



THE AIR UNIVERSITY



SOS 15B Think Tank Presentation

Final Combined Group



THE AIR UNIVERSITY



SOS 15B Think Tank Presentation

Group 3



15B Think Tank Prompt



“If you could design the 5-week SOS in-residence experience from scratch, unconstrained by any external HHQ requirements, policies, or laws, what would those 5 weeks look like?”

What SOS should teach, **How** those things should be taught, and **Why?**



Our Assumption



Captains are responsible, professional, and intellectually capable individuals who are eager to improve if given the right opportunity and environment.



Purpose



Provide a **focused**, **rigorous**, **hands-on** experience that develops officers' skills in **leadership**, **strategic thinking**, and **innovation**.



Why?



“The Air Force’s ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years.”

-General Mark A. Welsh III-

Ability to continue to adapt



Innovation

Respond faster than adversaries



Strategic Thinking

Greatest challenge we face



Leadership



Overview



- Group 3 Tenets
- Distance Learning Structure
- In-Residence Structure
- In-Residence Calendar
- A Day in the Life of an SOS Student



Group 3 Tenets



- Content:
 - Leadership
 - Strategic Thinking
 - Innovation
- Structural Philosophy:
 - “Blended Learning”
 - “Phased Schedule”
 - Knowledge Repository
 - Vertical Integration with AU
 - Education, NOT “Training”



Distance Learning Structure



- SOS Students learning “about” a topic
 - 7-week TDY Orders w/ first 2 weeks at home station
 - *Alternative: 7-week TDY in-residence, first 2 weeks spent in “casual status”*
 - Daily readings, journals, and archived speeches
 - Virtual contact with flight members



In-Residence Structure



- SOS Students learning “how to apply” a topic
 - Professional Role-playing
 - Case Study Method
 - Heritage Lectures
 - Electives
 - Integration with SNCOs (5 half-days)
 - Flight Think Tanks



In-Residence Calendar



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



AD22: Strategic Thinking Civil-Military Relations



- DL:
 - Excerpts: Samuel Huntington: Soldier and the State
 - Excerpts: David McCullough: Truman, excerpts on MacArthur
 - Speech: George Washington’s “Newburgh Address”
- IR:
 - Morning
 - Heritage Lecture Series (ex: Gen McChrystal or staff member)
 - Case Study Analysis of Gen McChrystal’s firing
 - Afternoon:
 - Lunch
 - 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 optional “TED”-type evening lecture or Elective course



Conclusion



The Intellectual and Leadership Center of the Air Force



Group 3 Members



Michael Arth

John Ferris

Chandler Bartholomew

Matthew Fleharty

George Cannon

Kemper Kelly

Daniel Carroll

Robert Russell

Victor Ditommaso

Keith Williams



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Backup



Quote



“Knowing without doing is sterile. Doing without knowing can be disastrous. To serve and protect our country, the military profession requires men who combine knowledge and action.”

- Harold Brown, Secretary of the Air Force -



Thoughts



- Leadership requires thinking. It is not a skill to be trained. We want SOS to help vector, encourage, reward, and sustain the kind of deep thought that real leadership demands.
- We believe that as adults and officers, SOS students are responsible, professional, and eager to become better (leaders, strategic thinkers, and innovators) if given the right opportunity and environment.
- Every officer already has a bachelors degree (they're intellectually capable individuals) – the SOS curriculum should reflect that.



Case Studies



- **Examples:**
 - “Friendly Fire” from Harvard Business School
 - 14 Apr 1994, 2 F-15s shot down 2 Army Black Hawk helicopters in Iraq resulting in 26 personnel KIA
 - Investigates the failure of leadership, peer accountability, cultural influences, and a myriad of other potentially contributing factors
 - “Strike in Space” from Harvard Business School
 - 27 Dec 1973, Skylab space station crew goes radio silent for the first “strike in space”
 - Investigates mission creep, mission/work/rest balance, leading & following from remote locations, knowing one’s people, etc.
 - “Darker Shades of Blue” from Maj Kern
 - 24 Jun 1994, B-52 crashes at an air show killing all personnel on board
 - Investigates leadership (superiors, peers, and subordinates), command climate, and the importance of standards to name a few items



AD2: Innovation Think Tank Introduction



- DL:
 - Think Tank Primer
 - TED Talk: Charles Leadbeater “The Era of Open Innovation”
- IR:
 - Morning
 - Polifka Lecture by Commandant on Think Tank
 - Polifka Library Resources Presentation
 - Issue Overview & Analysis
 - Afternoon
 - Lunch
 - 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 optional “TED”-type evening lecture or Elective course



AD6: Leadership Decision Making & Cognitive Biases



- 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
 - Cognitive Bias Exercises
 - Case Study Analysis of “Friendly Fire” from HBS
 - Afternoon
 - Lunch
 - 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 optional “TED”-type evening lecture or Elective course



AD7: Leadership Accountability, Resiliency, People



- **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
 - Case Study Analysis of B-52s Transporting Nuclear Weapons
 - Case Study Analysis of Space Shuttle Columbia's Final Mission
 - Afternoon
 - Lunch
 - 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 optional "TED"-type evening lecture or Elective course



AD10: Leadership Expectancy Theory & Equity Theory



- DL:
 - Excerpts: Robbins & Judge: Essentials of Organizational Behavior, 11th ed.
- IR:
 - Morning
 - Case Study Analysis of “Strike in Space” by HBS
 - Lunch
 - Afternoon
 - 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 optional “TED”-type evening lecture or Elective course



AD14: Strategic Thinking Theories of International Relations



- DL:
 - Excerpts: Henry Kissinger: Diplomacy
 - Excerpts: John Mearsheimer: Tragedy of Great Power Politics
 - Article: J.T. Siegle, M. M. Weinstein, and M. H. Halpernin: “Why Democracies Excel”
 - Article: Freakonomics: “Democratic Dominos”
- IR:
 - Morning
 - Academic Lecture on International Relations Theory
 - Case Study Analysis of Georgian-Russian War
 - Afternoon
 - Lunch
 - 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 optional “TED”-type evening lecture or Elective course



AD8/18: Field Days



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





Think Tank Team One Presentation
Transform Captains to Lead Airmen Through Evolving Challenges

Capt Tony “MIFF” Paladino
Capt Allison DeVito



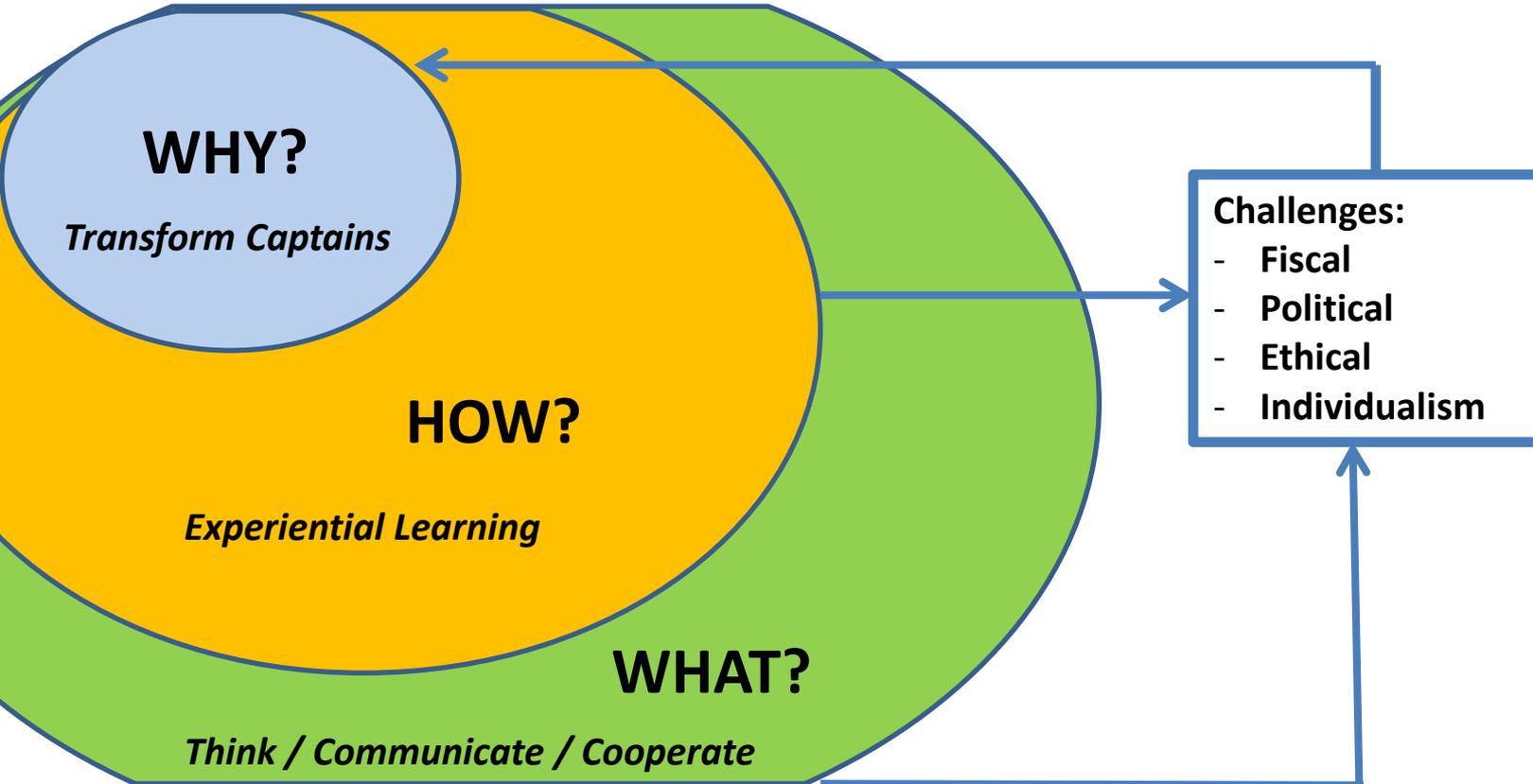
Why?



SOS will transform AF Captains from skilled operators to forward-thinking, professional leaders capable of leading Airmen through evolving challenges

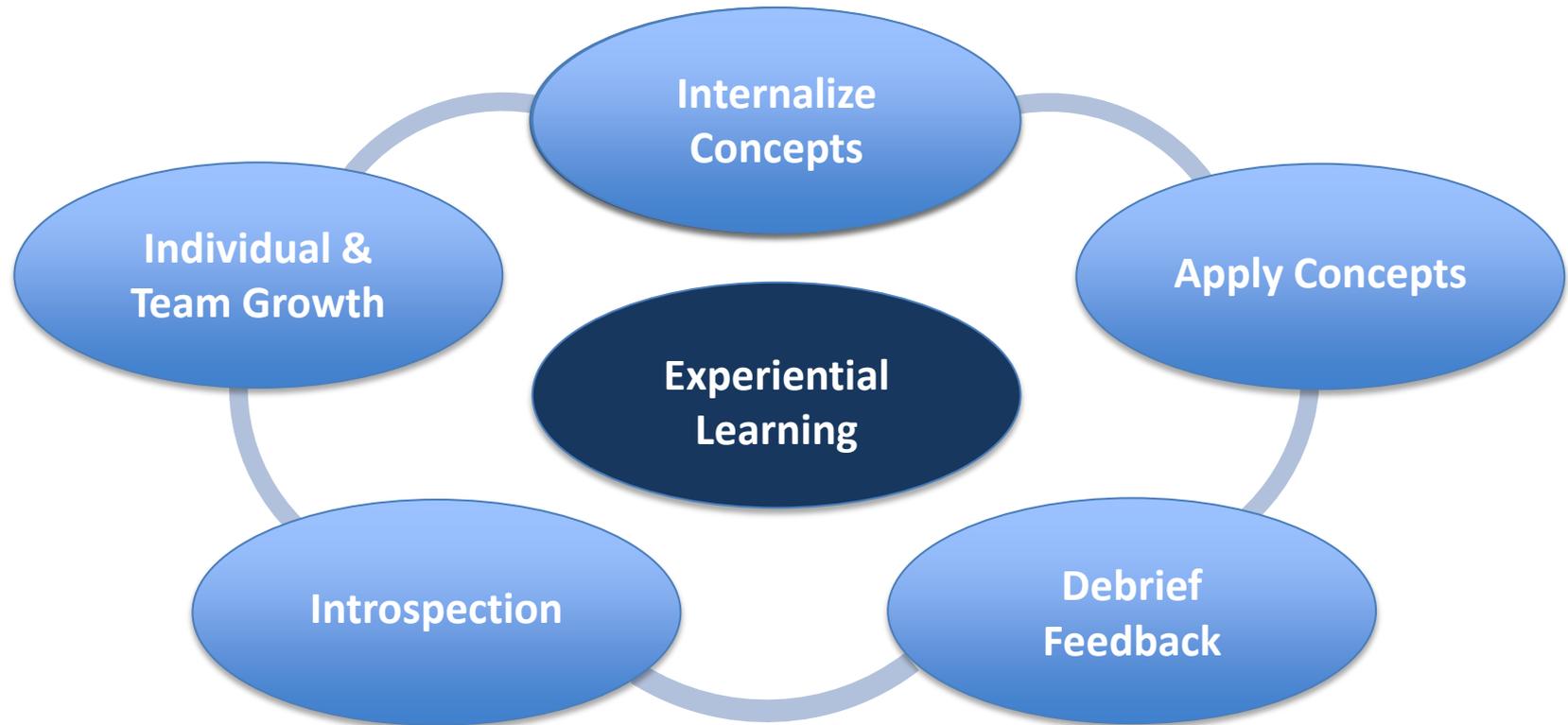


The Concept





How?





What?



Leaders who **THINK**

Critical Thinking

- Framework for Critical Thinking
- Innovation
- Strategic Thinking

Strategy & Doctrine

- US Strategy & Doctrine
- AF Strategy & Doctrine
- International Security Systems

Values & Ethics

- Philosophy Review

Leaders who **COMMUNICATE**

Effective Communication

- Professional Communication
- Influence & Power
- Cross-Culture Communication

- Negotiation

 **7 core concepts**

 **14 student-led lessons**

 **4 instructor-led lessons**

Leaders who **COOPERATE**

Leadership

- Full-Range Leadership
- Effective Debrief

- Feedback

Teambuilding

- Teambuilding Basics

Joint & Combined Relationships

- Joint Operations
- Civil/Military Cooperation
- Combined Operations



Academics



- Student-led learning by teaching
- Case study, debate & role-play exercise
- Lecture series

Lecture Series
Hero/Core Values
Operational Lessons Learned
Senior Leadership Perspectives
Foreign Policy Experts
Sister Service/Other Agency Leadership Perspectives



Leadership Olympics



- Increased frequency/variety
- Structured debrief & feedback
- Structured journals & action plans

Modify

Project X

Air doctrine dodge ball (FLEX)

Team challenges

War game simulation (ADWAR)

Add

Flight Think Tank

Negotiation/Debate



Leadership Olympics



Leadership Challenge	Number of Student Leaders/Flight	Number of Challenge Opportunities
FLEX	2 (rotate as JAOC)	3+ matches for points
Project X	3 (rotate leading challenges)	16 total challenges for points
Negotiation	2 (co-lead negotiations)	2 negotiations for points
Team Challenges	3 (rotate leading challenges)	6 challenges for points
ADWAR	2 (co-lead war game)	2 war games for points
Think Tank	2 (lead 7-person groups)	1 Sq/CC brief for points



Project X



- Student-built action plans
- Modified rules/constraints
- Debrief, feedback & experiential loop



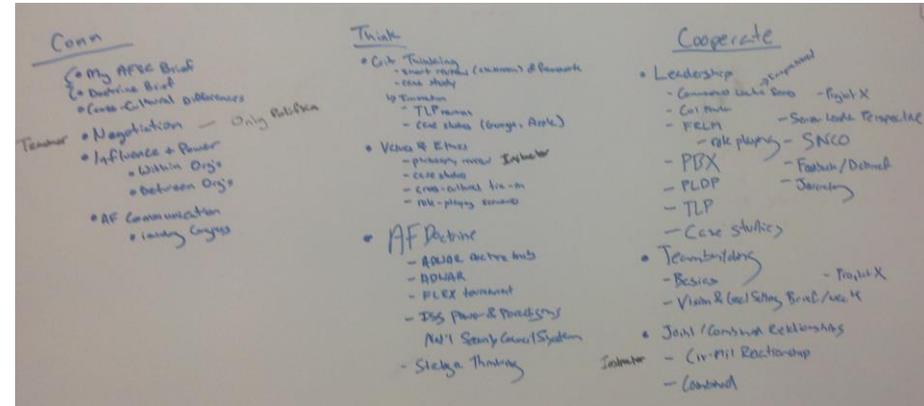
4 Project X days/flight (16 total events)
3 Project X POCs/flight
4 events/POC
4 “unassigned POC” problems



Flight Think Tank Project



- Team approach to strategic thinking
- One strategic problem/squadron
- Two 7-person groups/flight
- Senior mentor/SME



- Week 1- Individual student BBPs**
- Week 2- 7-person group briefs in flight**
- Week 3- Consolidated flight brief to Sq/CC**
- Week 4- 1 flight brief/Sq to SOC/CC**
- Week 5- SOC/CC selects briefs for AF leaders**

THINK

- CRITICAL THINKING
- STRATEGY & DOCTRINE
- VALUES & ETHICS

COMMUNICATE

- EFFECTIVE COMMUNICATION

COOPERATE

- LEADERSHIP
- TEAMBUILDING
- JOINT & COMBINED RELATIONSHIPS

CONCEPTS

CASE STUDY

DEBATE

ROLE-PLAY SCENARIO

APPLICATION

PROJECT X
ADWAR
FLEX
THINK TANK
NEGOTIATION
TEAM CHALLENGE

DEBRIEF & FEEDBACK

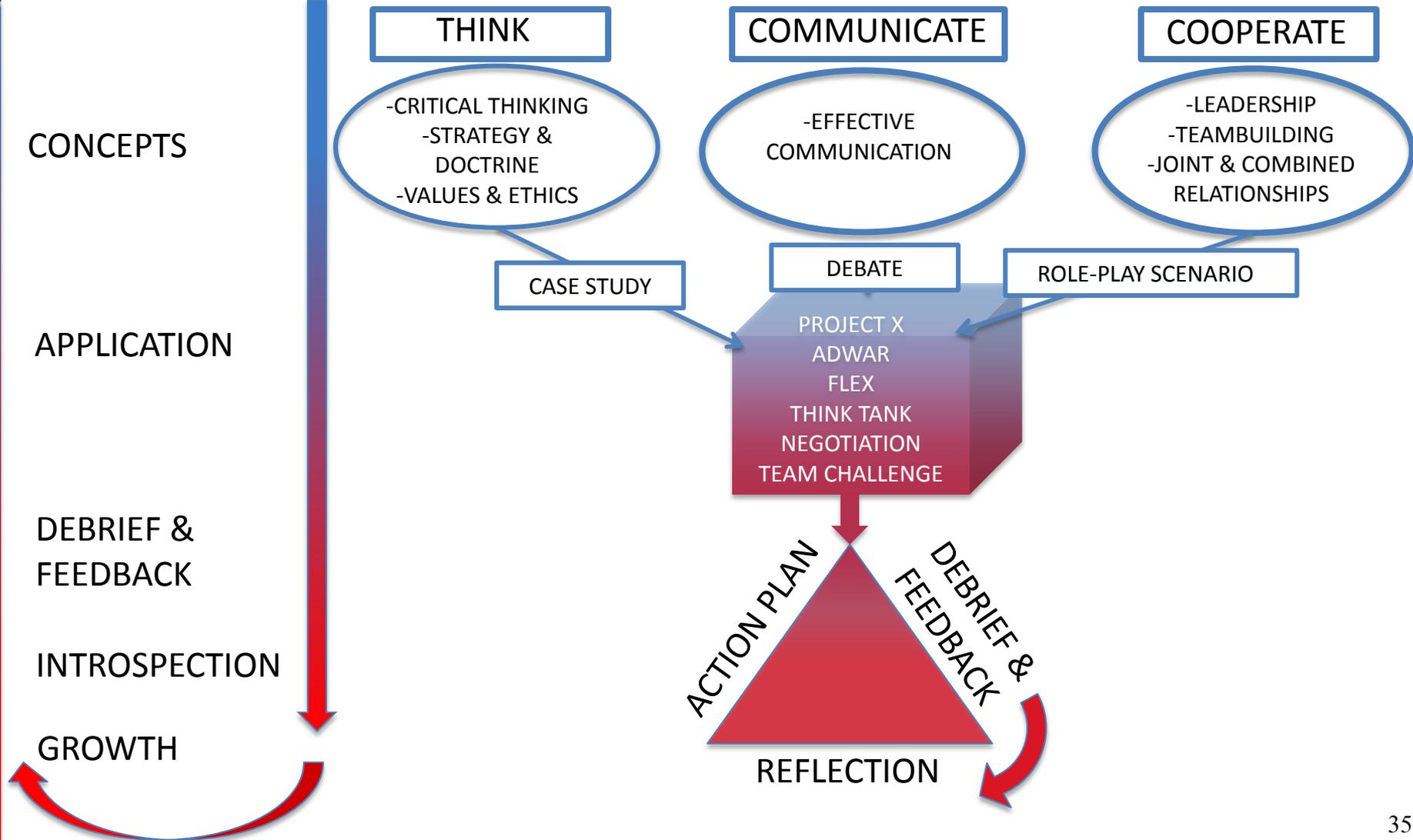
ACTION PLAN

DEBRIEF & FEEDBACK

INTROSPECTION

REFLECTION

GROWTH





Academic Calendar

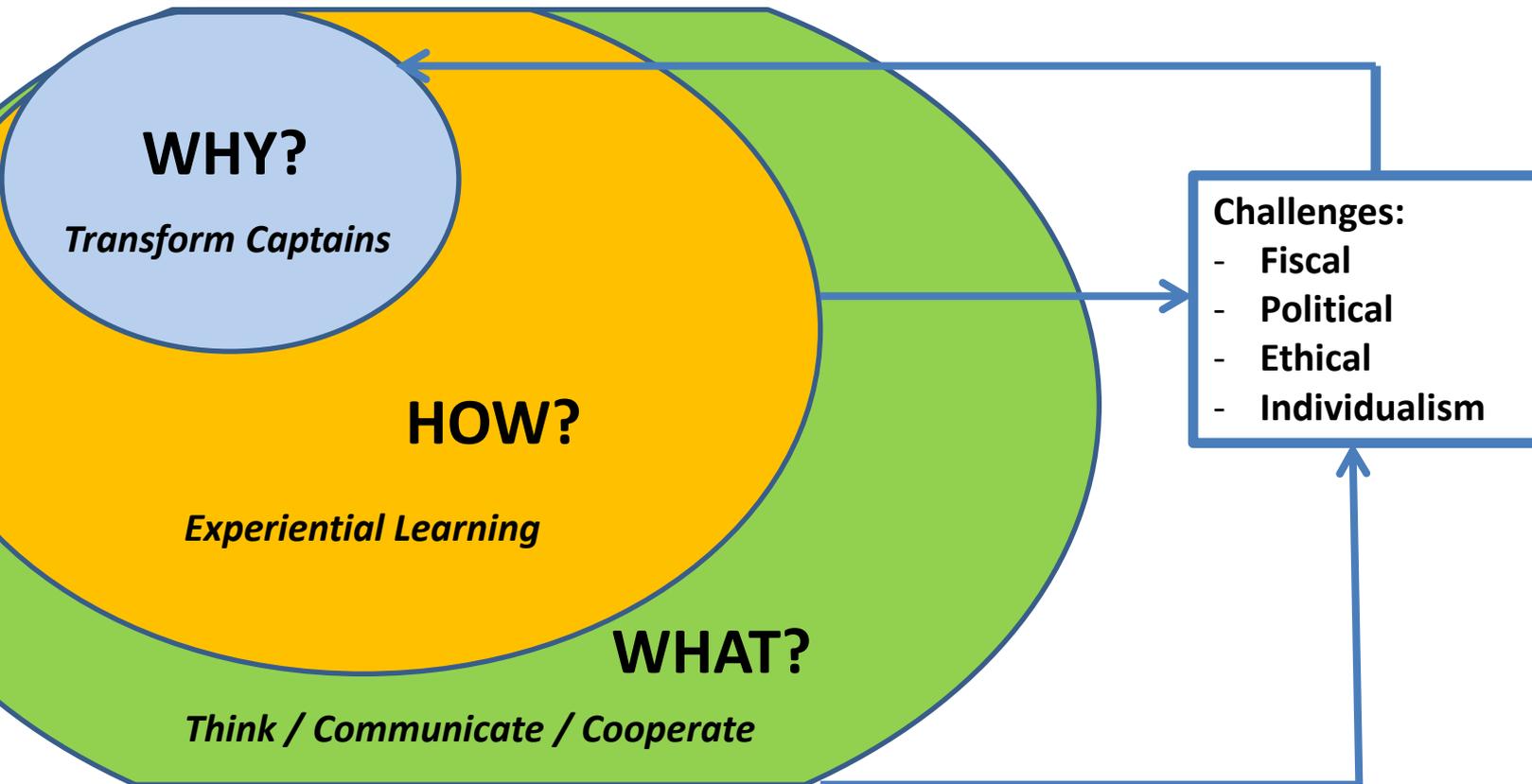


Week 1

		Week 1				
		Mon Day 1	Tue Day 2	Wed Day 3	Thu Day 4	Fri Day 5
800	Course Overview, Expectations & Assignments		Full-Range Leadership (Flt CC-led)	Effective Debrief (Flt CC-led)	Teambuilding Basics	Feedback
900			Role Play Scenario	Debrief Exercise	Case Study	Role Play Scenario
1000						
1100						
1200		Lunch	Lunch	Lunch	Lunch	Lunch
1330	Polifka Lecture (SOC & Sq CCs)		My AFSC Story Briefs	Polifka Lecture (Senior Leader)	Polifka Lecture (Hero/Core Values)	Think Tank BBPs Due (Split Groups & Brainstorm)
1430						
1530	Icebreaker & Course Overview Continued	Team Challenge 1 (Teamwork Problem) Debrief/Feedback	Team Challenge 2 (Project X) Debrief/Feedback	FLEX Intro (Practice) Debrief/Feedback		
1630						



Summary





Questions?



Back Up Slides



FLEX



- Competencies covered
 - Strategy & Doctrine
 - Joint & Combined Relationships
 - Effective communication
 - Teambuilding
 - Leadership
 - Critical Thinking
- Valuable team opportunity to apply air doctrine basics
 - 2 POCs/flight to rotate as JAOCs
- More repetition is necessary
 - Multiple matches for each flight JAOC
 - Test different strategies
 - Points earned contribute to overall flight standing
 - Structured debrief & journals
 - Complete experiential loop and internalize competencies



2 practice matches
3 matches for points
1 FLEX Field Day Tournament
for points



Team Challenges



- Competencies covered
 - Effective communication
 - Leadership
 - Teambuilding
 - Critical Thinking
 - Strategy & Doctrine
 - Values & Ethics
- Resource-constrained problem-solving exercises
 - Apply academic concepts
 - Reward innovation
 - Execute more frequently
 - Points earned contribute to flight ranking
 - Structured debrief
 - Complete experiential loop and internalize competencies



10 total team challenges throughout SOS

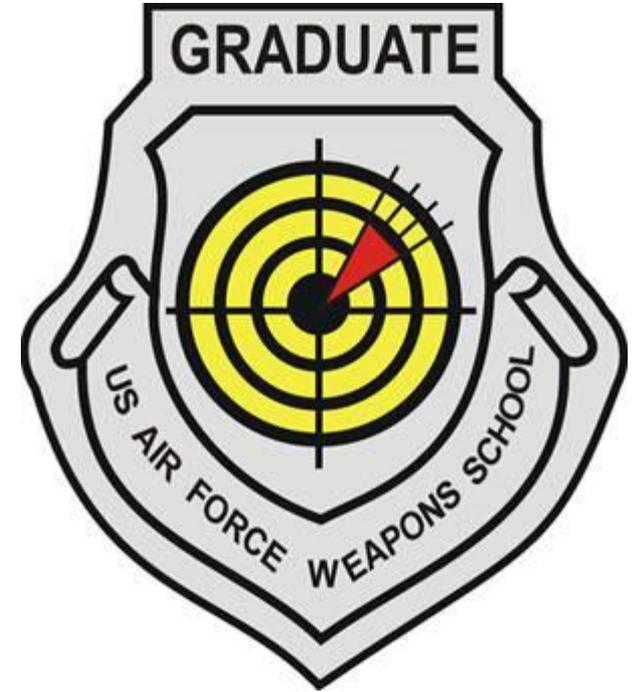
- 2 negotiation/debate events (2 POCs/flight)
- 2 ADWAR scenarios (2 POCs/flight)
- 6 real-world indoor/outdoor challenges (3 POCs/flight)



An Effective Debrief



- Mission & tactical objectives
- Information capture
- Mission reconstruction & analysis



Adapted from WPS Papers by Maj. Brian Gyovai & Maj. Ronald Hawkins



Additional SOS Components



Introspection and Individual Development

Journaling

Personal Leadership Development Plan

Promotion Board Exercise

Optional AFSC-Specific Mentoring

Individual Assignments

“My AFSC Story” brief

“Think Tank” critical analysis BBP

2 student-led academic lessons

“ADWAR” Air Force doctrine brief

Leadership event action plans

Miscellaneous

O-4 Flight Commanders



Academics to Cut



Lesson	Rationale
Active Listening	<ul style="list-style-type: none">• Captains are already well-versed in these topics.• Specific lessons are not necessary as these subjects will be required to successfully complete the student-led teaching and presentation requirements.
Communication Basics	
Emotional Intelligence	<ul style="list-style-type: none">• Stand alone lesson is unnecessary. This topic can be incorporated into other lessons.
Wellness	<ul style="list-style-type: none">• This subject is regularly taught during stand down days and unit training. There is no value added to including this lesson in SOS.
Diversity	<ul style="list-style-type: none">• Stand alone lesson is unnecessary. Partially covered in cross-cultural lesson. This topic can be incorporated into other lessons.
JAG	<ul style="list-style-type: none">• It is important for Captains to understand the UCMJ, military discipline, and support available from JAGs. This lesson is better taught by home station JAGs.
Senior Leader Perspective	<ul style="list-style-type: none">• GO perspective provided during lecture series. Career-specific mentoring also available. There is no value-added to this lesson.



DG Program



- Team 1 general agreement on maintaining DG program
- Issues that should be reviewed:
 - Subjective nature of peer and Flight CC evaluation
 - Consider whether each student should nominate 1 fellow student in their flight and provide a written justification (or the best thinker, best communicator, and best cooperater) vice current iGecko system
 - iGecko system requiring ranking of top, middle, bottom third for a number of objectives is still very subjective
 - DG should be tied to objectives of teaching Captains to think/communicate/cooperate
 - Consider proper balance of awarding points for excelling in individual academics and leadership in different experiential events
 - Review whether PT should be a component of DG (i.e. if the AF only requires officers to pass their PT test, should points be awarded to those that excel at PT?)



History of SOS



- 1930's
 - Opportunities rare for formal military education
- 1940's
 - Only select numbers went to the Army AF Staff course
- June 1946
 - Air University activated
- Sept 1950
 - ATS closed



History of SOS (continued)



- Climate of 1950
 - Lots of changes within military education
 - Nothing formally AVAILABLE or CONSISTENT for a junior officer school to train CGOs to become better officers, leaders and warriors
- Oct 1950
 - First Squadron Officer College Class



Experiential Leadership



- Goal: Increase the number of experiential leadership opportunities at SOS
 - The best way to develop leadership is to hold a job with leadership responsibilities
 - Gen Omar Bradley
 - Experiential leadership training > classroom training (Hernez-Broom & Hughes 2004; Cronin 2001; Ibarra, Snook & Ramo 2010)
 - An individual is more likely to emerge as a leader for a task if they have acted as a leader on a similar task in the past (Stogdill 1974)
 - USAFA cadet squadron commanders more likely to be promoted to Lt Col (Didier 2012)



Lewinian Model



- Concrete experience = Application
 - Here & Now Concrete Examples
- Reflective Observation = Debrief/Feedback
 - Feedback
- Abstract Conceptualism = Introspection/Individual & Team Growth
 - Using what you learn
- Active Experimentation = Internalize Concepts

LEARNING IS A PROCESS!



Flight Think Tank



- Groups of 6-7 students tasked to analyze a strategic AF topic under Flt/CC guidance
 - “Cooperative learning promotes higher individual achievements than do competitive approaches or individualistic ones” (Johnson, Johnson & Smith 2008)
 - “Students who work in groups develop an increased ability to solve problems and evidence greater understanding of the material” (Davis 1993)
 - Students reported increased communication and conflict resolution skills from group work (Colbeck, Campbell, and Bjorklund 2000)
 - Positive student outcomes when instructors provide guidance (Bosworth 1994)



Flight Point System



Leadership Challenge	Number of Challenge Opportunities	Total Points (100)
FLEX	3 matches for points (2 each) Final tournament worth 6 points	12 points
Project X	16 total challenges - 1 point each + ½ point for innovation/no penalties/time	24 points
Negotiation	2 negotiations for 6 points each (scale)	12 points
Team Challenges	6 challenges for 3 points each	18 points
ADWAR	2 ADWAR games for 6 points each	12 points
Think Tank	1 brief to Sq/CC for points (bell curve)	12 points
Professional Points	Points deducted from 10 total	10 points



Example Case Studies



Harry Markham's Loyalty Dilemma

<https://mitsloan.mit.edu/LearningEdge/Leadership/HarryMarkhamA/Pages/default.aspx>

- Harry Markham, an investment advisor, is torn about whether to tell the board of the pension fund he is advising that the value of their liabilities are actually much larger than what the actuaries say they are.
- Covers ethics and fiscal issues

Design Thinking and Innovation at Apple

https://hbr.org/product/recommended/an/609066-PDF-ENG?referral=02522&cm_vc=rr_category_page.case_top_carousel

- For several years, Apple has been ranked as the most innovative company in the world, but how it has achieved such success remains mysterious because of the company's obsession with secrecy.
- Covers innovation

IR Theory in Practice Case Study: The Gulf War, 1990-1991

http://global.oup.com/uk/orc/politics/intro/baylis6e/student/cases/baylis6e_case_gulfwar.pdf

- This case study interprets the Gulf War through four different IR theories to include realist and liberal interpretations of the conflict.
- Covers international security environment

GE's Two-Decade Transformation: Jack Welch's Leadership

https://hbr.org/product/recommended/an/399150-PDF-ENG?referral=02518&cm_vc=rr_category_page.case_top_month

- GE is faced with Jack Welch's impending retirement and whether anyone can sustain the blistering pace of change and growth characteristic of the Welch era.
- Covers leadership and change management



“The Air Force’s ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years.”

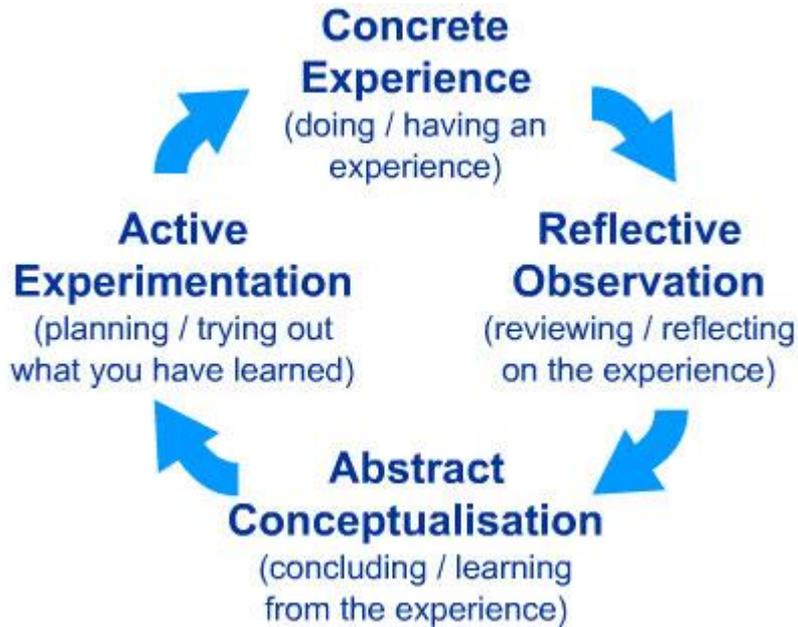
- General Welsh, Air Force 30-Year Strategy



ELT Learning Model



Lewin's Experiential Learning Theory (ELT) Learning Model



ELT Learning Model vs SOS "How?" Loop

Exposure to Concepts



Apply Concepts (AE)(CE)



Debrief & Feedback (RO)(AC)



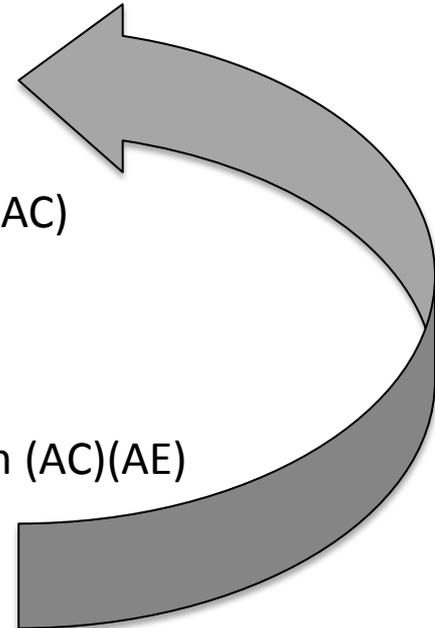
Introspection (AC)(AE)



Individual & Team Growth (AC)(AE)



Internalize Concept (AE)





Academic Calendar



Week 1

		Week 1				
		Mon Day 1	Tue Day 2	Wed Day 3	Thu Day 4	Fri Day 5
800	Course Overview, Expectations & Assignments		Full-Range Leadership (Flt CC-led)	Effective Debrief (Flt CC-led)	Teambuilding Basics	Feedback
900			Role Play Scenario	Debrief Exercise	Case Study	Role Play Scenario
1000						
1100						
1200		Lunch	Lunch	Lunch	Lunch	Lunch
1330	Polifka Lecture (SOC & Sq CCs)		My AFSC Story Briefs	Polifka Lecture (Senior Leader)	Polifka Lecture (Hero/Core Values)	Think Tank BBPs Due (Split Groups & Brainstorm)
1430						
1530	Icebreaker & Course Overview Continued	Team Challenge 1 (Teamwork Problem) Debrief/Feedback	Team Challenge 2 (Project X) Debrief/Feedback	FLEX Intro (Practice) Debrief/Feedback		
1630						



Academic Calendar



Week 2

Week 2					
	Mon Day 6	Tue Day 7	Wed Day 8	Thu Day 9	Fri Day 10
800	Professional Communication	Critical Thinking Framework	Innovation	Values & Ethics Philosophy Review (Flt CC-led)	Influence & Power
900					
1000	Case Study	Team Challenge 3 (Complex Problem) Debrief/Feedback	Case Study	Role Play Scenario	Case Study
1100					
1200	Lunch	Lunch	Lunch	Lunch	Lunch
1330	Polifka Lecture (Senior Leader)	Think Tank (Brainstorm)	Polifka Lecture (Core Values)	Team Challenge 6 (Heritage) Debrief/Feedback	Think Tank (Brainstorm, combine both group ideas)
1430					
1530	FLEX Match 1 Debrief/Feedback	Team Challenge 4 (Project X) Debrief/Feedback	Team Challenge 5 (Innovation) Debrief/Feedback	Available	
1630					



Academic Calendar



Week 3

		Week 3				
		Mon Day 11	Tue Day 12	Wed Day 13	Thu Day 14	Fri Day 15
800		Negotiation (Flt CC-led)	Cross-Culture Communication	US Strategy & Doctrine	AF Strategy & Doctrine	International Security Systems
900						
1000		Role Play Scenario	Case Study	Doctrine Debate	Case Study	Case Study
1100			Lunch			
1200		Lunch	Team Challenge 8 (ADWAR 1) Debrief/Feedback	Lunch	Lunch	Lunch
1330		Think Tank (Combined ideas, brief Flt/CC)		FLEX Match 2 Debrief/Feedback	Polifka Lecture (Foreign Policy Expert)	Think Tank Briefs to Sq/CC
1430					Team Challenge 10 (Strategic Thinking) Debrief/Feedback	
1530		Team Challenge 7 (Project X) Debrief/Feedback	Team Challenge 9 (Negotiation) Debrief/Feedback	Transit		
1630				Polifka Lecture (Ops Lessons)	Mid Term Feedback	



Academic Calendar



Week 4

		Week 4				
		Mon Day 16	Tue Day 17	Wed Day 18	Thu Day 19	Fri Day 20
800		Strategic Thinking	Joint Ops	Combined Ops	Civ / Mil Cooperation	Field Day FLEX Tournament Bracket
900		ADVAR Doctrine Briefs	Case Study	Case Study	Case Study	
1000			Lunch	Lunch	Lunch	PIZZA!!!!
1100			Polifka Lecture (Ops Lessons)	Polifka Lecture (Mil Perspective)	Team Challenge 12 (USAFA Negotiation) Debrief/Feedback	Field Day Cont'd Debrief/Feedback
1200			Lunch	Think Tank (Optional)		
1330		Team Challenge 11 (Project X) Debrief/Feedback	FLEX Match 3 Debrief/Feedback	Think Tank Briefs to SOC/CC		
1430						
1530						
1630						



Academic Calendar



Week 5

Week 5				
Mon Day 21	Tue Day 22	Wed Day 23	Thu Day 24	Fri Day 25
800				
900				
1000				
1100				
1200				
1330				
1430				
1530				
1630				
Think Tank Briefs to AU & AF Leaders	Team Challenge 14 (ADWAR) Debrief/Feedback	Combined Ops w/ SNCOs	SOS Wrap Up	Graduation
Lunch	Lunch	Lunch	Lunch	
Team Challenge 13 (Outdoor Problem Solving)	Polifka Lecture (Other Agency / Service perspective)	Combined Ops w/ SNCOs	Final Course Feedback (Peer & Flt CC)	See Yuh!
	Promotion Board Exercise	Polifka Lecture (Senior Leader)		



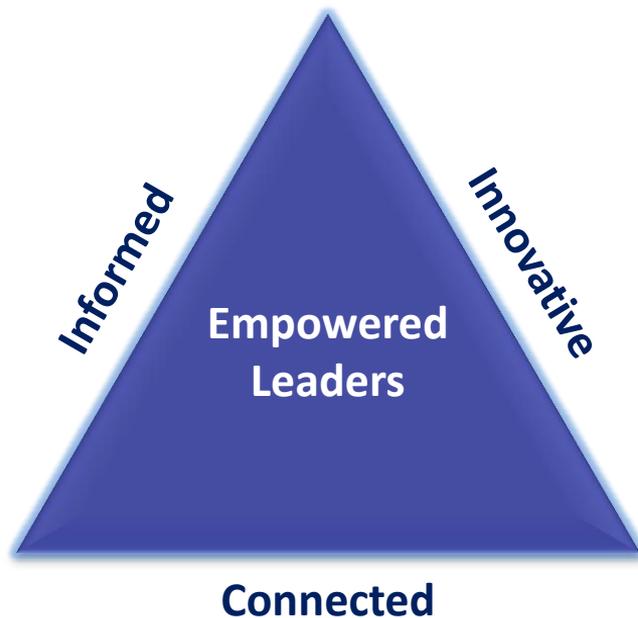


Transforming the Squadron Officer School Experience

Think Tank Group 2



Overview





Informed



- Enhance core foundational knowledge
- Broaden perspectives
 - Incorporate regional experts
 - Panel discussions
 - Interactive drama
- Personalize Education



Innovative



- Engage the private sector
- University partnerships
- “Innovate or Die” lecture series



Connected



- Connected to each other...
 - AFSC-specific mentorship
 - Intra-service mentorship
- Connected to our partners...
 - Joint and interagency
 - International students
- Connected to our institution...



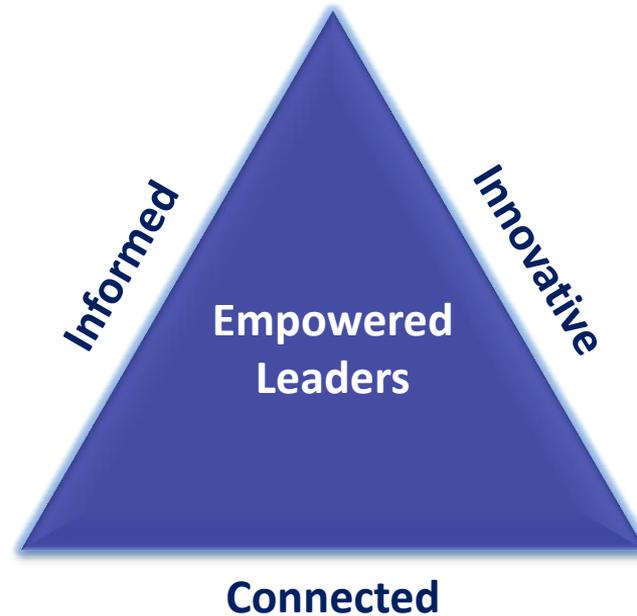
Air Force Brain Bank



- 700 CGOs...solving real-world Air Force problems...
every five weeks



Empowered Leaders





Questions?





Back-up Slides





Informed: Regional Comprehension



- Broaden perspectives
 - Regional expert lectures on geopolitical challenges & adversary mindsets
- How
 - Introduce 2-3 areas of national interest, US policy, and Current strategy
 - Assigned reading on geopolitics, history and influences of key regions
 - Classroom discussion focused on current strategy, trends, and potential new COA's
 - Polifka lecture by Regional Expertise addressing same topics covered in class to reinforce and challenge student perspectives
- Experts
 - Air Advisor Academy, Air Force Culture and Language Center
 - Stratfor, Air University (SAASS, AWC), Partner Universities



Informed: Panel Discussion



- Combatting Rise of Islamic Extremism: Are we taking the proper approach?
- Key Reading: Andrew H. Kydd, Barbara Walter, *The Strategies of Terrorism*. Kydd, A. H., & Walter, B. F. (2006). *The Strategies of Terrorism*. *International Security*. doi:10.1162/isec.2006.31.1.49
- Panel Members: Marwan Muasher, Carnegie Institute; Zhudi Jasser American Islamic Forum for Democracy; Rula Jebreal, Journalist; Gen Tommy Franks
- Post-activity debrief and position essay synthesizing students opinions on best COA to counter the rise of Islamic extremism



Informed: Interactive Drama



- Utilize interactive scenarios covering difficult situations officers may face
- JAG School currently utilizes interactive drama
- SMEs will perform scenarios such as disciplinary action, suicide, SAPR events, etc.
- Class engages in discussion followed by interactive role playing led by SME from JAG School, Mental Health, SAPR
- SME can pause, reflect, re-direct or discuss alternative COAs



Informed: Electives



- Combination of voluntary practical and exploratory electives
 - Practical: Manpower, Billets, Colors of money
 - Exploratory: Oral history program, Roll call, Field trips, Combatives
- Practical electives offered during common break times (i.e. lunch)
- Potential for weekend / after-class scheduling of exploratory offerings



Innovative: Engage Private Sector



- Engage private sector institutions known for innovation to discuss techniques for fostering creativity & ideas
- How
 - Case studies exploring how successful companies foster and implement innovation
 - Polifka lecture by Senior Management to provide insight on innovation and implementation of creative ideas
 - Follow up with Flight discussion comparing and contrasting private sector culture with military culture



Innovative: “Innovate or Die” Lecture Series



- Foster innovative mindset through lecture series
- How?
 - SOS solicits recent successful military operations
 - Wings nominate action officers who faced operational challenges (Sinjar Mt.)
 - SOS assigned reading(s) to provide historical context
 - Polifka briefings by nominated action officers (multiple briefings per class)
 - Close the loop through immediate follow-on Flt/CC-led seminar discussions



Innovative: Partner With Leading University



- Gain Intellectual Capital and Alternative Perspective Through a University Partnership
- How?
 - Partner with a University to share resources (lectures, expertise etc.)
 - Expand intellectual capital and academic perspective
 - Exposes SOS students to a broader perspective on innovation



Connected: Joint & Interagency



- Gain a strong joint/interagency perspective
- How?
 - Polifka lectures by CIA, DIA, NSA and JSOC
 - Provide student slots to Joint & Interagency peers



SOS Brain Bank



- Empower CGOs by trusting them to solve AF challenges
- How?
 - Web-based submission process, vetted by SOC
 - Each flight selects a topic from SOC-approved list of AF challenges
 - Senior mentors assigned to each flight (Sq/CC, SAASS students?)
 - Flight presentations to respective Sq/CCs
 - Sq/CC identifies strongest ideas to push up the chain
 - Flt/CC leads debrief to reinforce desired learning objectives



15C Think Tank Topic: To DG...or not to DG...



“Evaluation for evaluation’s sake is an evil practice and can destroy a learning-oriented course”

Col Russell V. Ritchey, *Years of the Tiger*

- Are we recognizing the right people?
- How do you balance team versus individual performance?
- What is the right mix of quantitative and qualitative metrics?