
| <b>AD6: Leadership Decision Making, Cognitive Biases, &amp; Role-Playing</b>        | <b>AD7: Leadership Accountability, Resiliency, &amp; Taking Care of Your People</b> | <b>AD8: Field Day 1</b>  | <b>AD9: Leadership Org Comm &amp; Active Listening</b>                  | <b>AD10: Leadership Expectancy Theory, Equity Theory, &amp; Project X</b> |
| <b>AD11: Leadership Officer &amp; Enlisted Promotion Systems &amp; Role-Playing</b> | <b>AD12: Leadership Negotiations</b>  | <b>AD13: Strat Think Foundations of Strategy</b>                     | <b>AD14: Strat Think Theories of Intl Relations</b>                     | <b>AD15: Strat Think American Foreign Policy Since WWII</b>               |
| <b>AD16: Strat Think Airpower Strategy Development/History</b>                      | <b>AD17: Strat Think Airpower Doctrine</b>  | <b>AD18: Field Day 2</b>   | <b>AD19: Strat Think Conventional Warfare</b>                           | <b>AD20: Innovation Think Tank Presentations to Sq/CCs</b>                |
| <b>AD21: Strat Think Irregular Warfare</b>  | <b>AD22: Strat Think Civil-Military Relations</b>                                   | <b>AD23: Strat Think Joint Structure (incl Inter-agencies)</b>       | <b>AD24: Project X w/ SNCOs (or Holiday Buffer)</b>                     | <b>AD25: Graduation</b>   |



# AD2: Innovation

## Think Tank Introduction



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- DL:
  - Think Tank Primer
  - TED Talk: Charles Leadbeater “The Era of Open Innovation”
  
- IR:
  - Morning
    - 0800 - 0900: Polifka Lecture by Commandant on Think Tank
    - 0900 - 0930: Polifka Library Resources Presentation
    - 0930 - 1130: Issue Overview & Analysis
  - Afternoon
    - 1130 - 1300: Lunch
    - 1300 - 1600: Guided Think Tank Breakout
  - Evening
    - Read and analyze tomorrow’s case studies/scenarios (appx 20 pgs)
    - Respond to a prompt for the next day’s topics (appx 1 pg EA)
    - Attend “TED”-type evening lecture or Elective course



# AD6: Leadership

## Decision Making & Cognitive Biases



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- DL:
  - TED Talk by Barry Schwartz: “The Paradox of Choice”
  - Articles: Daniel Kahneman and Amos Tversky: Judgement Under Uncertainty: Heuristics & Biases and Choices, Values, and Frames.
  
- IR:
  - Morning
    - 0800 - 0920: Cognitive Bias Exercises
    - 0930 - 1200: Case Study Analysis of “Friendly Fire” from HBS
  - Afternoon
    - 1200 - 1330: Lunch
    - 1330 - 1600: Leadership Role Playing
  - Evening
    - Read and analyze tomorrow’s case studies/scenarios (appx 20 pgs)
    - Respond to a prompt for the next day’s topics (appx 1 pg EA)
    - Attend “TED”-type evening lecture or Elective course



# AD7: Leadership Accountability, Resiliency, People



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- DL:
  - Excerpts: Colin Powell: Leadership Secrets and It Worked For Me.
  - Excerpts: Simon Sinek: Leaders Eat Last
  - Excerpts: Henry Evans: Winning With Accountability: The Secret Language of High Performing Organizations
  
- IR:
  - Morning
    - 0800 - 0950: Case Study Analysis of B-52s Transporting Nuclear Weapons
    - 1000 - 1200: Case Study Analysis of Space Shuttle Columbia's Final Mission
  - Afternoon
    - 1200 - 1330: Lunch
    - 1330 - 1600: Think Tank Breakout
  - Evening
    - Read and analyze tomorrow's case studies/scenarios (appx 20 pgs)
    - Respond to a prompt for the next day's topic (appx 1 pg EA)
    - Attend "TED"-type evening lecture or Elective course



# AD10: Leadership Expectancy Theory & Equity Theory



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- DL:
  - Excerpts: Robbins & Judge: Essentials of Organizational Behavior, 11th ed.
  
- IR:
  - Morning
    - 0830 - 1100: Case Study Analysis of “Strike in Space” by HBS
    - 1100-1230: Lunch
  - Afternoon
    - 1230 - 1600: Project X
  - Evening
    - Read and analyze tomorrow’s case studies/scenarios (appx 20 pgs)
    - Respond to a prompt for the next day’s topic (appx 1 pg EA)
    - Attend “TED”-type evening lecture or Elective course



# AD14: Strategic Thinking

## Theories of International Relations



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- DL:
  - Excerpts: Henry Kissinger: Diplomacy
  - Excerpts: John Mearsheimer: Tragedy of Great Power Politics
  - Article: J.T. Siegle, M. M. Weinstein, and M. H. Halperin: “Why Democracies Excel”
  - Article: Freakonomics: “Democratic Dominos”
  
- IR:
  - Morning
    - 0800 - 0920: Academic Lecture on International Relations Theory
    - 0930 - 1200: Case Study Analysis of Georgian-Russian War
  - Afternoon
    - 1200 - 1330: Lunch
    - 1330 - 1600: Think Tank Breakout
  - Evening
    - Read and analyze tomorrow’s case studies/scenarios (appx 20 pgs)
    - Respond to a prompt for the next day’s topic (appx 1 pg EA)
    - Attend “TED”-type evening lecture or Elective course



# AD22: Strategic Thinking Civil Military Relations



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- DL:
  - Excerpts: Samuel Huntington: Soldier and the State
  - Excerpts: David McCullough: Truman, excerpts on MacArthur
  - Speech: George Washington's "Newburgh Address"
  
- IR:
  - Morning
    - 0800 - 0920: Heritage Lecture Series (ex: Gen McChrystal or staff member)
    - 0930 - 1200: Case Study Analysis of Gen McChrystal's firing
  - Afternoon
    - 1200 - 1330: Lunch
    - 1330 - 1600: Think Tank Breakout
  - Evening
    - Read and analyze tomorrow's case studies/scenarios (appx 20 pgs)
    - Respond to a prompt for the next day's topic (appx 1 pg EA)
    - Attend "TED"-type evening lecture or Elective course



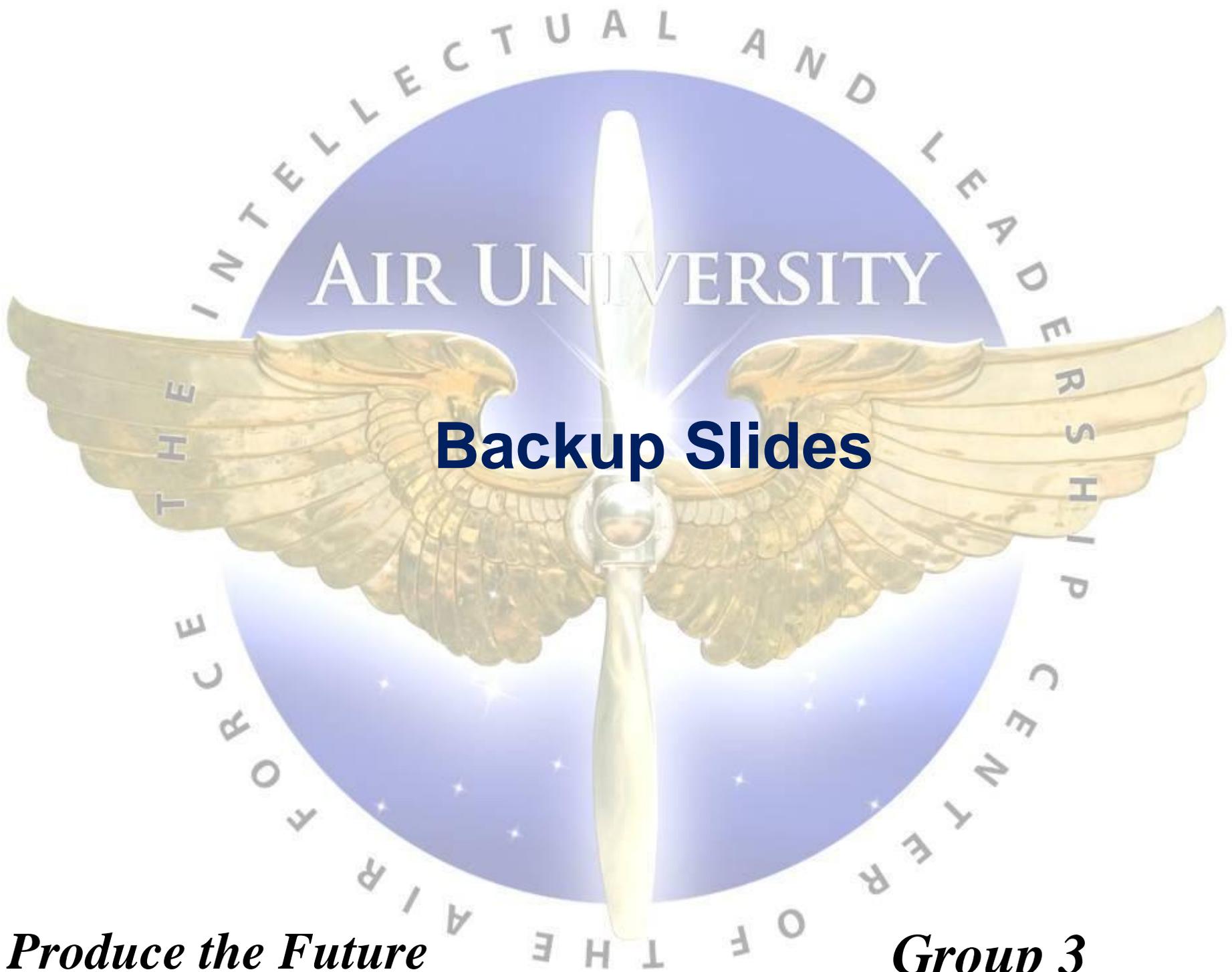
# Conclusion



*Develop America's Airmen Today ... for Tomorrow*



**The Intellectual and Leadership Center of the Air Force**  
*Fly – Fight – Win in Air, Space, and Cyberspace*



**Backup Slides**

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# AD8/18: Field Days



*Develop America's Airmen Today ... for Tomorrow*

- DL:
  - N/A
  
- IR:
  - Morning
    - 0800 - 1200: Field Day Events
  - Afternoon
    - 1200 - 1330: Lunch
    - 1330 - 1600: Field Day Events
  
- Structure
  - Multiple Events (Flickerball, Cross Country, Ultimate Frisbee, Flag Football, Soccer, Basketball, etc.)
  - Squadron's build teams through Flights
  - Squadron Competition