

**JEANNE M. HOLM CENTER FOR OFFICER ACCESSIONS
AND CITIZEN DEVELOPMENT**

**CIVILIAN ACCULTURATION AND LEADERSHIP TRAINING
COURSE**



COURSE NUMBER: MOTS-009

October 2012

COURSE CONDUCTED BY:

**HOLM CENTER CURRICULUM DIRECTORATE
AIR UNIVERSITY
(AIR EDUCATION AND TRAINING COMMAND)
MAXWELL AIR FORCE BASE, AL 36112**

Holm Center Civilian Acculturation and Leadership Training Course -MOTS-009

This Civilian Acculturation and Leadership Training (CALT) syllabus outlines the program requirements. It prescribes the course content, instructions to conduct the training, and the time necessary to successfully complete all requirements. Authority for the execution of this syllabus is delegated to Holm Center/CR. Any training not specifically authorized in this syllabus or other USAF or Holm Center directives is prohibited without the recommendation of the Holm Center Syllabus Steering Committee and prior approval of Holm Center/CC. Forward suggestions to Holm Center/CRD who will coordinate all proposed changes with Holm Center/CR.

OFFICIAL

This Syllabus is effective with CALT class 13-01



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CHAPTER 1

COURSE DESCRIPTION

1. GENERAL:

- a. Course Title: Civilian Acculturation and Leadership Training Course
- b. Course Number: MOTS-009
- c. Location: Maxwell Air Force Base, Alabama
- d. Length of Course: 10 Days
- e. Total Scheduled Hours: 78
- f. Student Quota: TBD (approximately 320 per year)

2. STRATEGIC (COURSE) DIRECTION:

- a. Mission: To introduce newly hired, non-prior Air Force civilian employees to the Air Force culture and way of life and prepare them for future leadership, managerial and supervisory roles.
- b. Vision: Providing AF civilian employees with the most up-to-date leadership and acculturation education focused on leading in a military environment.

3. COURSE PHILOSOPHY AND BACKGROUND:

- a. The CALT Program is a Chief of Staff initiative designed to orient new civilians to the Air Force. Modeled on the Officer Training School (OTS) curriculum, it provides a unique in-residence experience focused on AF culture, missions, and the significant role leaders play in our overall success. This in-residence program is an exceptional opportunity to bring together our best and brightest civilians who have already shown leadership qualities the AF needs for developing future leaders.
- b. Civilian participants will live under the same rules and conditions as OTS candidates. They will live in the OTS dorm with no television, phone, refrigerator, microwave, or alarm clock; and abide by OTS rules - no smoking, drinking, nor room visitations. In addition, students will eat in the OTS dining facility. Off-base accommodations will not be considered.

4. METHODS OF INSTRUCTION:

A student-centered learning environment is established to facilitate maximum exchange of knowledge and experience between students and faculty. A variety of teaching methods are used in small group seminar sessions. These methods of instruction include the following:

- Informal Lecture
- Guided Discussion
- Experiential Method
- Case Study Method
- Videos
- Collateral Readings
- Practical Exercises

5. FACULTY:

The faculty combines numerous years of military leadership experience, teaching experience and advanced degrees. Faculty members are selected upon the basis of performance record, experience, academic achievement, and teaching ability.

6. STUDENT PREREQUISITES AND SELECTION:

- a. Air Force civilians in permanent grades GS 7-13 or equivalent with no less than two years and no more than five years of continuous federal civil service. Applicants must hold a bachelor's degree and cannot have prior military experience or any professional military education.
- b. Applicants must exhibit leadership potential:
 - Be willing to assume responsibility
 - Motivate and encourage others
 - Show creativity
 - Be innovative
 - Search for new ideas and different ways of doing things
 - Seek opportunities for self development
 - Actively listens to others
 - Expresses ideas in a clear and concise manner
- c. Applicants are required to complete the Newcomers Orientation Course prior to attending CALT.

Chapter 2

COURSE OF STUDY

The CALT curriculum is designed to introduce Air Force civilians to the Air Force culture and prepare them for future leadership, managerial and supervisory roles. The CALT Program is patterned after the Officer Training School (OTS) curriculum, it provides a unique in-residence experience focused on AF culture, missions and the significant role leaders play in the Air Force's overall success. The curriculum parallels the leadership modules taught at OTS and includes team-building exercises, some outdoor activities, and simulation exercises. This is an intensive leadership development program and will entail outside reading and projects.

1. EVALUATION:

This course is continuously evaluated through the use of: written student critiques of each period of instruction; verbal feedback, observations by faculty; discussions between course director, instructors, and students; and end-of-course evaluations and graduate surveys completed by the students.

2. CURRICULUM:

AREAS OF INSTRUCTION

Administrative

Profession of Arms

Warfare Studies/International Security Studies/War Gaming

Communication Studies

Leadership

Chapter 3

ACADEMICS

1. Overview

- a. Content**-- This chapter outlines the material to be covered in each academic area of instruction with specific instructional objectives listed.
- b. Sequence** -- Academic sequencing will progress in accordance with the master training plan. Holm Center/CR may alter sequence to accommodate facility availability restrictions and course training requirements.
- c. Feedback**-- An end-of-course survey will be given to all CALT students. All surveys will be analyzed by Holm Center/CRD for actionable feedback.

ABBREVIATIONS

Syllabus Areas

CS—Communication Skills
 LS—Leadership Studies
 PA—Profession of Arms
 WG—War Gaming
 WS—Warfare Studies
 ISS—International Security Studies

Teaching Methods (TM)

B—Briefing
 Case—Case Study
 GD—Guided Discussion
 GL—Guest Lecture
 IL—Informal Lecture
 PE—Practical Exercise
 R—Reading
 SM—Student Managed

2. Lessons

Administrative (AD)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
STUDENT IN-PROCESSING/ COURSE OVERVIEW/ INTRODUCTIONS	AUDITORIUM	IL	0.00	4.00
STUDENT OUT-PROCESSING/ GRADUATION	FLIGHT ROOM/ AUDITORIUM	IL	0.00	2.00
FINAL EXAMINATION	FLIGHT ROOM	PE	2.50	2.00
	TOTAL HOURS		2.50	8.00

Communication Studies (CS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
BASICS OF BRIEFING	AUDITORIUM	IL	1.00	1.00
BRIEFING REQUIREMENTS	AUDITORIUM	IL	0.00	1.00
BRIEFING MEASUREMENT	FLIGHT ROOM	PE	7.00	3.00
BULLET STATEMENTS WITH IMPACT	AUDITORIUM	IL	1.00	1.00
BULLET STATEMENT PRACTICUM	FLIGHT ROOM	PE	1.00	1.00
	TOTAL HOURS		10.00	7.00

Warfare Studies/International Security Studies/War Gaming (WS/ISS/WG)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
THE NEED FOR CROSS-CULTURAL COMPETENCE	AUDITORIUM	IL	1.00	1.00
AIR FORCE CORE FUNCTIONS	AUDITORIUM	IL	1.00	1.00
TERRORISM	AUDITORIUM	IL	1.00	1.00
INTRODUCTION TO AFEX	AUDITORIUM	IL	1.00	1.00
FORCE PACKAGING	FLIGHT ROOM	IL	1.00	1.00
AIR AND SPACE SYSTEMS CAPABILITIES	FLIGHT ROOM	PE	2.00	1.00
AIR FORCE EMPLOYMENT EXERCISE (AFEX)	FLIGHT ROOM	PE	8.00	3.00
SHAPING CULTURAL PERSPECTIVE	AUDITORIUM	GD/PE	1.00	1.00
	TOTAL HOURS		16.00	10.00

Leadership Studies (LS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
ICE BREAKER/GROUP LEADERSHIP PROBLEMS	FLIGHT ROOM	GD	1.00	2.00
WORKPLACE PROFESSIONALISM	AUDITORIUM	IL	1.00	1.00
RELIGIOUS RESPECT	AUDITORIUM	GL	1.00	1.00
HUMAN RELATIONS IN THE AIR FORCE	FLIGHT ROOM	GD	1.00	2.00
CHANGE MANAGEMENT	FLIGHT ROOM	GD	0.00	1.00

CIVILIAN FORCE DEVELOPMENT	FLIGHT ROOM	GD	0.00	1.00
TEAM BUILDING	FLIGHT ROOM	IL	0.00	2.00
AIR FORCE LEADERSHIP	AUDITORIUM	IL	1.00	1.00
STRESS MANAGEMENT AND RESILIENCY	AUDITORIUM	IL	1.00	1.00
SELF-ASSESSMENT (DiSC)	AUDITORIUM	IL	1.00	2.00
MOTIVATION	AUDITORIUM	IL	0.00	1.00
CONFLICT MANAGEMENT	FLIGHT ROOM	GD	0.00	2.00
SEXUAL ASSAULT PREVENTION AND RESPONSE	FLIGHT ROOM	IL/GD	2.00	2.00
PROBLEM SOLVING	FLIGHT ROOM	IL	1.00	1.00
MANAGEMENT FUNCTIONS AND PRINCIPLES	FLIGHT ROOM	GD	0.00	1.00
SITUATIONAL LEADERSHIP	AUDITORIUM	IL	0.50	1.00
FULL RANGE LEADERSHIP	FLIGHT ROOM	IL	1.00	1.00
FOLLOWERSHIP	AUDITORIUM	IL	1.00	1.00
LEADERSHIP AUTHORITY AND RESPONSIBILITY	FLIGHT ROOM	IL/ CASE	2.00	1.00
EFFECTIVE SUPERVISION	AUDITORIUM	IL	1.00	1.00
PERFORMANCE FEEDBACK	AUDITORIUM	IL	1.00	1.00
ENLISTED EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
CORRECTIVE SUPERVISION AND COUNSELING	FLIGHT ROOM	IL/PE	1.00	1.00
COUNSELING AND PRACTICUM	FLIGHT ROOM	GD/PE	1.00	2.00
OFFICER EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
POWER AND INFLUENCE	FLIGHT ROOM	GD	0.00	1.00
STANDARDS AND ACCOUNTABILITY	FLIGHT ROOM	GD/ CASE	1.00	1.00
PROJECT X BRIEF	AUDITORIUM	IL	1.00	1.00
PROJECT X	LRC	PE	0.00	4.00
JOINT ETHICS	AUDITORIUM	GL	1.00	1.00
SENIOR LEADER PERSPECTIVE	AUDITORIUM	GL	1.00	1.00
SENIOR ENLISTED PERSPECTIVE	AUDITORIUM	GL	1.00	1.00
<i>THE CAINE MUTINY—A STUDY IN DYNAMIC SUBORDINANCY</i>	FLIGHT ROOM	GD	1.00	3.00
<i>LEADERSHIP CAPSTONE—REMEMBER THE TITANS</i>	FLIGHT ROOM	GD	1.00	3.00
	TOTAL HOURS		27.50	48.00

Profession of Arms (PA)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
AIR FORCE CORE VALUES: THE PRICE OF ADMISSION	FLIGHT ROOM	IL/ CASE	1.00	1.00
AIR EXPEDITIONARY CONCEPTS	AUDITORIUM	IL	1.00	1.00
PROF/UNPROFESSIONAL RELATIONSHIPS	AUDITORIUM	GL	1.00	1.00
VIRTUAL STAFF RIDE: BATTLE OF ROBERT'S RIDGE	FLIGHT ROOM	CASE	1.00	2.00
	TOTAL HOURS		4.00	5.00

Totals

CR AREAS	STUDY HOURS	CLASS HOURS
AD	2.50	8.00
CS	10.00	7.00
WS/ISS/WG	16.00	10.00
LS	27.50	48.00
PA	4.00	5.00
TOTAL	60.00	79.00

3. ACADEMIC LESSON DESCRIPTIONS

Administrative

Lesson Title: Student In-processing / Course Overview/Intro

Lesson Objective: Apply concepts of student in-processing to ensure completion of all administrative matters before the academic course starts

Description: This time is required to complete welcome briefing, staff introductions, safety briefing, Montgomery area orientation, seminar assignments, student introductions, facility layout, and a course overview. The commander may welcome class to Maxwell AFB and course and share personal expectations.

Lesson Title: Student Out Processing / Graduation

Lesson Objective: Apply concepts of student out processing to ensure completion of all administrative needs before graduation.

Description: This time is required to complete room clean-up, course critique, departure briefing, and graduation.

Lesson Title: Final Exam

Description: Students participate in a final exam using Classroom Performance System (CPS). The final exam addresses the overarching objectives of the course. CPS enables immediate feedback and real time remediation as the exam progresses.

Communication Studies

Lesson Title: Bullet Statements with Impact

Lesson Objective: Comprehend the importance of Military Style Writing.

Description: This lesson gives the students an introduction to military style writing, specifically writing accomplishment - impact bullet statements. The instructor will describe how to write a good bullet, basic formatting rules, and the two elements to a good bullet.

Lesson Title: Bullet Statement Practicum

Lesson Objective: Apply guidelines from “Bullet Statements with Impact” to draft appropriate bullet statements.

Description: During this class the instructor will lead the students through a practicum of writing and evaluating proper and improper bullet statements.

Lesson Title: Basics of Briefing

Lesson Objective: Apply T&Q guidance to develop a professional military briefing.

Description: This lesson is designed to give students a game plan for preparing a military briefing. The lecture covers preparing the briefing, to include effective planning, organizing, and implementing. Special emphasis is placed on the basics of delivery, emphasizing appearance, voice, eye contact, gestures, and movement.

Lesson Title: Briefing Requirements

Lesson Objective: Comprehend how to develop, organize, and professionally deliver a military briefing.

Description: In this lesson the instructor will review specific rules and grading procedures for the briefing. The instructor will assign or approve topics and establish a briefing sequence. Students are then instructed in the preparation and use of a talking paper which they will present to their instructor before their briefing. Finally, the instructor will hold a question and answer session.

Lesson Title: Briefings (Oral Presentations)

Lesson Objective: Apply T&Q guidance to develop and deliver a professional military briefing.

Description: This allotted time will allow students to gain practical experience delivering a professional military briefing. Students will be required to turn in a talking paper, developed IAW T&Q principles, to support their briefing

Warfare Studies/International Security Studies/War Gaming

Lesson Title: Air Force Core Functions

Lesson Objective: Know the different levels of Air and Space Doctrine and each Air Force Core Function and selected sub elements.

Description: This lesson uses AFDD1 as the framework to discuss the functions of Nuclear Deterrence Operations, Air Superiority, Space Superiority, Cyberspace Superiority, Command and Control, Global Integrated ISR, Global Precision Attack, Rapid Global Mobility, Personnel Recovery, Agile Combat Support, Special Operations, Building Partnerships

Lesson Title: Air Force Employment Exercise (AFEX)

Lesson Objective: Apply proper force management to a war game scenario.

Description: This lesson is designed to familiarize students with the means and methods by which the USAF accomplishes assigned missions.

Lesson Title: Air and Space Systems Capabilities

Lesson Objective: Know selected current air and space systems and identify pictures or descriptions of air and space systems by name and designator.

Description: This lesson serves as an introductory lesson for Air Force Employment Exercise (AFEX). The lesson discusses not only individual systems' capabilities, but also their limitations. This lesson is designed to familiarize the students with the capabilities of the air and space systems used in the AFEX exercise. As chief facilitator of the entire discussion, the instructor must keep an eye on the clock and be sure students discuss all of the systems in enough detail so that students can approach the AFEX exercise with confidence.

Lesson Title: Force Packaging

Lesson Objective: Comprehend the elements and requirements for force packaging

Description: This lesson is designed to help students understand how the Air Force executes assigned missions and the resources used to effectively accomplish those missions.

Lesson Title: Introduction to AFEX

Activity Statement: Apply air and space power capabilities in a war game scenario.

Description: This lesson focuses on the proper employment of air and space systems to achieve desired effects. This lesson also covers how we can best accomplish the functions of air and space power when different air and space systems team together, thereby achieving synergy. Students learn how we assemble force packages to synergistically maximize the benefit gained by each system's capabilities and minimize the liabilities of each system's limitations. This lesson prepares the students for the AFEX exercise. This lesson also lays the foundation for the upcoming Air Force Employment Exercise (AFEX). After reviewing the capabilities of our current airpower systems and the operational art of force packaging, students should be able to plan missions and packages using the AFEX Software. This lesson will illustrate how proper teamwork, communication, planning and practice will result in mission success with minimal loss.

Lesson Title: The Need for Cross-Cultural Competence

Lesson Objective: Comprehend that a foundational knowledge of culture-general ideas and principles leads to success when dealing with other cultures.

Description: This lecture lays the foundation for the entire cross cultural competence program by illustrating the underlying need for all Airmen to have competence when operating across cultures.

Lesson Title: Shaping Cultural Perspectives

Lesson Objective: Comprehend how knowledge of cultural domains can improve cross-cultural perspective-taking skills and enhance cross-cultural competence.

Description: This lesson is designed to impart more in-depth knowledge of cultural domains and explain how such an understanding can enhance cross-cultural perspective-taking and cross-cultural competence. This lesson also introduces and incorporates cultural assimilators as a means of fostering critical thinking and reflection of cross-cultural competence.

Lesson Title: Terrorism

Lesson Objective: Know the impact of terrorism on US national policy.

Description: The lecture motivates the trainees by reminding them of President Bush's challenge to other nations concerning their position on terrorism, and reminds the trainees of the historical trend of military members as terrorist targets. The instructor first provides a quick historical review of terrorism that should lead into a discussion of the definition of terrorism. After this, the lesson explains the terrorist threat by looking at the main characteristics generally shared by terrorists, the objectives a terrorist group might try to achieve, and the tactics typically employed to achieve those objectives. Next, the instructor addresses the effect terrorism has had on US national and military policy, to include a brief look at how we employ force protection measures to help fill the gaps that counter/anti-terrorism can't cover. Finally, the lesson briefly looks to the target planning cycle of terrorism and possible future trends of terrorism.

Leadership Studies

Lesson Title: Air Force Leadership

Lesson Objective: Comprehend the principles of Air Force Leadership.

Description: This lesson is designed to help future leaders comprehend the concept of leadership. The lesson examines the principles of leadership, the leadership competencies of the Air Force, and how the Air Force core values tie into leadership.

Lesson Title: "The Caine Mutiny"--A Study in Dynamic Subordinancy

Lesson Objective: Comprehend the concept of Dynamic Subordinancy and the proper role of dissent in a military organization.

Description: We've designed this lesson to be used with the movie "The Caine Mutiny." The video shows a variety of complex ethical problems affecting both leaders and followers. Although a Hollywood version, complete with love story subplot, the video provides a good discussion for superior/subordinate relationships and the idea of dissent in the military.

Lesson Title: Change Management

Lesson Objective: Comprehend the principles and concepts of change management.

Description: This lesson considers the complex and challenging area of change management, an area frequently faced by leaders in military organizations. It incorporates the important factors that must be considered to successfully implement an organizational change, in a change management model.

Lesson Title: Civilian Force Development

Lesson Objective: Know the civilian force development program

Description: This lesson is an overview of the civilian force development program. This lesson is also design to familiarize students with programs designed to enhance their careers and broaden their career paths.

Lesson Title: Corrective Supervision and Counseling

Lesson Objective: Comprehend the principles of corrective supervision.

Description: This lesson allows the students to discuss a series of case studies designed to give them an opportunity to apply corrective supervision techniques. These cases bring out the characteristics of effective discipline, focusing on performance--not personality, agreeing on a solution, and following up on results.

Lesson Title: Counseling and Practicum

Lesson Objective: Apply appropriate counseling techniques while conducting a counseling session.

Description: This lesson gives the students the opportunity to apply counseling techniques in role play situations.

Lesson Title: Effective Supervision

Lesson Objective: Comprehend the concept of effective supervision.

Description: This lesson focuses on proven rules of supervision and helps students realize the responsibilities inherent in leadership in a military organization. It addresses guidelines for effective supervision and delegation techniques.

Lesson Title: Enlisted Evaluation System

Lesson Objective: Know the Enlisted Evaluation System as it applies to Enlisted Performance Reports.

Description: This lesson focuses on the enlisted performance report (EPR). The lesson covers the objective of the enlisted evaluation program, who is required to receive EPRs, when EPRs are required, promotion methods for enlisted members and the supervisor's responsibilities to the subordinates in the career progression system.

Lesson Title: Followership

Lesson Objective: Comprehend the traits and characteristics of an effective follower.

Description: This lesson examines the nature of effective followership. It begins by examining the Model of Follower Behavior and how to identify situations where followers are less than effective. This lesson is designed to reinforce that to be good leaders; students should also be good followers.

Lesson Title: Full Range Leadership

Lesson Objective: Comprehend principles of Full Range Leadership.

Description: This lesson is designed to give students an introduction to the concept of Full Range Leadership (FRL). The vehicle used to explore FRL is the Full Range Leadership Model. This lesson will cover the components of the model, and the application of those components in developing a leadership style. The main focus of the lesson is exploration of the laissez-faire, transactional, and transformational elements of FRLM.

Lesson Title: Conflict Management

Lesson Objective: Comprehend the principles and concepts of conflict management.

Description: This lesson looks at an analysis of the nature of conflict within groups, including methods of managing conflict and situational considerations. With a background provided by the lecture and discussions, students will be able to apply some useful techniques to the Bomb Shelter exercise that lasts approximately 30 minutes. The exercise is designed to show that by approaching a conflict situation in a logical and constructive manner, the problem can usually be solved amicably.

Lesson Title: Human Relations in the Air Force

Lesson Objective: Know the importance of managing diversity and the concepts and consequences of discrimination and sexual harassment.

Description: This lesson highlights the value of individuals bringing dissimilar backgrounds and experiences together and how it enhances overall team performance. It also addresses some of the potential problems and obstacles in bringing together people of diverse backgrounds. Finally, it highlights one of the situations we cannot allow to be a part of our diverse force—sexual harassment.

Lesson Title: Ice Breaker Group Leadership Problems

Lesson Objective: Comprehend the importance of functioning as team in less than favorable conditions.

Description This experiential exercise serves as a formative test. It consists of three activities that highlight the concepts Teamwork, Problem Solving, Conflict Management, Followership, Interpersonal Communications, Effective Communication, and Group Dynamics. It serves as a reach-back opportunity for the instructor in both Communications and Leadership curriculum.

Lesson Title: Joint Ethics

Lesson Objective: Comprehend the principles of DoD Directive 5500.7-R, *Joint Ethics Regulation*.

Description: This is the mandatory one-hour lesson for initial ethics training. This lesson gives a basic introduction to DoD Directive 5500.7-R, *Joint Ethics Regulation*, gives a general overview of the 12 chapters in the regulation and covers some of the special rules that students need to know. There are several examples of DoD Directive 5500.7-R violations in the readings students may want to discuss.

Lesson Title: Leadership Authority and Responsibility

Lesson Objective: Comprehend the concepts of leadership authority and responsibility.

Description: This lesson begins with a lecture on the basic concepts and definitions, which will assist students with understanding a formal leader's correct execution of authority. It describes where a formal leader's authority comes from and how to distinguish legal from moral authority.

Lesson Title: Leadership CAPSTONE: "Remember the Titans"

Lesson Objective: Apply the concepts of Leadership and Management to the movie "Remember the Titans."

Description: The leadership and management principles and concepts presented throughout the course will be quickly reviewed. This is done to enable the students to relate this information to the movie "Remember the Titans." The movie is a means of the students applying the lessons learned to the course lessons. The students will discuss specific scenes in the movie, which reinforce the course lesson. The instructor should not allow the students to simply review the lesson but instead they must relate key observations to leadership, management and mission accomplishment. The movie will be stopped at various times for discussion and reflections.

Lesson Title: Management Functions and Principles

Lesson Objective: Comprehend management functions and principles.

Description: This lesson sequentially teaches the five functions of management, which are planning, organizing, coordinating, directing, and controlling

Lesson Title: Motivation

Lesson Objective: Comprehend the concept of motivation.

Description: This lesson helps students understand the concept of motivating subordinates by looking at three motivation theories and gives them some guidelines to use when motivating subordinates. The reading goes into more detail on creating a proper environment for motivation.

Lesson Title: Officer Evaluation System

Lesson Objective: Know the Officer Evaluation System.

Description: This class is an overview of the OES to include the PFW, OPR, and PRF. The class also identifies some of the common errors made in the evaluation process as well as each supervisor's responsibility as a supervisor and subordinate.

Lesson Title: Performance Feedback

Lesson Objective: Know the Air Force feedback system/process.

Description: The lesson focuses on the feedback process as well as the requirements for the performance feedback session and for completing the PFW on all Air Force members.

Lesson Title: Power and Influence

Lesson Objective: Comprehend the way leaders and followers use power and influence to accomplish tasks.

Description: This lesson is designed to introduce the students to the concept of power and how it affects the leadership process. While we usually think of power belonging to the leader, it is actually a function of the leader, the followers, and the situation. We begin by examining the use of power not only by the leader but also by the follower. We then review a taxonomy of social power. The researchers French and Raven identified five sources of power. We look at each one of these sources of power individually. They are: expert power, referent power, legitimate power, reward power, and coercive power.

Lesson Title: Problem Solving

Lesson Objective: Comprehend the problem solving process

Description: This lesson will explore the Air Force's 8-step problem-solving process. To include; 1. Clarify and validate the problem, 2. Breakdown the problem and identify performance gaps, 3. Set improvement targets, 4. Determine root causes, 5. Develop countermeasures, 6. See countermeasures through, 7. Confirm results and process
8. Standardize successful processes

Lesson Title: Project X Brief

Lesson Objective: Know safety procedures for Project X

Description: Outline rules of engagement, safety precautions, and general procedures for completing Project X.

Lesson Title: Project X

Lesson Objective: Apply concepts of followership, problem solving methods, communication, team building, and motivation techniques in a small group under time pressure. Students will also assess their role in the group and how they react to both the group and pressure.

Description: Project X consists of a number of tasks to be completed by a group under the pressure of time constraint. While completion of the task within the constraint is important, the focus of the feedback session is on how well the group performed.

Lesson Title: Religious Respect

Lesson Objective: Know the importance of religious respect.

Description: This informal lecture is designed to familiarize the class with the Air Force's policies and guidelines concerning free exercise of religion and the exercise of non-belief of religion.

Lesson Title: Self-Assessment (DiSC)

Lesson Objective: Comprehend how the individuals' perception/views impact(s) their interaction with others.

Description: This lesson is designed to help students better understand their workplace behaviors and the behaviors of people around them. The lesson explores the "DiSC" behavior model and its four dimensions.

Lesson Title: Senior Leadership Perspective

Lesson Objective: Know what senior leader are expecting from their military and civilian personnel

Description: This lesson will allow a senior leader an opportunity to share personal experiences of leading both military and civilian personnel and expectations of the civilian force.

Lesson Title: Sexual Assault Prevention and Response

Lesson Objective: Comprehend how to prevent and respond to sexual assault.

Description: This lesson is designed to familiarize the class with the concept of sexual assault. The lesson explains the elements of sexual assault which are "sexual contact" and "without consent." The lesson also explores behaviors that lead to being a victim or behaviors of a sexual assault perpetrator. The lesson also examines assertive behaviors that can minimize the risk of sexual assault, and the actions a victim can take to report a sexual assault. The lesson concludes with the responsibilities of the supervisor in sexual assault crimes.

Lesson Title: Situational Leadership

Lesson Objective: Comprehend the concept of Situational Leadership.

Description: This lesson is based on Ken Blanchard's Situational Leadership II Model. The majority of time is spent on Situational Leadership Theory, which introduces students to the need for them to be able to adjust their style of leadership based on the task at hand and the developmental level of the follower. Lesson is followed by a 1-hour long series of scenarios to ensure achievement of lesson objective.

Lesson Title: Senior Enlisted Perspective

Lesson Objective: Value Appropriate relations between civilian and enlisted personnel

Description: This lesson ties in, reinforces, and gives an overall perspective to the trainees of the professional relationship between civilians and enlisted personnel. It brings together various concepts from readings and classes into actual expectations of day-to-day life as a civilian. The guest lecturers will be Senior Non-commissioned Officers who will talk on areas of their choosing, but suggested topics will cover professional relations and expectations of the enlisted force regarding civilians.

Lesson Title: Standards and Accountability

Lesson Objective: Comprehend the relationship of standards and accountability.

Description: This lesson is taught via guided discussion, using three case studies as the foundation of the discussion on standards and accountability. The three cases covered are the Blackhawk shoot-down in Northern Iraq in 1994, the B-52 crash at Fairchild AFB in 1994, and the recurring problems with Air Force nuclear stewardship from 2006 to the present day. The

overall goal of this lesson is to reach the students on an affective level to understand the importance of leadership maintaining standards and holding others accountable when they fail to maintain standards.

Lesson Title: Stress Management and Resiliency

Lesson Objective: Comprehend principles of stress management and resiliency.

Description: This lesson presents an introduction to stress management that applies to students' campus life as well as in the military. The lesson will start by defining stress. The lesson then briefly analyzes how managers tend to react to stress, how the elements of stress cause reactions such as alarm, resistance and exhaustion, and how people exert defense mechanisms to stress related situations. Significant time is devoted to discussing the differences and benefits of effective vs. efficient time management.

Lesson Title: Team Building

Lesson Objective: Comprehend the concept of effective team building

Description: This lesson is designed to lay the foundation for an understanding of how teams are formed and work together. This lesson begins by introducing the four stages of group growth or development: forming, storming, norming, and performing. We start by defining the various stages, and then show what feelings, behaviors, and expectations are encountered for members at each stage. The lesson then examines the difference between groups and teams, with an emphasis on the characteristics and principles of effective teams.

Lesson Title: Workplace Professionalism

Lesson Objective: Comprehend that civilian employees are required to maintain and exhibit professionalism at all times.

Description: This lesson provides basic guidelines for civilian employees concerning appropriate dress, work ethic, conversation, professional relationships, etc.

Profession of Arms

Lesson Title: Air Expeditionary Concepts

Lesson Objective: Know the characteristics and structure of the AEF construct.

Description: The objective of this lesson is for each trainee to know the characteristics, advantages, and structure of an EAF/AEF

Lesson Title: Air Force Core Values - The Price of Admission

Lesson Objective: Know the Air Force Core Values

Description: This lesson leads the Student on the journey to gain insight into these specific values via basic definitions and a look at the impact of Core Values on the Air Force member's personal and professional life.

Lesson Title: Professional and Unprofessional Relationships (UPRs)

Lesson Objective: Comprehend that the negative impact of unprofessional relationships (UPRs) requires officers to inherently accept the responsibility for promoting and maintaining professional relationships.

Description: This lesson explains the Air Force policy on Professional and UPRs, the responsibility of officers to avoid UPRs, and the punishments associated with UPRs. The lecture will describe the four types of UPRs; civilian/military, officer/officer, enlisted/enlisted, and officer/enlisted (fraternization). The class will also define fraternization and the five elements of fraternization as described in the Manual for Courts Martial (MCM).

Lesson Title: Virtual Staff Ride: Battle of Roberts Ridge

Lesson Objective: Comprehend the nature of leadership in an “improvised” war.

Description: This lesson presents students with an understanding of leadership, decision-making, and the challenges of command with computer simulated fly-throughs of Robert’s Ridge. Students examine the complex modern battlefield environment and the enduring moral values that underpin the professional ethos of American men and women in uniform

Time	Monday - Day 1 22 Oct	Tuesday - Day 2 23 Oct	Wednesday - Day 3 24 Oct	Thursday - Day 4 25 Oct	Friday - Day 5 26 Oct
0800	A COMMANDERS WELCOME 0800 - 0815 Hoover A Inprocessing Overview A 0815 - 0900 Hoover	F AIR FORCE CORE VALUES F F	A MOTIVATION A Hoover A	F BULLET STATEMENT F PRACTICUM F	A AIR EXPEDITIONARY A CONCEPTS A Hoover
0900	F COURSE OVERVIEW F F	A AIR FORCE LEADERSHIP A Hoover A	F TEAM BUILDING F F	A WORK PLACE A PROFESSIONALISM A Hoover	A INTRODUCTION TO AFEX A Hoover A
1000	F COURSE OVERVIEW F F	A BASICS OF BRIEFING A Hoover A	F TEAM BUILDING F F	A FOLLOWERSHIP A A	A FORCE PACKAGING A Hoover A
1100	F COURSE OVERVIEW F F	F BRIEFING REQUIREMENTS F F	F MANAGEMENT FUNCTIONS F F	A CIVILIAN FORCE A DEVELOPMENT A (MR. HAGEN) A Hoover	F POWER & INFLUENCE F F
	<i>LUNCH</i>	<i>LUNCH</i>	<i>LUNCH</i>	<i>LUNCH</i>	<i>LUNCH</i>
1310	F ICE BREAKER GLP _s F F	F HUMAN RELATIONS IN THE F AF F	A BULLET STATEMENTS A Hoover A	A AIR FORCE CORE A FUNCTIONS A Hoover	A TERRORISM A Hoover A
1410	F ICE BREAKER GLP _s F F	F HUMAN RELATIONS IN THE F AF F	F FULL RANGE LEADERSHIP F F	F SITUATIONAL LEADERSHIP F Hoover F	F DYNAMIC SUBORDINANCY F (CAINE MUTINY) F
1510	A SELF ASSESSMENT (DiSC) A Hoover A	F STRESS MANAGEMENT F AND RESILENCY F	F PROBLEM SOLVING F F	F AIR AND SPACE SYSTEM F CAPABILITIES F	F DYNAMIC SUBORDINANCY F (CAINE MUTINY) F
1610	A SELF ASSESSMENT (DiSC) A Hoover A	A RELIGIOUS RESPECT A Hoover A	F CHANGE MANAGEMENT F F	F PROJECT X BRIEF F F	F DYNAMIC SUBORDINANCY F (CAINE MUTINY) F
Notes		F= Flight Room A=Auditorium	Homework: Bullet Statement Practicum		

Time	Monday - Day 6 29 Oct	Tuesday - Day 7 30 Oct	Wednesday - Day 8 31 Oct	Thursday - Day 9 1 Nov	Friday - Day 10 2 Nov
0800	F ORAL PRESENTATIONS F F	F PROFESSIONAL AND UNPROFESSIONAL RELATIONSHIPS F F	A PERFORMANCE FEEDBACK Hoover A A	A SENIOR LEADER PERSPECTIVE Hoover A A	F VIRTUAL STAFF RIDE F F
0900	F ORAL PRESENTATIONS F F	F SEXUAL ASSAULT PREVENTION AND RESPONSE F F	A ENLISTED EVALUATION SYSTEM Hoover A A	F LEADERSHIP CAPSTONE--REMEMBER THE TITANS F F	F VIRTUAL STAFF RIDE F F
1000	F ORAL PRESENTATIONS F F	F SEXUAL ASSAULT PREVENTION AND RESPONSE F F	A OFFICER EVALUATION SYSTEM Hoover A A	F LEADERSHIP CAPSTONE--REMEMBER THE TITANS F F	A CALT FINAL EXAM Hoover A A
1100	F LEADERSHIP AUTHORITY AND RESPONSIBILITY F F	F STANDARDS AND ACCOUNTABILITY F F	A JOINT ETHICS (CAPT BENNETT) Hoover A A	F LEADERSHIP CAPSTONE--REMEMBER THE TITANS F F	A CALT FINAL EXAM Hoover A A
	<i>LUNCH</i>	<i>LUNCH</i>	<i>LUNCH</i>	<i>LUNCH</i>	<i>LUNCH</i>
1310	F CONFLICT MANAGEMENT F F	A SENIOR ENLISTED PERSPECTIVE Hoover A A	GROUP LEADERSHIP PROBLEMS (PROJECT X) @ LRC	F EFFECTIVE SUPERVISION F F	A GRADUATION PRACTICE DEPARTURE BRIEFING GRADUATION 1330 A A
1410	F CONFLICT MANAGEMENT F F	F CORRECTIVE SUPERVISION & COUNSELING F F	GROUP LEADERSHIP PROBLEMS (PROJECT X)	F AFEX CAPSTONE EXERCISE F F	
1510	A THE NEED FOR CROSS-CULTURAL COMPETENCE A A	F COUNSELING & PRACTICUM F F	GROUP LEADERSHIP PROBLEMS (PROJECT X)	F AFEX CAPSTONE EXERCISE F F	
1610	F THE NEED FOR CROSS-CULTURAL COMPETENCE F F	F COUNSELING & PRACTICUM F F	GROUP LEADERSHIP PROBLEMS (PROJECT X)	F AFEX & AFEX DEBRIEF F F	
Notes	Class Photo 1300 Today!	A=Auditorium F=Flight Room	Remember Project X Task Sheets. Remember Dorm Key, no jewelry and have safety straps for glasses		