

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

**CIVILIAN ACCULTURATION AND LEADERSHIP TRAINING
COURSE**



COURSE NUMBER: MOTS-009

October 2013

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 (Holm Center/CV [Committee Chair], Holm Center/CR, OTS/CMDT, and AFROTC/CC) 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 14-01



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Supersedes Holm Center Syllabus MOTS-009, October 2012

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Summary of Changes

General

Many of the lessons have undergone changes/updates that require a complete review by instructors. Throughout the material there are minor changes such as flow, formatting, grammar, and numbering. There are also tweaks in objectives and samples. Many slides have been updated and have content flow changes to match changes in the lessons. Previous lesson plans may have the same or similar information but are obsolete. Therefore, new lesson plans should be downloaded/printed before beginning instruction.

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 208 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 Civilian Acculturation and Leadership Training (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 on 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 listen to others
- Express 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 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, 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

Leadership Studies

Profession of Arms

Warfare Studies/International Security Studies/War Gaming

Communication Studies

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
SP—Student Performance

2. Lessons

Administrative (AD)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
STUDENT IN-PROCESSING/ COURSE OVERVIEW/ INTRODUCTIONS	AUDITORIUM / FLIGHT ROOM	IL/GD	1.00	4.00
STUDENT OUT-PROCESSING/ GRADUATION	AUDITORIUM	GL/PE	0.00	2.00
FINAL EXAMINATION	AUDITORIUM	PE	2.50	2.00
	TOTAL HOURS		3.50	8.00

Communication Studies (CS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
BASICS OF BRIEFING	AUDITORIUM	IL	1.00	1.00
ADVOCACY BRIEFING PREPARATION AND STANDARDS	FLIGHT ROOM	IL	1.00	1.00
ADVOCACY BRIEFING MEASUREMENT	FLIGHT ROOM	SP	7.00	3.00
BULLET STATEMENTS	AUDITORIUM	IL	1.00	1.00
BULLET STATEMENT PRACTICUM	FLIGHT ROOM	PE	1.00	1.00
AIR AND SPACE SYSTEMS CAPABILITIES TALKING PAPER	FLIGHT ROOM	PE	2.00	0.00
	TOTAL HOURS		13.00	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 AIR FORCE EMPLOYMENT EXERCISE (AFEX)/ AFEX PLANNING	FLIGHT ROOM	IL/PE	0.00	2.00
FORCE PACKAGING	AUDITORIUM	IL	1.00	1.00
AIR AND SPACE SYSTEMS	FLIGHT ROOM	PE	2.00	1.00

CAPABILITIES				
AIR FORCE EMPLOYMENT EXERCISE (AFEX) CAPSTONE EXERCISE AND DEBRIEF	FLIGHT ROOM	PE/SP	8.00	3.00
RELATING AND COMMUNICATING CROSS-CULTURALLY	FLIGHT ROOM	IL/GD/PE	1.00	1.00
	TOTAL HOURS		15.00	11.00

Leadership Studies (LS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	LESSON HOURS
ICE BREAKER/GROUP LEADERSHIP PROBLEMS	FLIGHT ROOM	GD	0.00	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	AUDITORIUM	IL	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	FLIGHT ROOM	IL	0.00	1.00
SELF-ASSESSMENT (DiSC)	AUDITORIUM	IL	0.00	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	1.00	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	FLIGHT ROOM	IL	1.00	1.00

AND COUNSELING				
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	FLIGHT ROOM	IL/PE	0.00	1.00
PROJECT X	LRC	PE	0.00	4.00
SENIOR LEADER PERSPECTIVE	AUDITORIUM	GL	0.00	1.00
SENIOR ENLISTED PERSPECTIVE	AUDITORIUM	GL	0.00	1.00
<i>THE CAINE MUTINY</i>	FLIGHT ROOM	GD	1.00	3.00
LEADERSHIP CAPSTONE— <i>REMEMBER THE TITANS</i>	FLIGHT ROOM	GD	1.00	3.00
	TOTAL HOURS		19.50	47.00

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	0.00	1.00
PROFESSIONAL AND UNPROFESSIONAL RELATIONSHIPS	FLIGHT ROOM	GD/ CASE	1.00	1.00
VIRTUAL STAFF RIDE: BATTLE OF ROBERT'S RIDGE	FLIGHT ROOM	GD/ CASE	1.00	2.00
	TOTAL HOURS		3.00	5.00

Totals

CR AREAS	STUDY HOURS	CLASS HOURS
AD	3.50	8.00
CS	13.00	7.00
WS/ISS/WG	15.00	11.00
LS	19.50	47.00
PA	3.00	5.00
TOTAL	54.00	78.00

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

Lesson Objective: Value the importance of writing effective bullet statements in accordance with AFH 33-337, *The Tongue & Quill*.

Description: This lesson gives students an introduction to military style writing, specifically writing effective bullet statements. This class is interrelated with the Bullet Statement Practicum lesson. The instructor will describe how to write a good bullet, basic formatting rules, and the elements to a good bullet.

Lesson Title: Bullet Statement Practicum

Lesson Objective: Respond to the importance of effective bullet statements.

Description: During this class the instructor will lead the students through a practicum of writing and evaluating proper and improper bullet statements in accordance with AFH 33-337, *The Tongue and Quill*. In advance of the lesson, students will work as teams to prepare several bullet statements.

Lesson Title: Basics of Briefing

Lesson Objective: Apply *Tongue & Quill* (T&Q) guidance to develop and deliver a professional military briefing.

Description: This lesson explains the basic format for a military briefing and how to develop and deliver an effective briefing. The lesson goes into detail on how to effectively present information in a professional and military manner.

Lesson Title: Advocacy Briefing Preparation and Standards

Lesson Objective: Apply advocacy briefing skills to deliver a convincing argument.

Description: This lesson explains the standards and requirements for advocacy briefs. The pro, con, plus 1 and the problem-solution presentation patterns are reviewed.

Lesson Title: Advocacy Briefing Measurement (Oral Presentations)

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

Description: This allotted time will allow students to gain practical experience delivering a professional military advocacy briefing. Students will be required to present a 5-6 minute briefing, related to their job at home station, that incorporates at least two visual aids.

Lesson Title: Air and Space Systems Capabilities Talking Paper

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

Description: This assignment will allow students to gain practical experience writing a military talking paper. Students will prepare a talking paper covering 2-3 air and space systems.

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) Capstone Exercise and Debrief

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

Description: This lesson allows students to combine the concepts they have learned to date and apply them to a realistic war game scenario. Students should be able to plan missions and packages using the AFEX Software.

Lesson Title: Air and Space Systems Capabilities

Lesson Objective: Respond to discussion on the descriptions of air and space systems.

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: Respond to a discussion to the intricacies of assembling an effective force package to achieve the objective of air and space operations.

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: Introduction to Air Force Employment Exercise (AFEX)

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

Description: This lesson prepares the students for the AFEX exercise. After reviewing the mission objectives and software mechanics, 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: Know how cross-cultural competence (3C) leads to operational success when working with individuals and groups from 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: Relating and Communicating Cross-Culturally

Lesson Objective: Comprehend how knowledge of cultural domains can enhance one's ability to relate and communicate cross-culturally.

Description: This lesson is designed to impart basic awareness of how the 3C skills of relate and communicate can enhance one's cross-cultural competence. This lesson also introduces and incorporates cultural assimilators as a means of fostering critical thinking and reflection on possible sources of cross-cultural conflict.

Lesson Title: Terrorism

Lesson Objective: Know the fundamentals of terrorism and its impact on US policy.

Description: The lecture motivates the students by informing them of our nation's position on terrorism, and reminds the students 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

Lesson Objective: Respond positively to the need for dynamic subordinancy among all followers.

Description: This lesson is designed to be used with the movie *The Caine Mutiny*. The video shows a variety of complex ethical problems affecting both leaders and followers. The video does provide good discussion for superior/subordinate relationships and the idea of dissent in the military. The first segment begins with a discussion of dynamic subordinancy. Next, the instructor discusses the three ways of looking at the followership role. The instructor explains why subordinates must be concerned with the job itself, their relationship with the boss, and taking responsibility for their own actions or lack of action. During the third section, the instructor discusses the ten rules of followership, and conducts a short guided discussion to further illustrate how these rules are used effectively or ineffectively.

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 designed to familiarize students with programs designed to enhance their careers and broaden their career paths.

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: Corrective Supervision and Counseling

Lesson Objective: Comprehend the principles of corrective supervision.

Description: This lesson covers interaction skills and gives the student the opportunity to diagnose work problems in given scenarios. The lecture part of this class starts with the definition of corrective supervision and then goes into the four basic steps of corrective supervision. This is followed by the student activity of turning aggressive statements into assertive statements. The class finishes up with case studies, where the students can apply corrective supervision and look at assertive statements.

Lesson Title: Counseling and Practicum

Lesson Objective: Comprehend the role of the Air Force officer as a counselor.

Description: This lesson first introduces three methods of counseling (directive, nondirective, and eclectic) and the students learn about counseling traits. Students are then given 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 elements of the Enlisted Evaluation System (EES).

Description: This lesson focuses on the components of the EES. The students will learn the requirements for EPRs and how EPRs tie into the career progression of the enlisted force. This lesson will also cover the various promotion methods for enlisted members.

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 Kelley's Two-Dimensional Model of Follower Behavior and how to identify situations where followers are less than effective. It then clarifies what effective follower behavior means and ties in the core values. This lesson is designed to reinforce that to be good leaders students also need to 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: 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: 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 concepts of the major motivation theories.

Description: This lesson helps students understand the concept of motivating subordinates by looking at multiple motivation theories. The lesson also gives them guidelines to use when motivating subordinates.

Lesson Title: Officer Evaluation System

Lesson Objective: Know the Air Force Officer Evaluation System.

Description: This lesson focuses on the components of the officer evaluation system (OES) as it applies mainly to Active Duty; however, the process is similar in the Reserves and Air National Guard. The students will learn the requirements for officer performance reports (OPRs) and how OPRs tie into the career progression of the officer corps. This lesson will also cover the various promotion methods for officers.

Lesson Title: Performance Feedback

Lesson Objective: Know key elements of Air Force Performance Feedback.

Description: This lesson focuses on the feedback process as well as the requirements for feedback sessions and for completing the performance feedback worksheet 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 the taxonomy of social power. We look at each one of these sources of power individually.

Lesson Title: Problem Solving

Lesson Objective: Comprehend the Eight-Step Problem-Solving Process.

Description: Problem Solving is designed primarily to help students understand the Eight-Step Problem-Solving Process and how it impacts organizational performance. The lesson begins with the objective of the Eight-Step Problem-Solving Process. It is important to point out the merits of having a systematic process for improvement and problem solving in the Air Force. The lesson walks through the steps of problem solving and provides scenarios designed for students to evaluate where a team is in the problem-solving process.

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. Provide students the tools to plan their team roles and strategy.

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: 1) Know the importance of religious respect; 2) comprehend the relationship between free expression of religion and Air Force Core Values.

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

Lesson Objective: Comprehend principles of self-assessment.

Description: This lesson gives students an understanding of the concept of self-assessment and its importance for an Air Force leader. This is facilitated through the use of the DiSC Self-Assessment tool, which is designed to identify a person's behavioral tendencies and needs by highlighting four distinct dimensions: Dominance, Influence, Steadiness, and Conscientiousness.

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 examines the Situational Leadership Model in which the most appropriate leader behavior is based on follower maturity or development. The lesson begins by examining the two types of leader behavior (task and relationship). After this, the lesson examines the variables that impact the leader in different situations. The lesson then progresses to Hersey and Blanchard's Situational Leadership Model and describes the two key aspects necessary to evaluate follower development levels: ability and willingness.

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. Resiliency is then defined and practical elements of resiliency that help people to "bounce back" are covered. Stress management enables individuals to better handle stress, developing resiliency gives us "the ability to withstand, recover and/or grow in the face of stressors and changing demands."

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: forming, norming, storming, and performing. We start by defining the various stages and then showing what feelings, behaviors, and expectations are encountered for members at each stage. The lesson then examines the difference between groups and teams. It ends in exercises for applying team building concepts.

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: Comprehend the importance of Core Values to Air Force members.

Description: This is a flight room informal lecture. It is the first and only lesson on Air Force Core Values. It leads the student on the journey to gain insight into these specific values by first defining them and then exploring the reasons why we have Core Values in the Air Force. Students learn that Core Values are indeed the price of admission. The lesson includes a discussion on 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: Value the Battle of Roberts Ridge and the sacrifice of the military members involved.

Description: The purpose of this lesson is to employ the methodology of a virtual staff ride to present students with an understanding of leadership, decision-making, and the challenges of command. Students will address the application of air power in a complex modern battlefield environment and the enduring moral values that underpin the professional ethos of American men and women in uniform. Using video clips that include interviews with participants in the Battle of Roberts Ridge, computer simulated fly-throughs and other visual aids, the exercise will give students the opportunity to discuss why events unfolded as they did and how they might have happened differently. The lesson will progress through an understanding of the strategic situation in early 2002, the progress of Operation Enduring Freedom and the planning and preparation for Operation Anaconda. Then the lesson will look at the Battle for Roberts Ridge and the ensuing fight for control of the observation post on the top of Takur Ghar (tay-kur gahr) mountain. Through guided discussion the students will discuss the many varieties of air power and its synchronization with ground maneuver; how ethical considerations are embedded in tactical decisions; and the nature of leadership in an "improvised war".

4. COURSE MASTER SCHEDULE

WEEK 1

Time	Monday - TD 1	Tuesday - TD 2	Wednesday - TD 3	Thursday - TD 4	Friday - TD 5
0800	A A A COMMANDER'S WELCOME 0800 - 0815 Boyd COURSE OVERVIEW 0815 -0900 Boyd	F F F PA - AF CORE VALUES - THE PRICE OF ADMISSION	A A A LS - RELIGIOUS RESPECT	A A A LS - FOLLOWERSHIP	F F F LS - PROBLEM SOLVING
0900	F F F	A A A LS - AIR FORCE LEADERSHIP	A A A CIVILIAN FORCE DEVELOPMENT (AIR. HAGEN)	A A A LS - SITUATIONAL LEADERSHIP	F F F LS - AIR AND SPACE SYSTEM CAPABILITIES / CS - TALKING PAPER EXERCISE
1000	F F F FLIGHT ORIENTATION	A A A CS - BASICS OF BRIEFING	A A A WORK PLACE PROFESSIONALISM	A A A WS - AIR FORCE CORE FUNCTIONS	F F F INTRODUCTION TO AFEX
1100	F F F	F F F CS - ADVOCACY BRIEFING PREPARATION AND STANDARDS	F F F PA - PROFESSIONAL AND UNPROFESSIONAL RELATIONSHIPS	A A A WS - FORCE PACKAGING	F F F AFEX PLANNING
	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1310	A A A ICE BREAKER GROUP LEADERSHIP PROBLEMS (GLP) Ritchey Center	A A A LS - MOTIVATION	F F F LS - TEAM BUILDING	F F F LS - CONFLICT MANAGEMENT	F F F LS - POWER & INFLUENCE
1410	A A A	A A A CS - BULLET STATEMENTS	F F F	F F F	F F F
1510	A A A LS - SELF ASSESSMENT (DSC)	F F F LS - HUMAN RELATIONS IN THE AF	F F F LS - MANAGEMENT FUNCTIONS AND PRINCIPLES	F F F CS - BULLET STATEMENT PRACTICUM	F F F LS - THE CAINE MUTINY
1610	A A A	F F F	F F F LS - FULL RANGE LEADERSHIP	F F F PROJECT X BRIEF	F F F

WEEK 2

Time	Monday - TD 6	Tuesday - TD 7	Wednesday - TD 8	Thursday - TD 9	Friday - TD 10
0800	F F F	F F F LS - STRESS MANAGEMENT AND RESILIENCY	A A A LS - PERFORMANCE FEEDBACK	A A A LS - EFFECTIVE SUPERVISION	F F F PA - VIRTUAL STAFF RIDE: THE BATTLE OF ROBERTS RIDGE
0900	F F F CS - ADVOCACY BRIEF	F F F LS - CHANGE MANAGEMENT	A A A LS - ENLISTED EVALUATION SYSTEM	F F F	F F F
1000	F F F	F F F LS - SEXUAL ASSAULT PREVENTION AND RESPONSE	A A A LS - OFFICER EVALUATION SYSTEM	F F F LS - LEADERSHIP CAPSTONE-- REMEMBER THE TITANS	A A A CALT FINAL EXAM Hoover
1100	F F F LS - LEADERSHIP AUTHORITY AND RESPONSIBILITY	F F F	F F F LS - STANDARDS AND ACCOUNTABILITY	F F F	A A A
	LUNCH	LUNCH	LUNCH	LUNCH	GRADUATION
1310	A A A	A A A SENIOR ENLISTED PERSPECTIVE	A A A PA - AIR EXPEDITIONARY CONCEPTS	F F F SENIOR LEADER PERSPECTIVE	
1410	A A A	A A A ISS - THE NEED FOR CROSS-CULTURAL COMPETENCE	A A A ISS - TERRORISM	F F F	
1510	F F F GROUP LEADERSHIP PROBLEMS (PROJECT X)	F F F ISS - RELATING AND COMMUNICATING CROSS- CULTURALLY	F F F LS - COUNSELING & PRACTICUM	F F F AFEX CAPSTONE EXERCISE	
1610	F F F	F F F LS - CORRECTIVE SUPERVISION & COUNSELING	F F F	F F F AFEX & AFEX DEBRIEF	