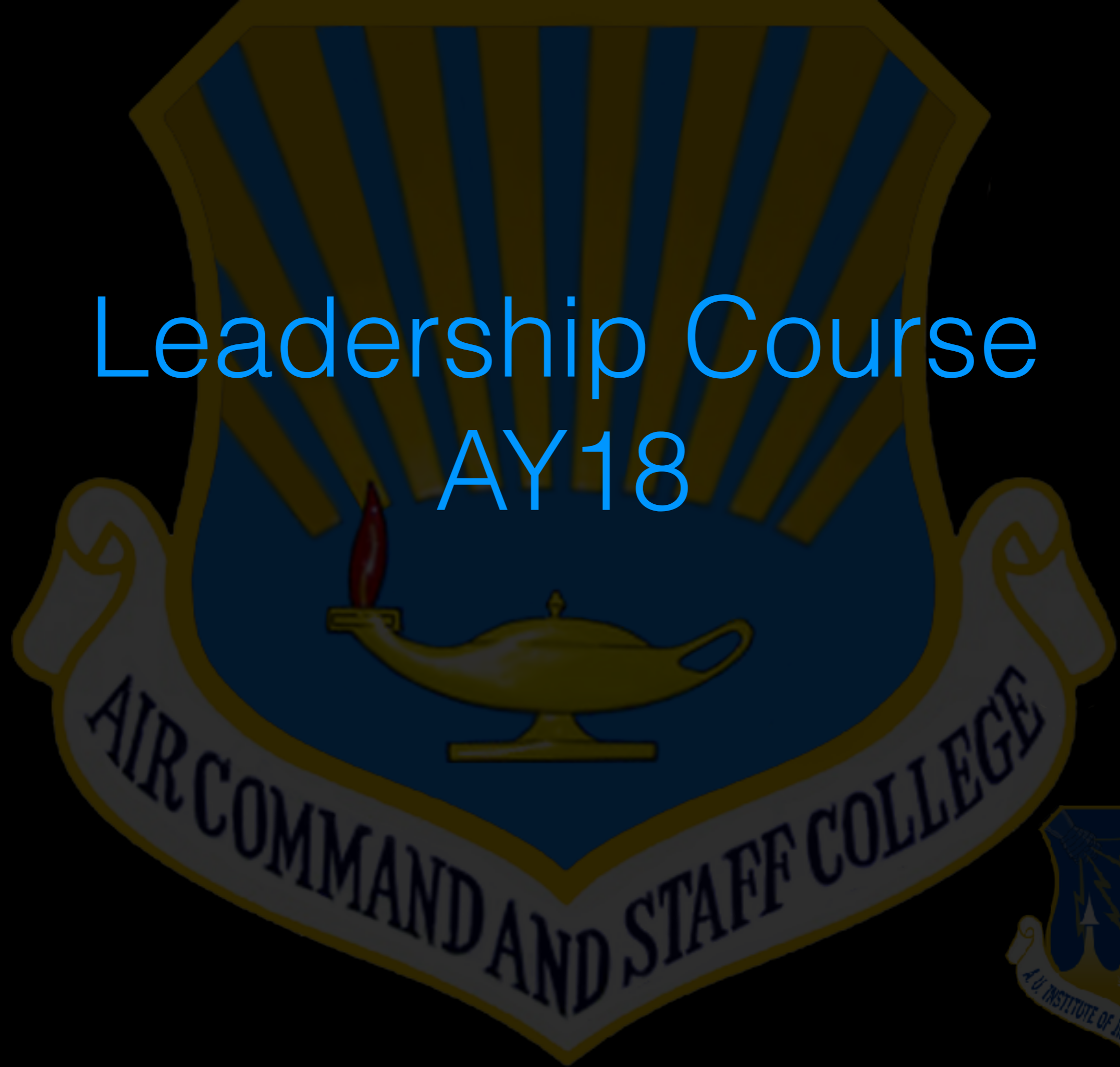


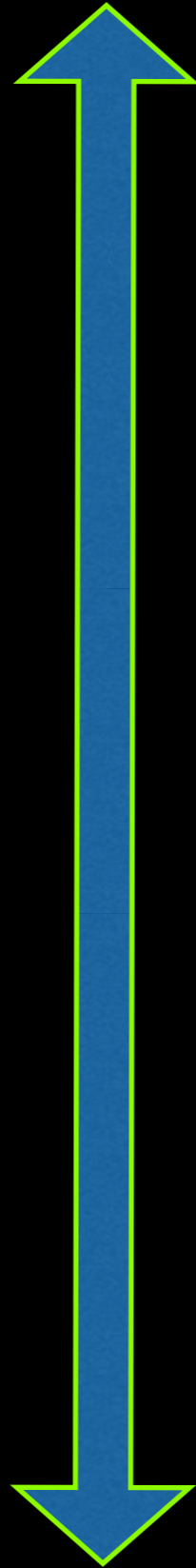
# Leadership Course AY18

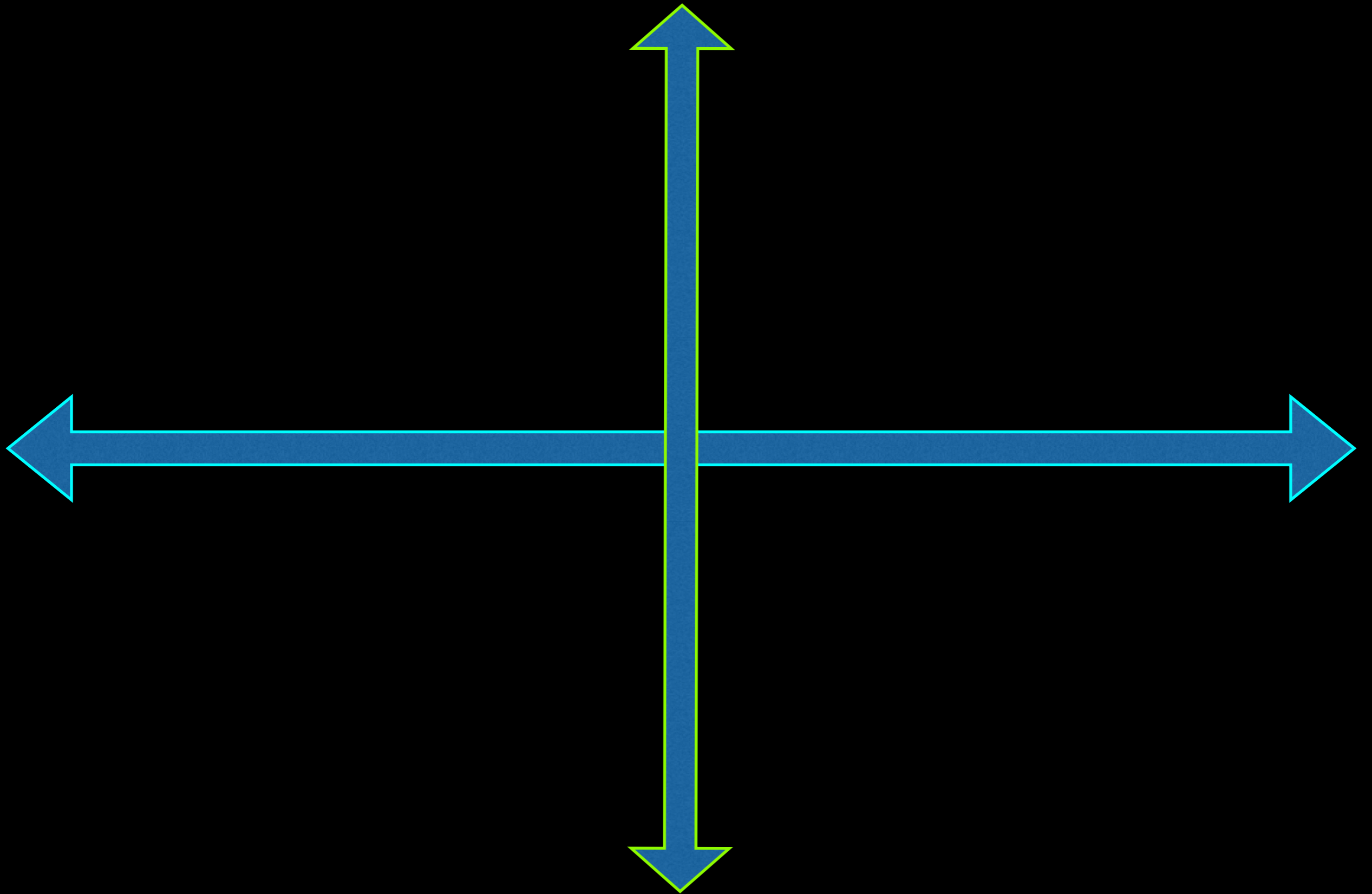


A: How do we lead  
people?

B: How do we lead  
Organizations?

C: How do we lead  
into the Future?



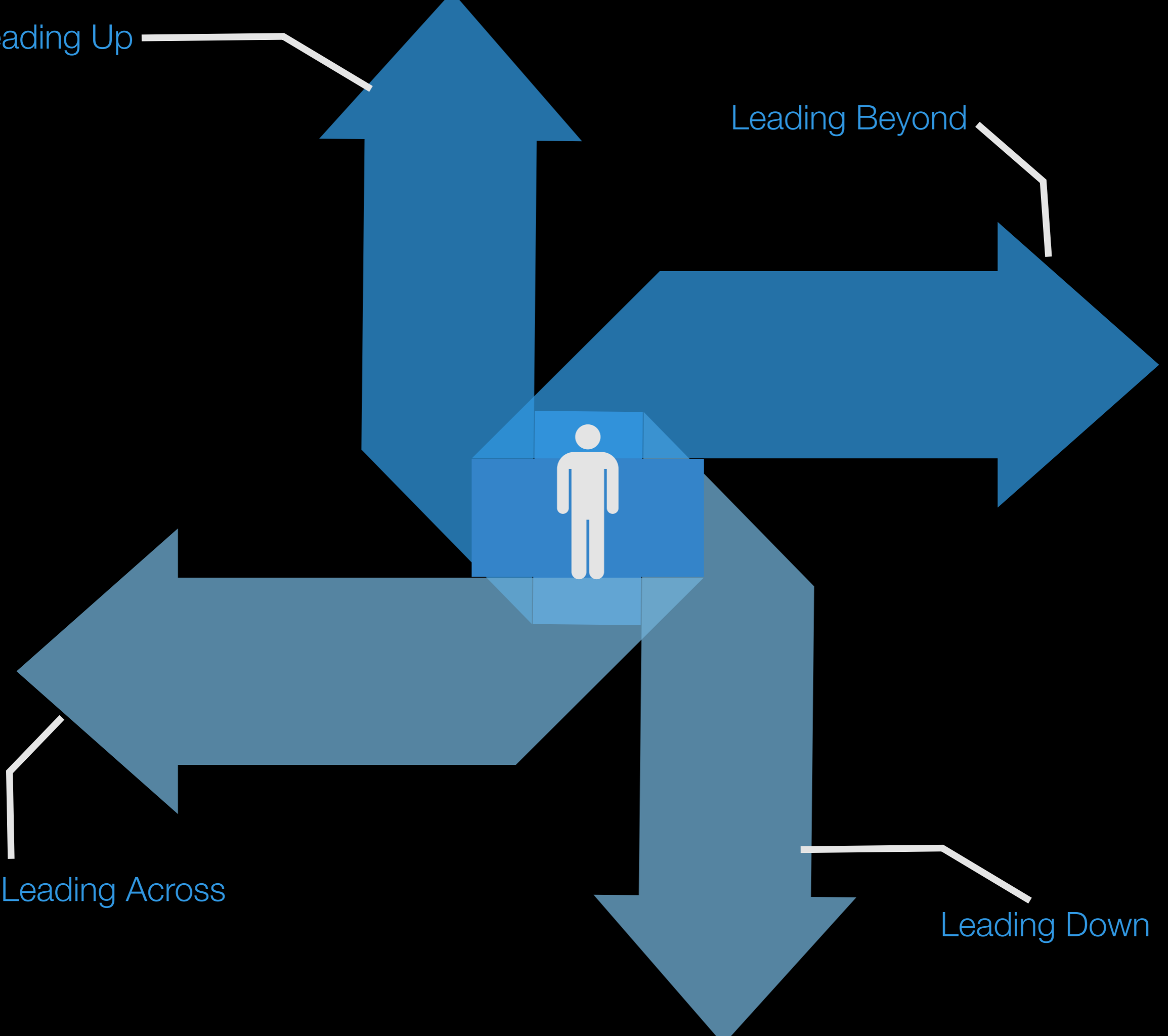


Leading Up

Leading Beyond

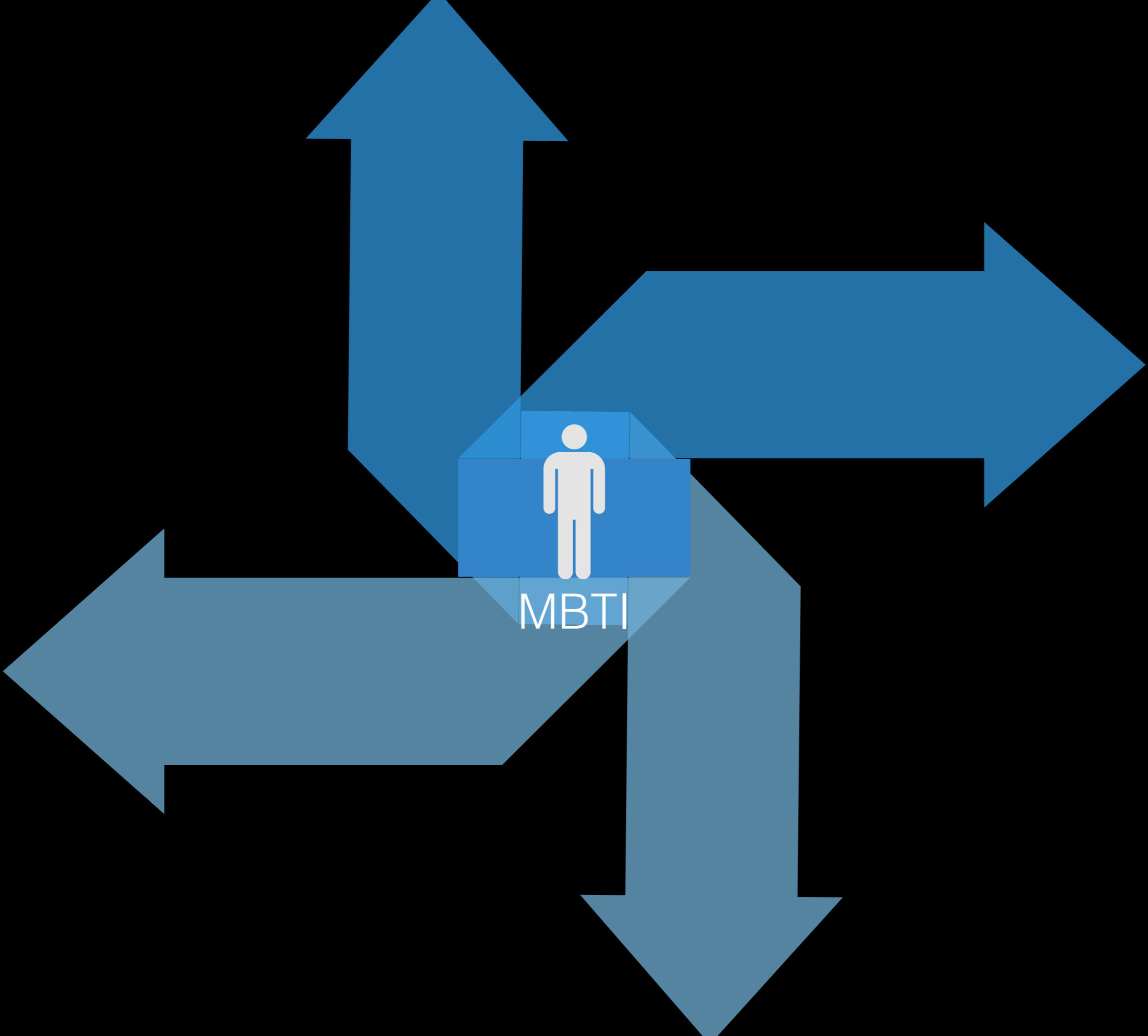
Leading Across

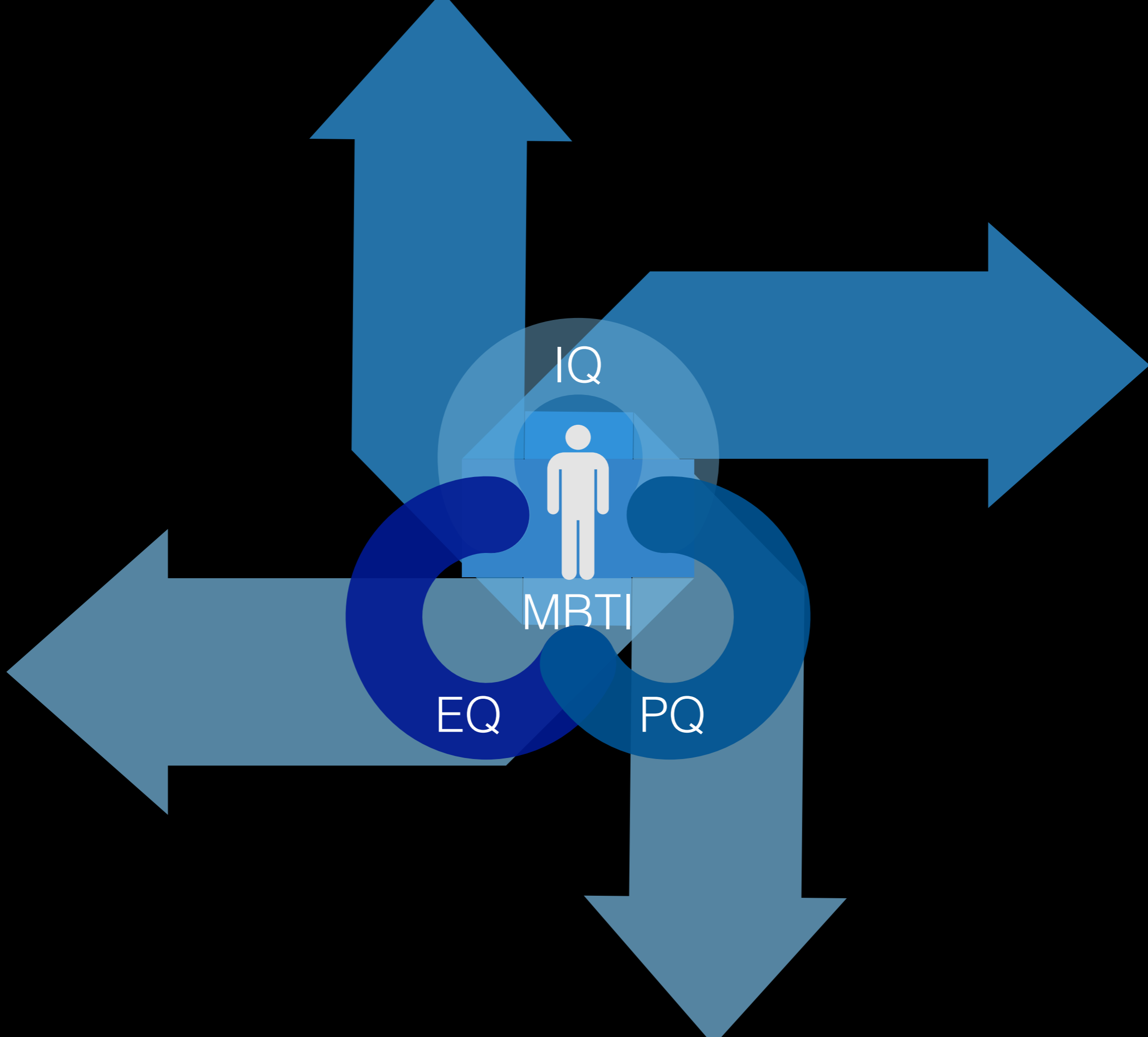
Leading Down





MBTI





IQ

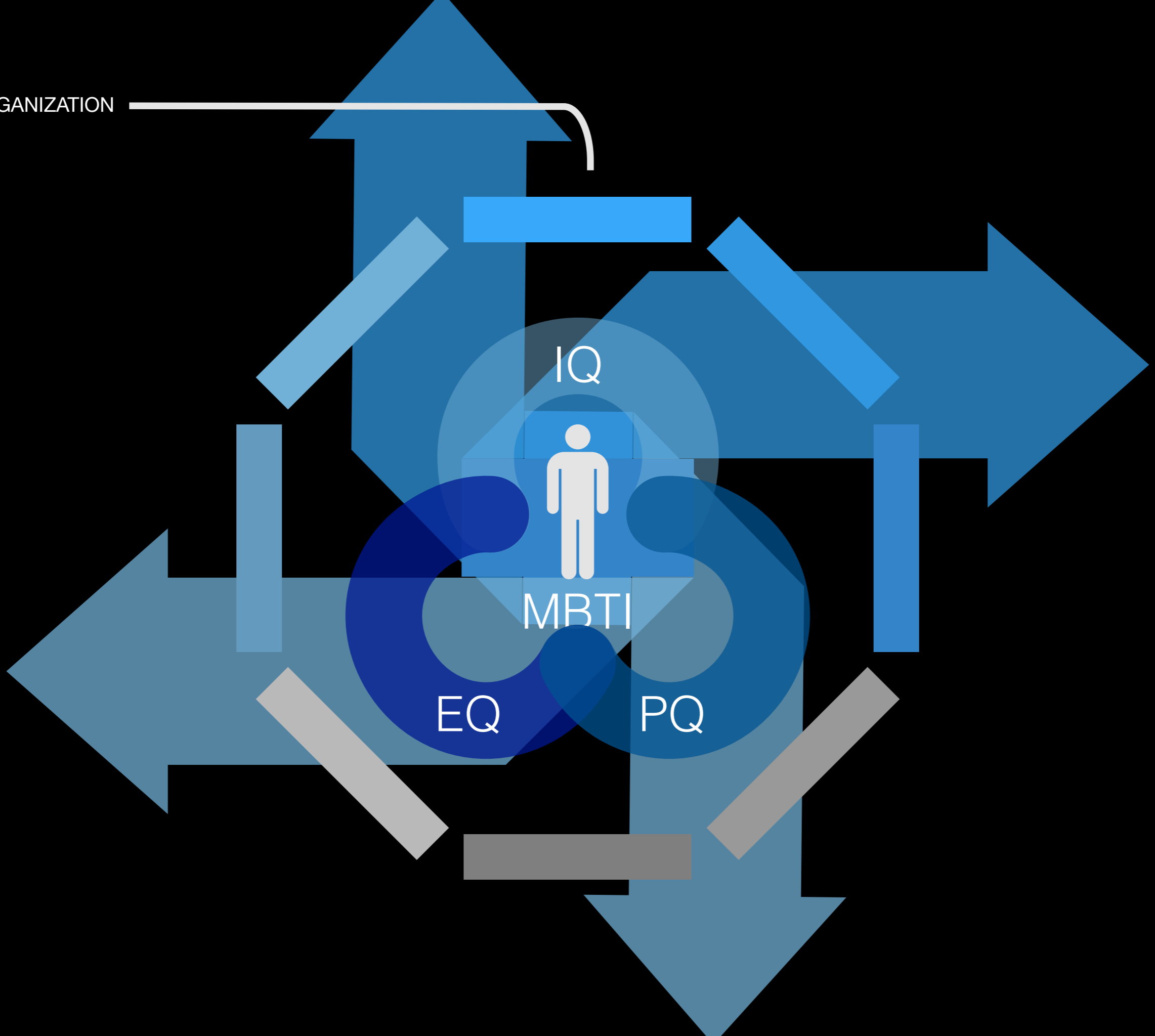


MBTI

EQ

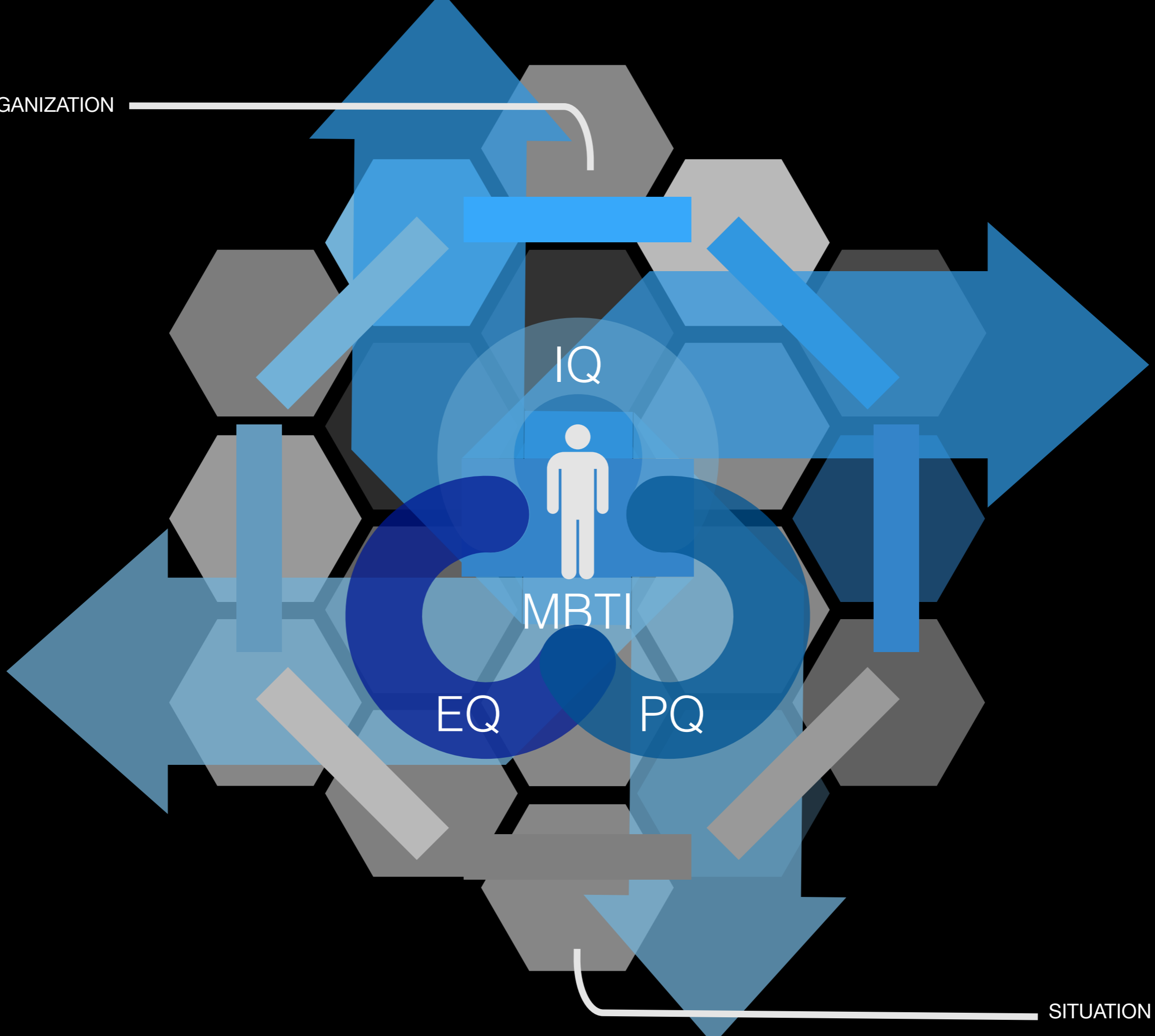
PQ

ORGANIZATION





ORGANIZATION



SITUATION

ORGANIZATION

Leading Beyond

IQ



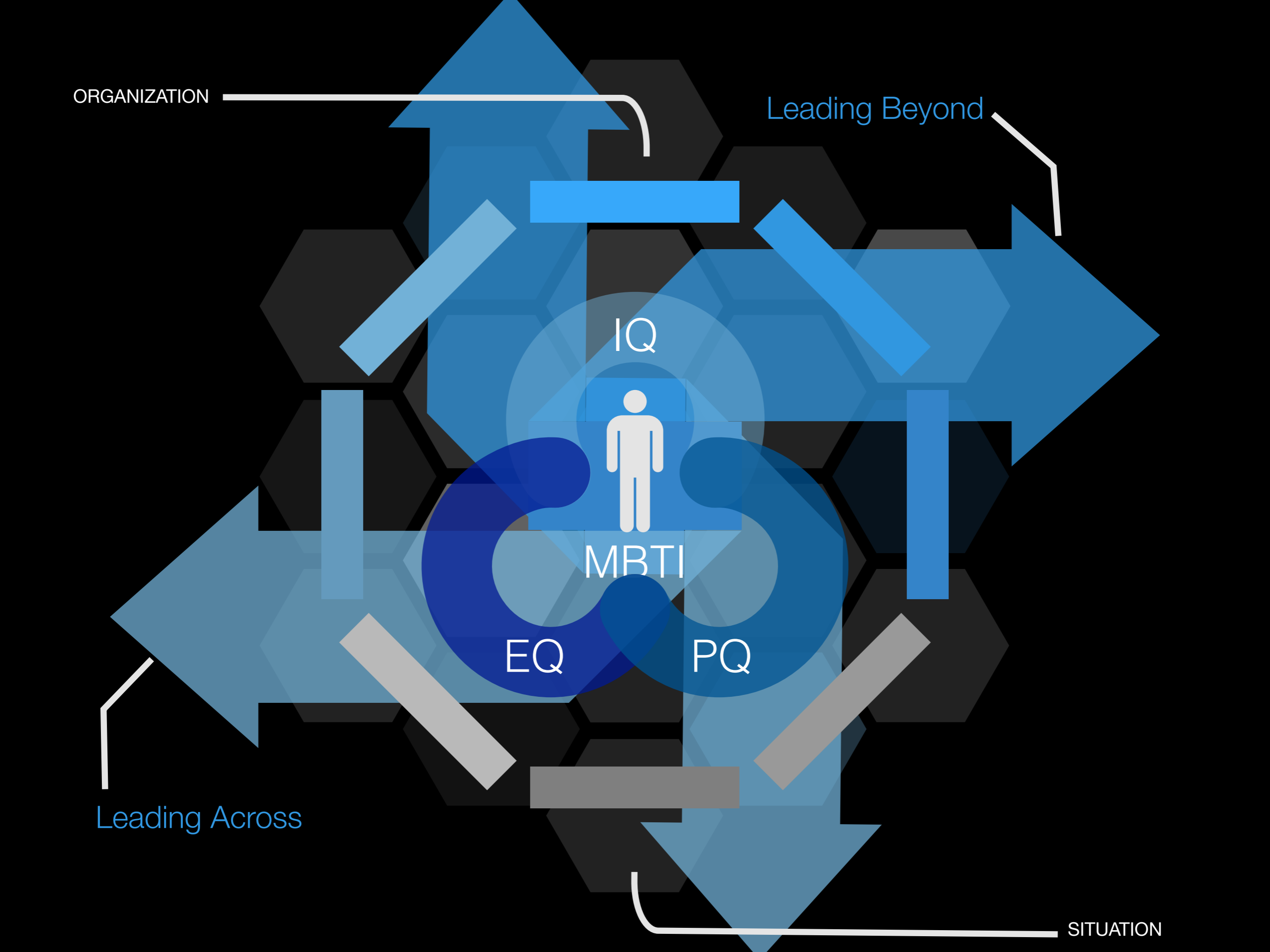
MBTI

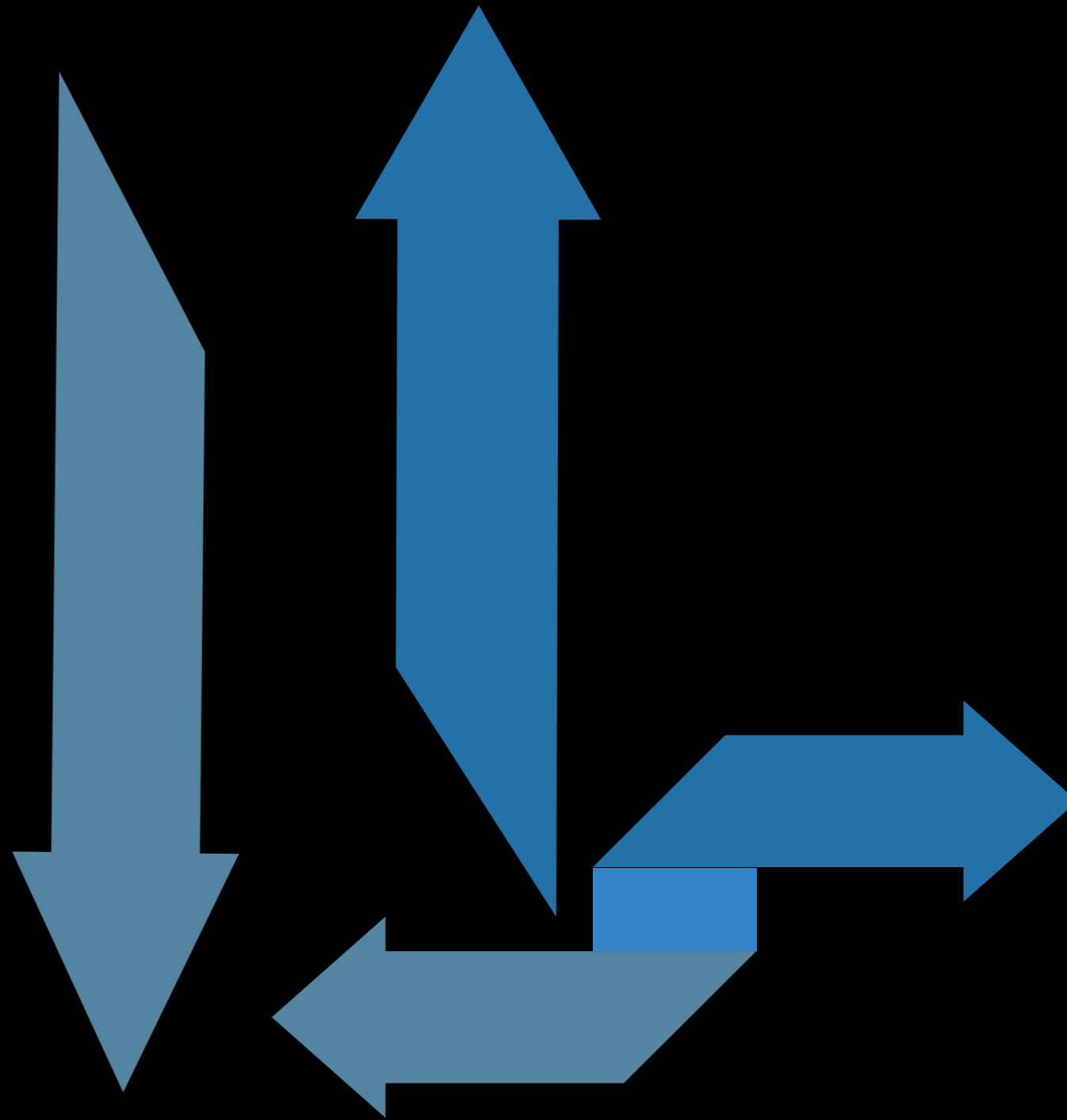
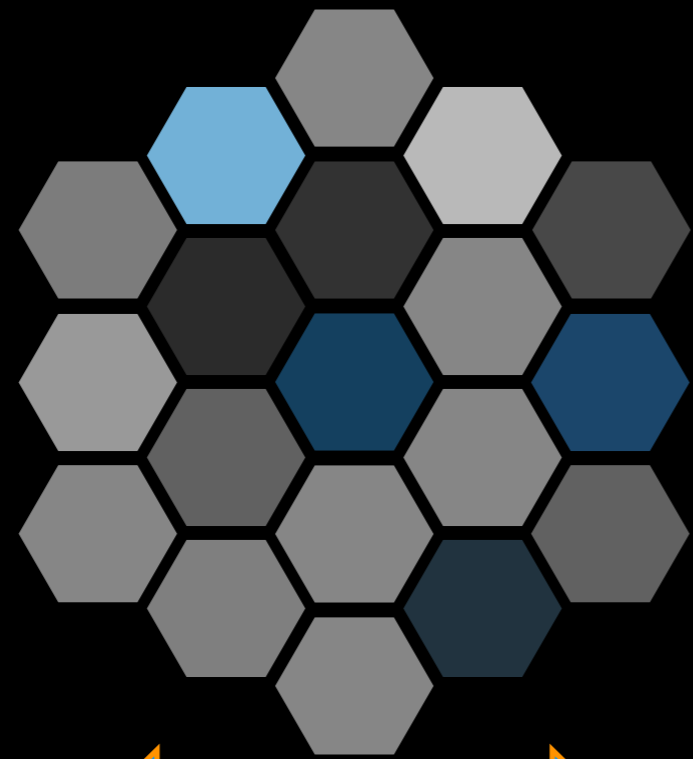
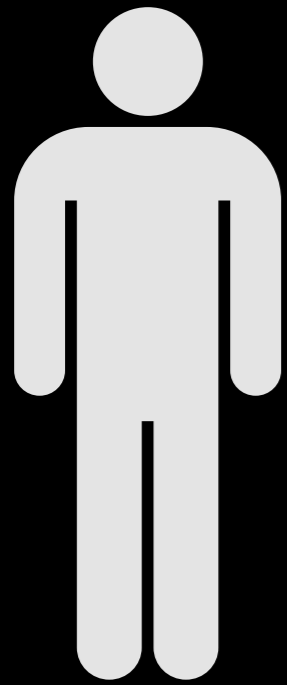
EQ

PQ

Leading Across

SITUATION





## Character

Hold a mirror to yourself as a leader

## Context

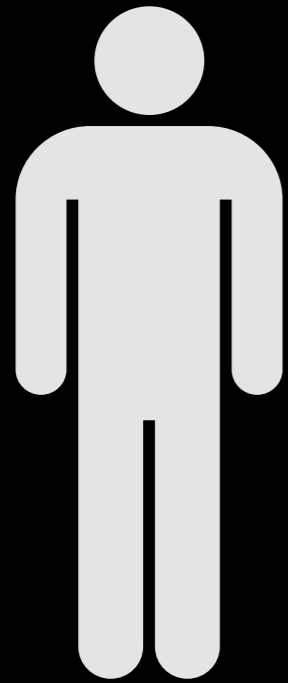
Your picture of the problem (adjusts constantly)

## Cohesion

Support your staff and they will support you

Know your boss's priorities and deliver

Create leverage by building networks

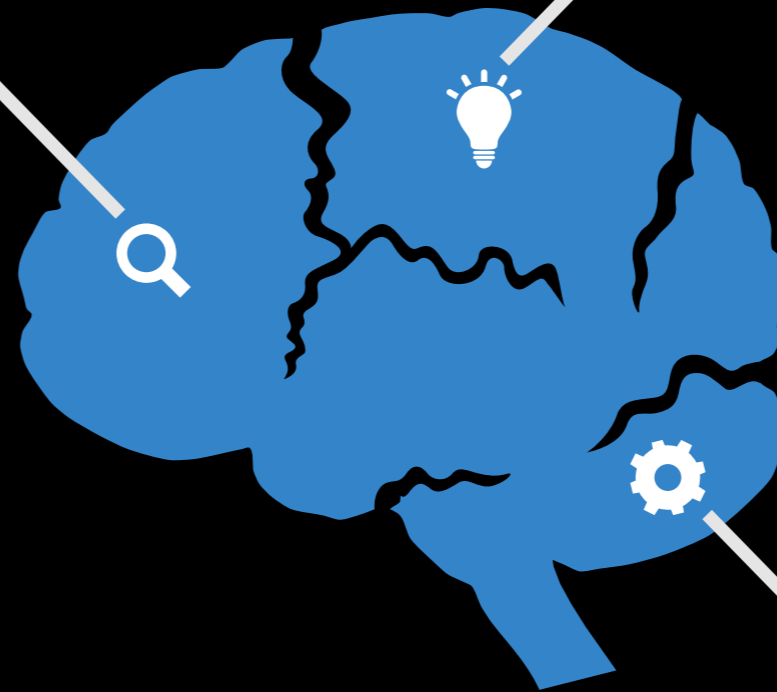


**Primate**

Creative Thinking  
*Executive Circuits*

**The Laboratory**

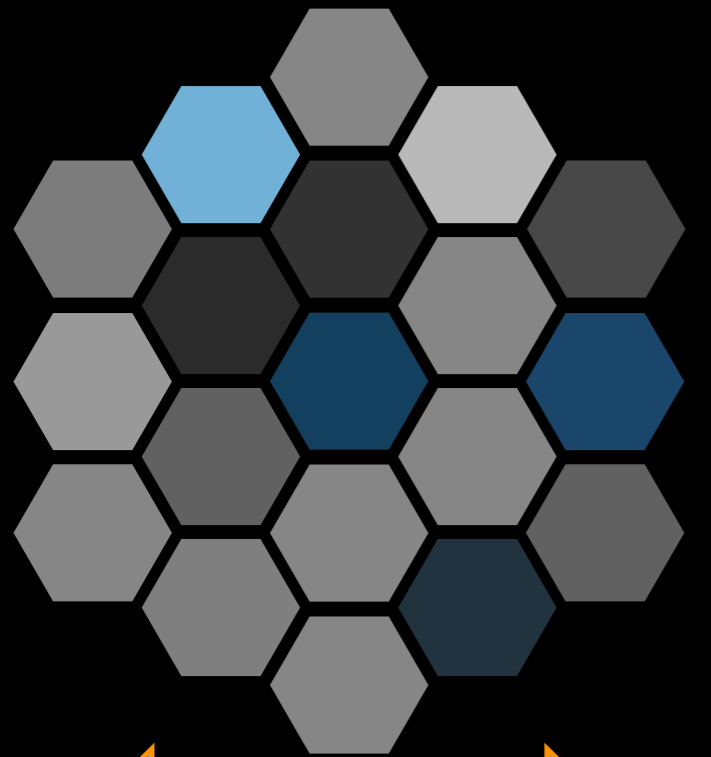
**Mammal**  
Learned Behaviors  
*Routine Circuits*  
**The Workshop**



**Reptile**  
Instinctual Behaviors  
*Survival Circuits*  
**The Basement**

**Character**

Hold a  
mirror to  
yourself as  
a leader



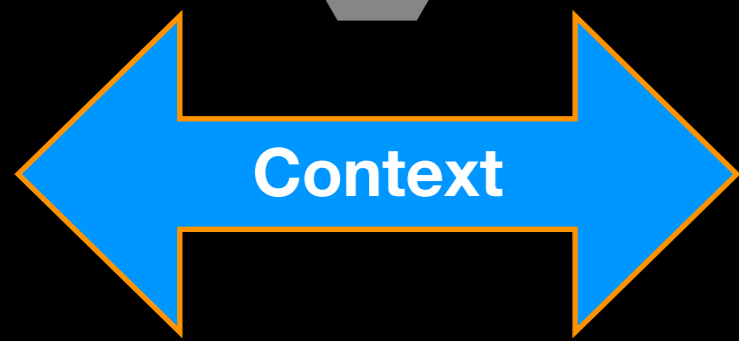
Complex Environments

Diverse Perspectives

Multiple Lenses

Critical/Full-Spectrum Thinking

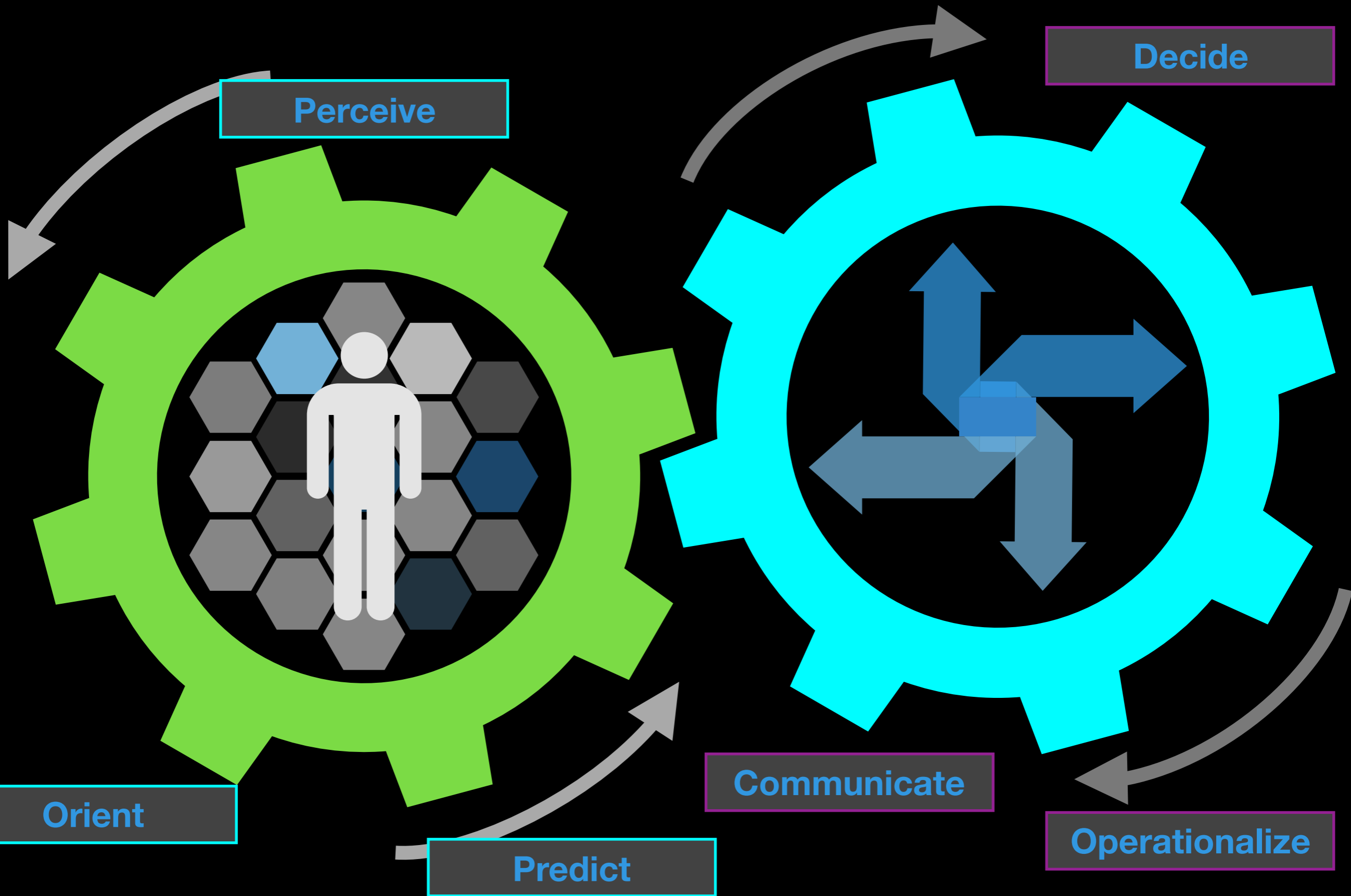
Risk



Your picture of the  
problem (adjusts  
constantly)

# THINKING

# ACTION





Focus on the “*Right*” Things

Recruit/Train — “Dogs that hunt”

Empower, Trust, Resource the team

Support Subordinates

Esprits de Corps

**Cohesion**

Support your  
staff and they  
will support  
you

Emotional Intelligence: empathy, self awareness

# Organizational Culture

## Artifacts

Strategy, Structure, behaviors, norms

## Values and Beliefs

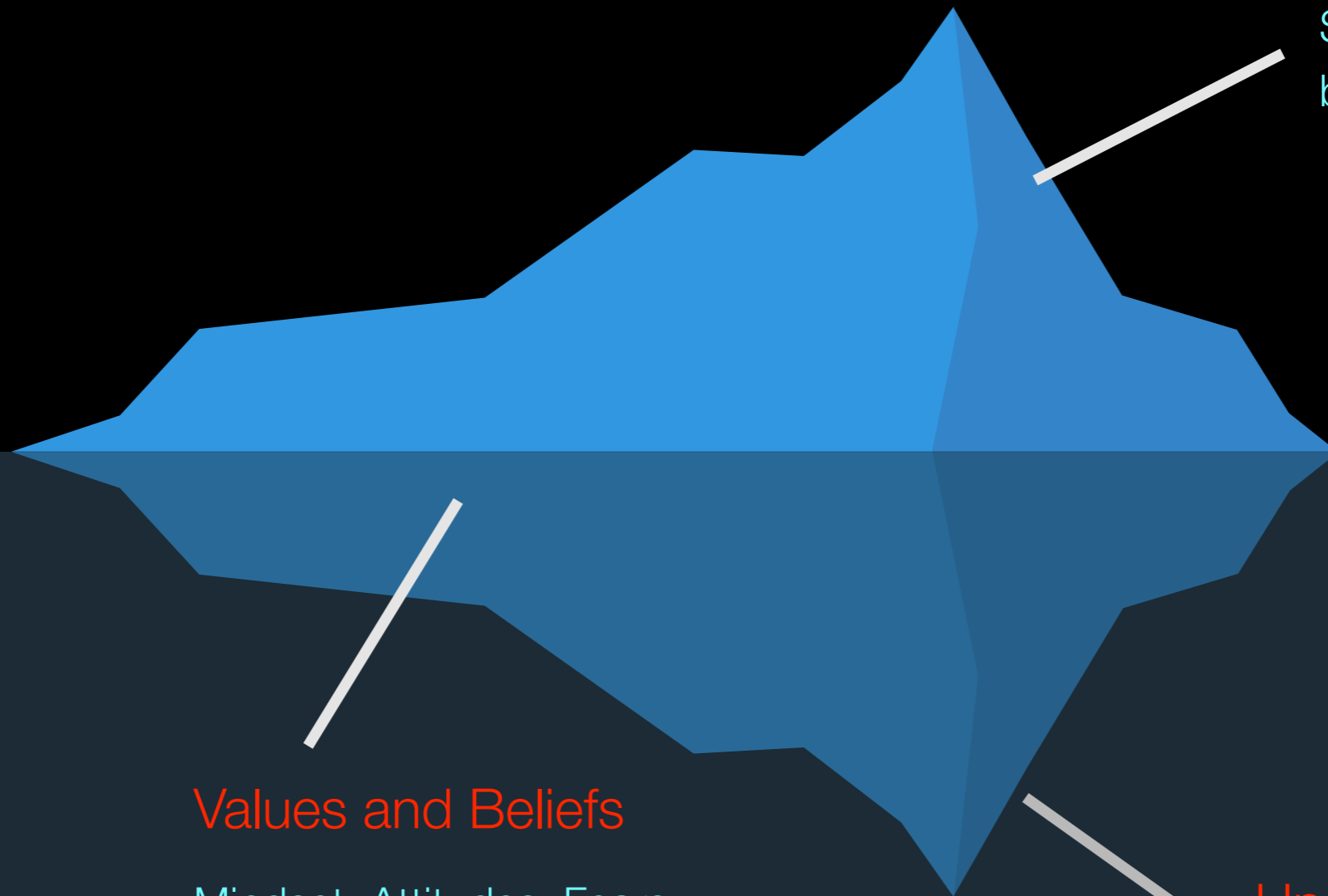
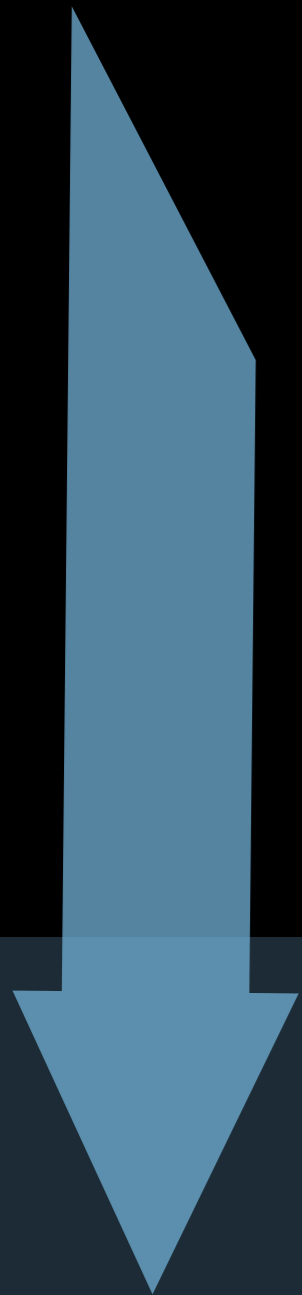
Mindset, Attitudes, Fears, underlying beliefs, biases

## Underlying Assumptions

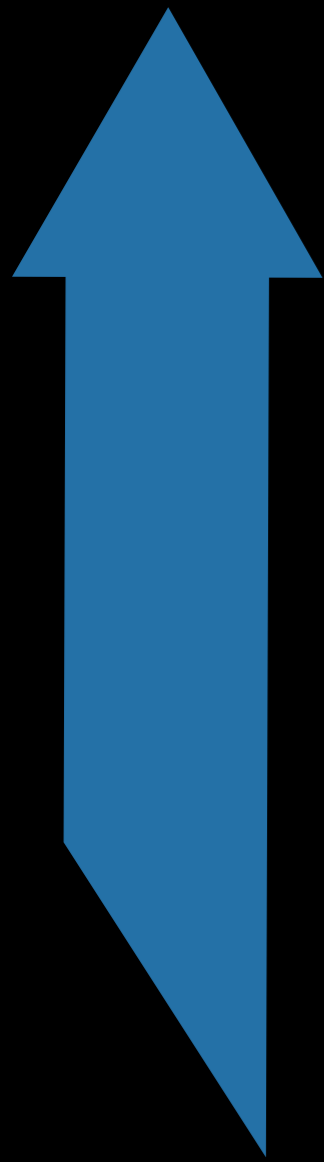
Shared purpose and meaning

## Cohesion

Support your staff and they will support you







## Vertical Influence

Earn and Guard Trust

Consistent Excellent Performance

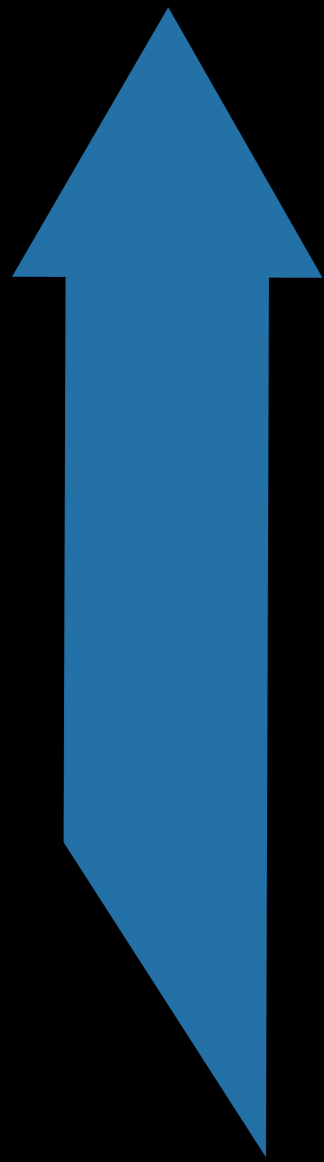
Prioritize problems and decisions

Speak truth to power

Solicit Feedback

### **Cohesion**

Know your  
boss's  
priorities  
and deliver



Know your boss...

How does your boss...

...receive information?

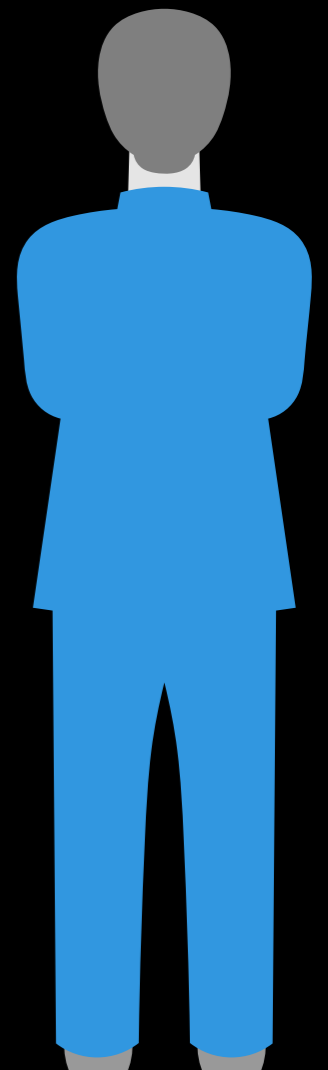
...make Decisions?

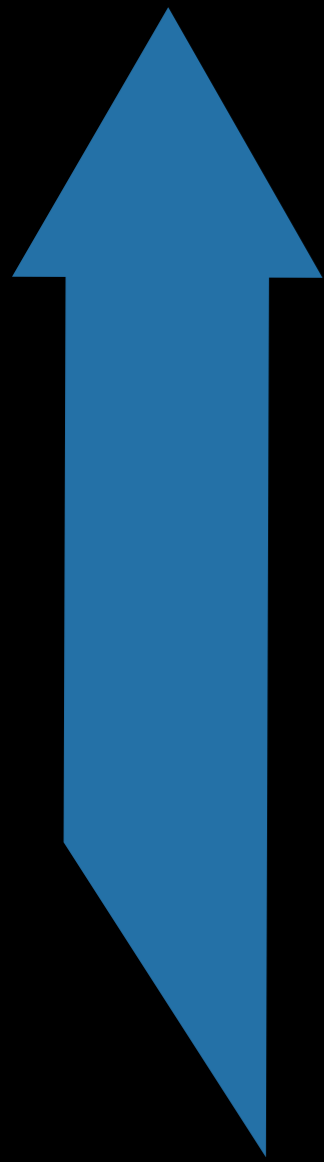
...expect of you?

...personal preferences?

## Cohesion

Know your  
boss's  
priorities  
and deliver





Be Value Added...

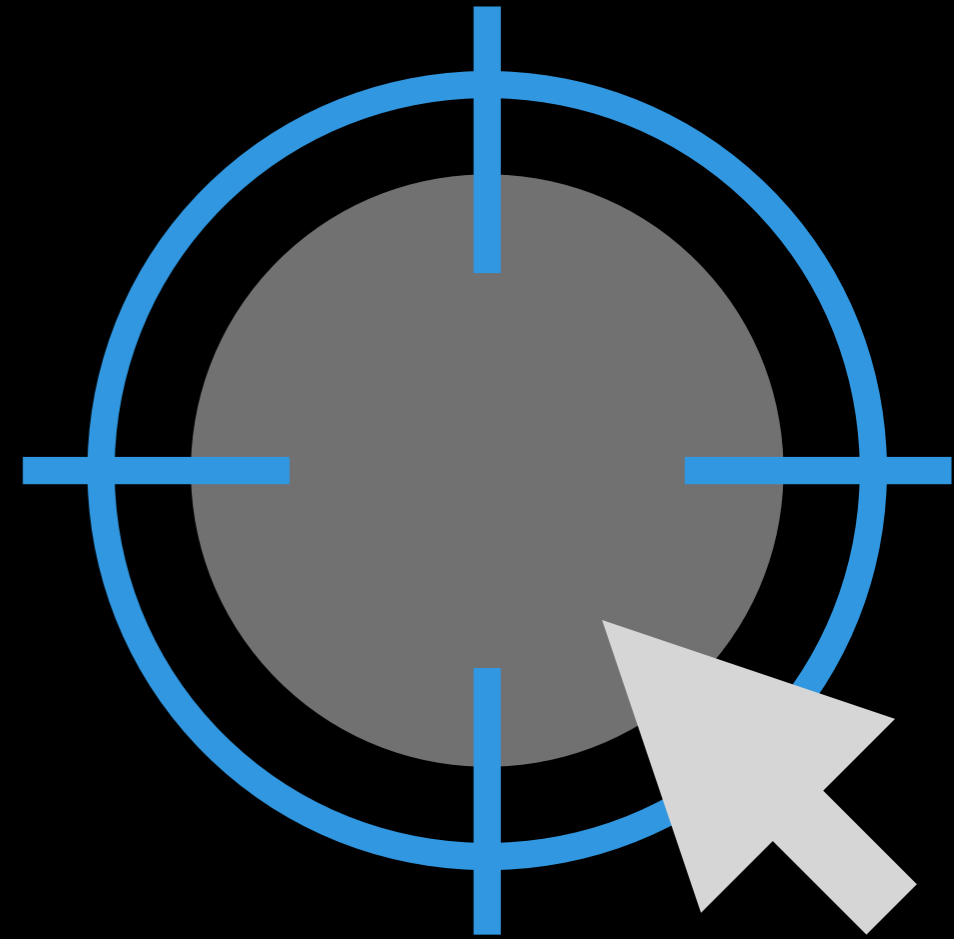
Help your boss...

...make good decisions

...distinguish data from information

...come up with solutions not problems

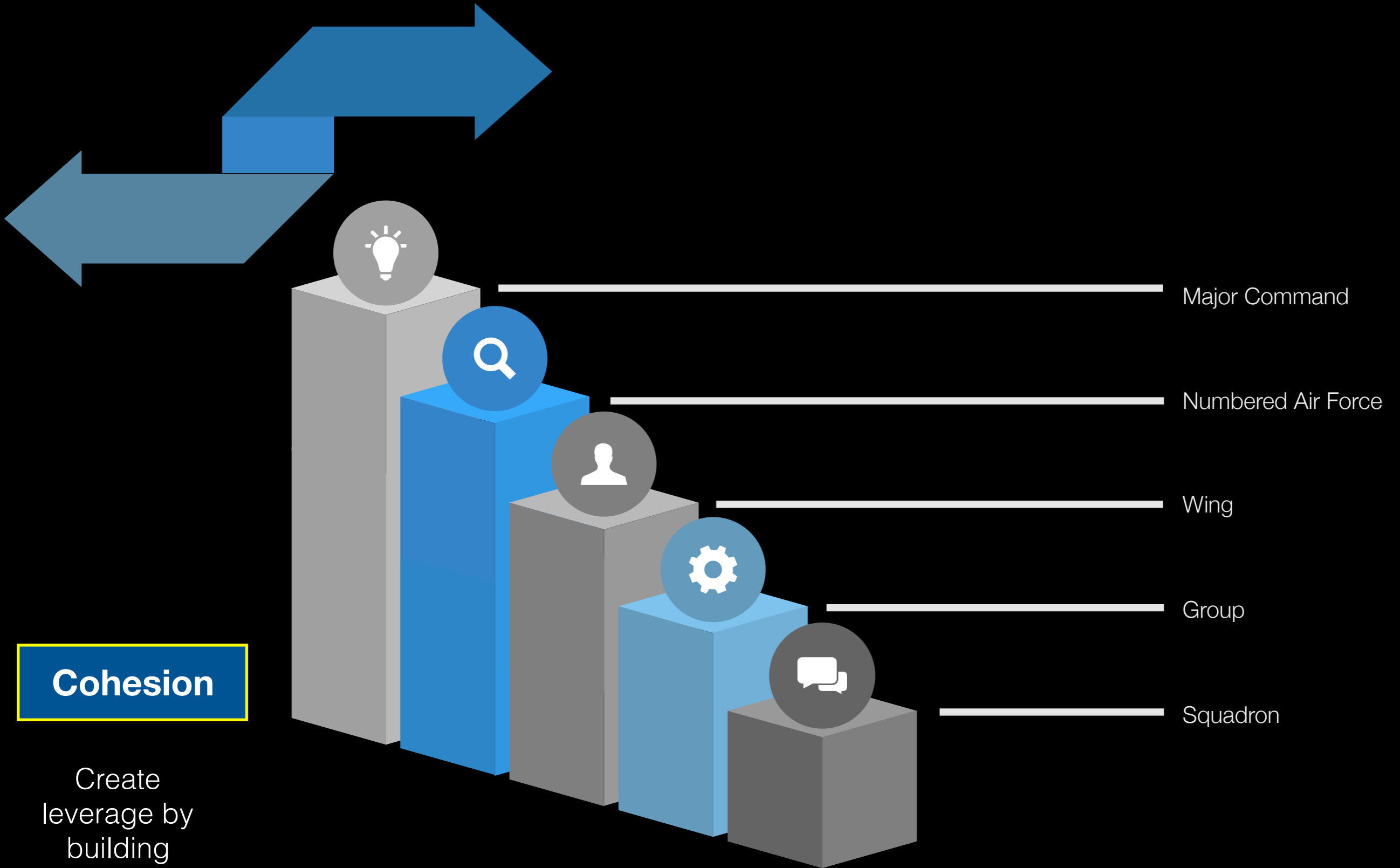
...manage assumptions



## Cohesion

Know your  
boss's  
priorities  
and deliver

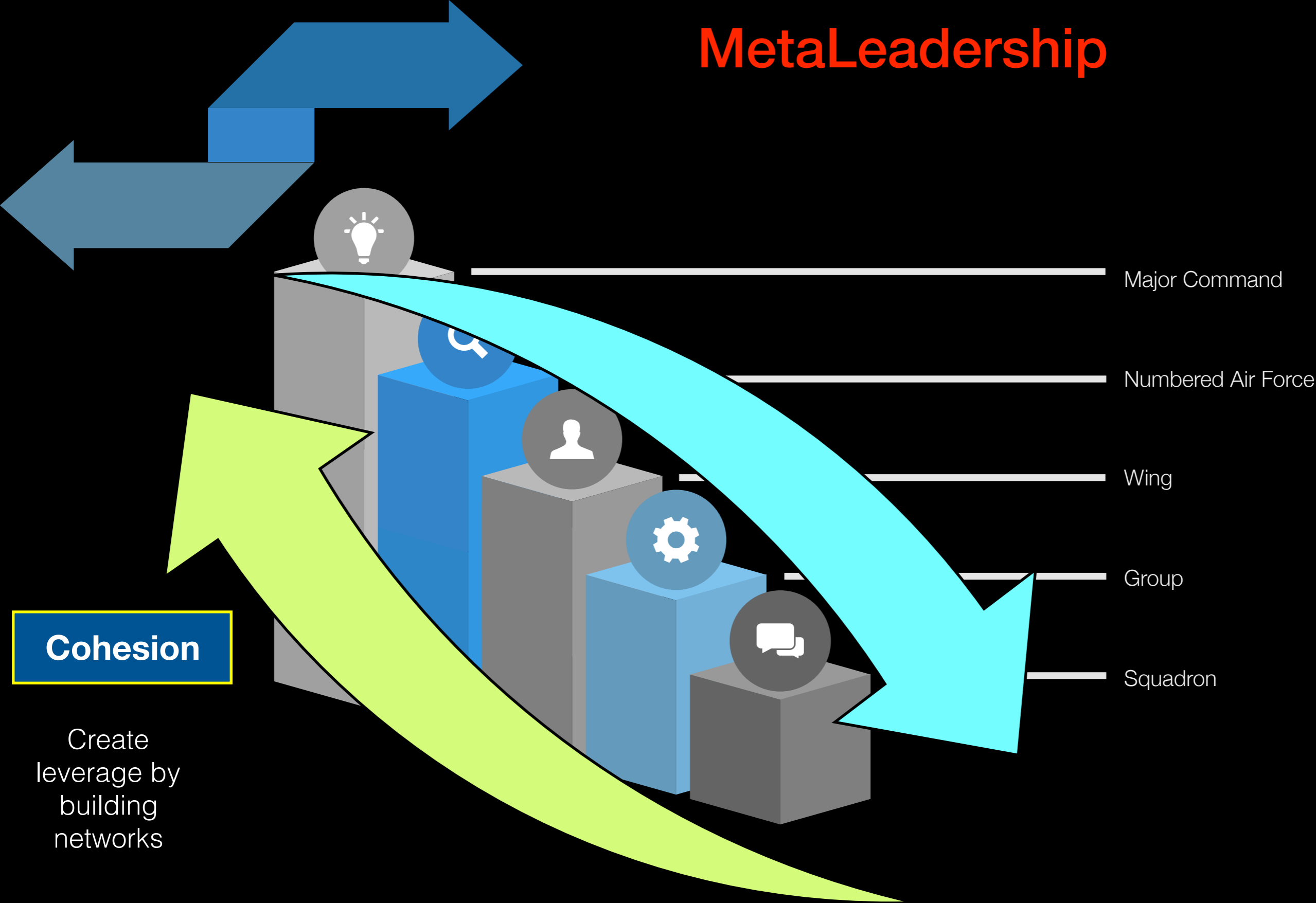
# Silo Mentality and Dis-connectivity



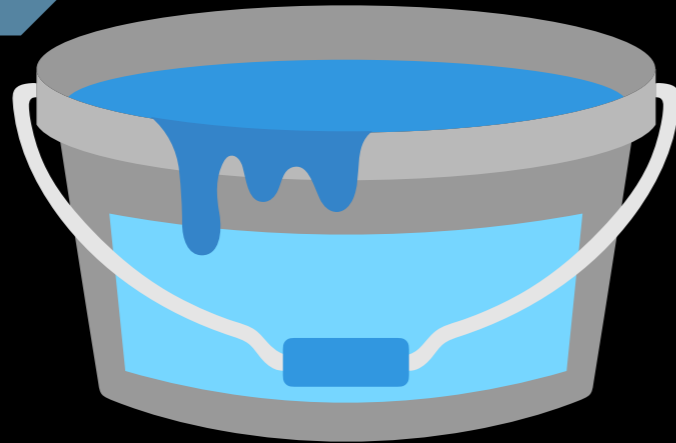
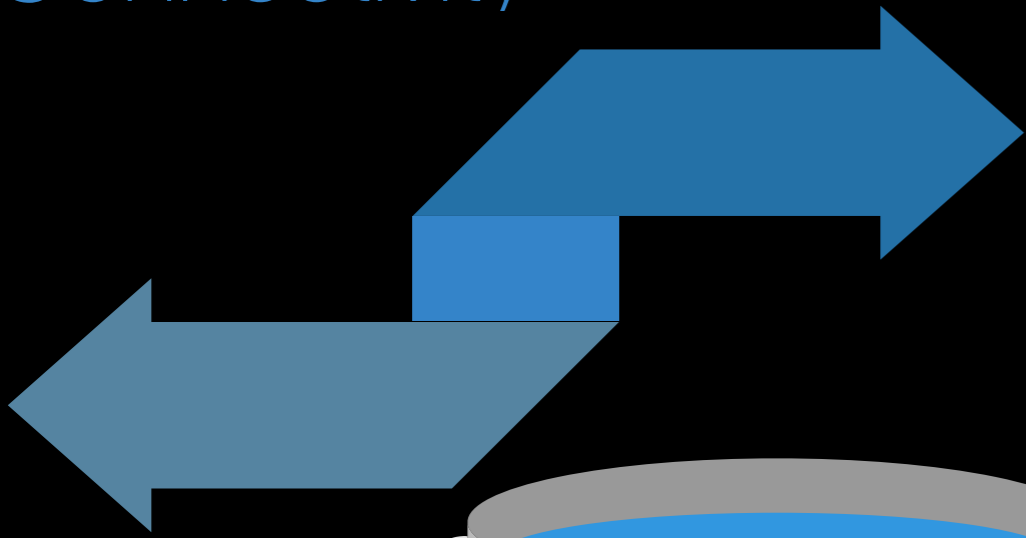
Create leverage by building networks

# Beyond Silo Mentality

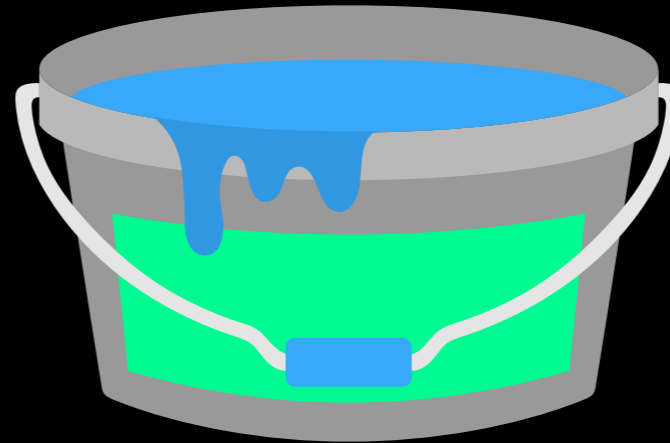
## MetaLeadership



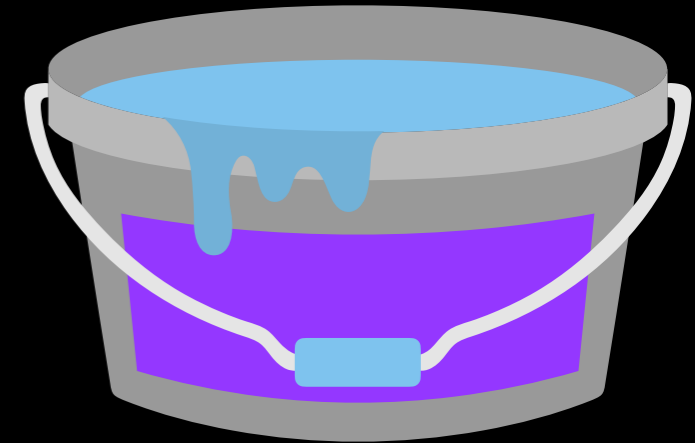
# Three Buckets of Connectivity



This is what I do  
(and you don't)



This is what I  
don't do  
(...and you do)

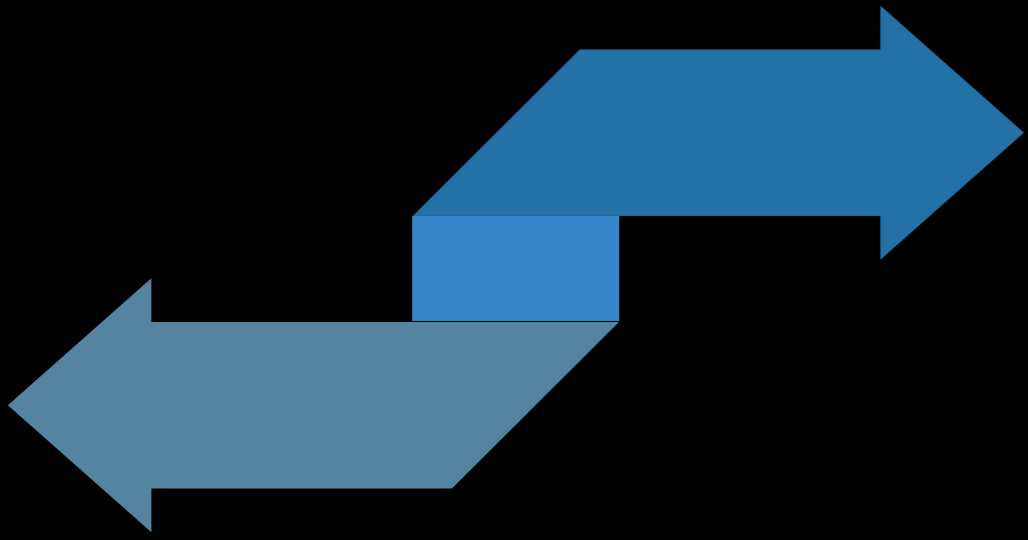


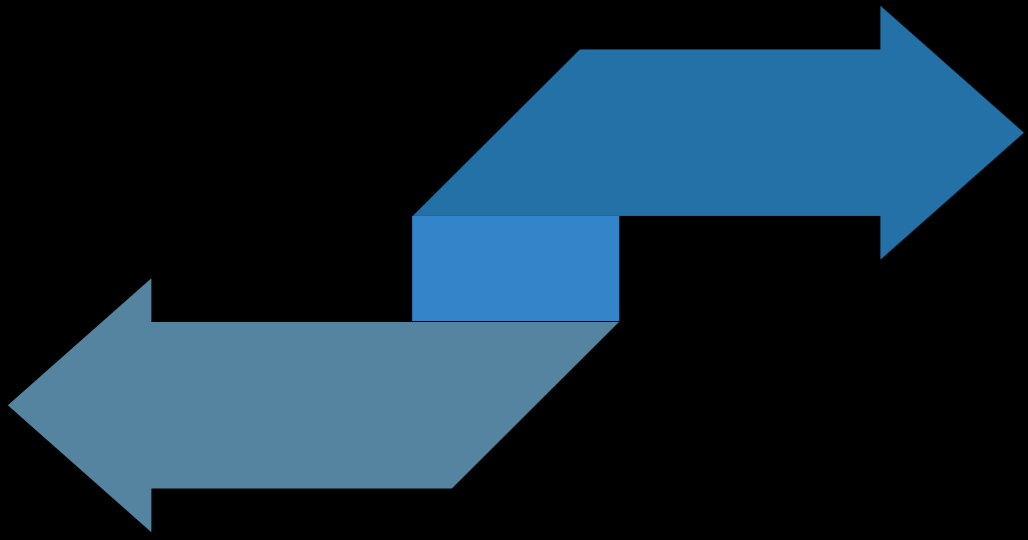
This is what we  
do together  
(and how we do it)

**Cohesion**

Create  
leverage by  
building  
networks

**How can I make you a success  
or  
How can we succeed together?**







ORGANIZATION

Leading Beyond

IQ



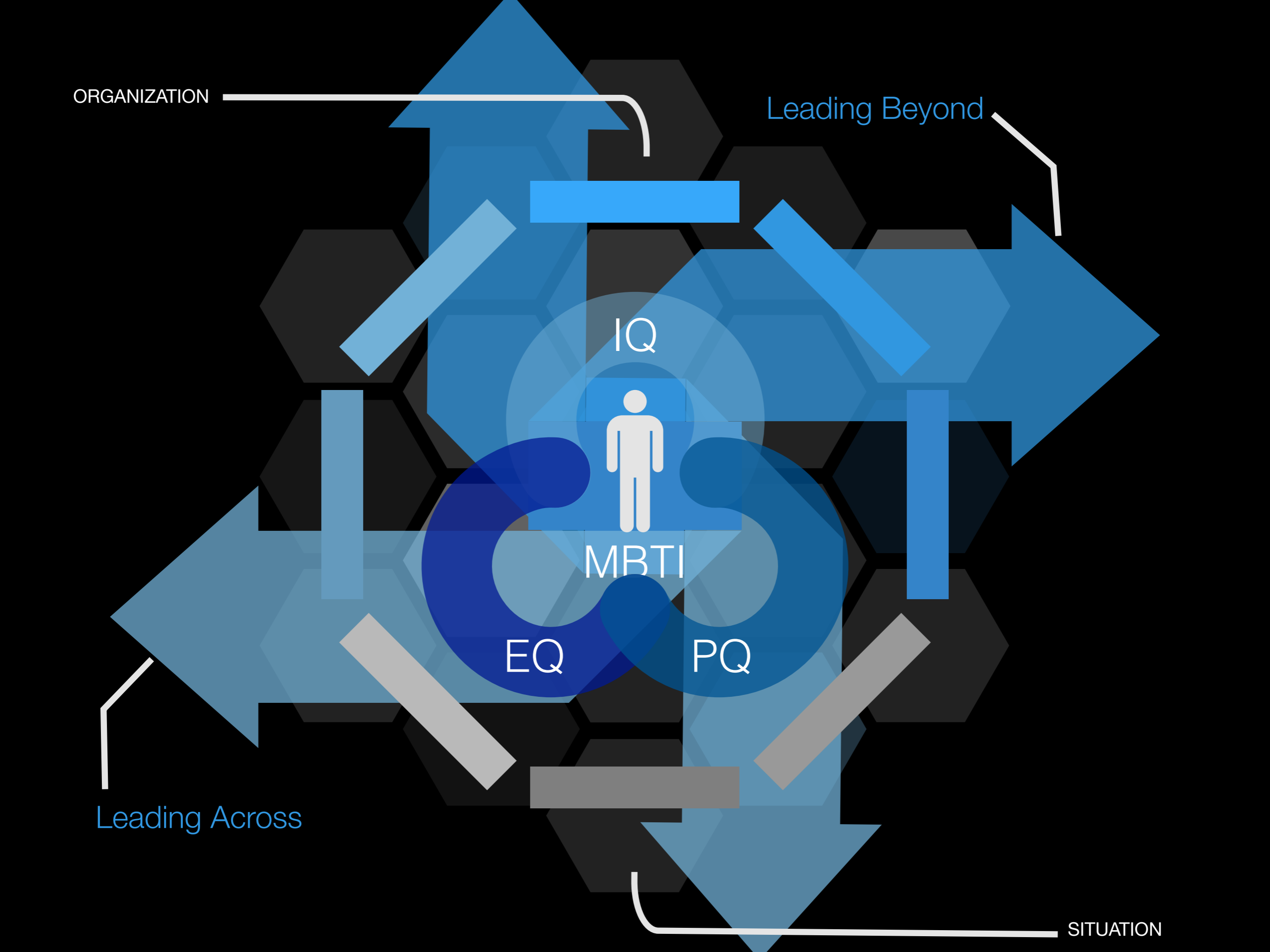
MBTI

EQ

PQ

Leading Across

SITUATION



What does this look like?



**12 JAN 2010: 7.0** GONAÏVES  
**QUAKE**



**220,000 DEAD...MILLIONS  
DISPLACED...READY—GO!**

What does this look like?

video: [https://youtu.be/l7psslHe\\_ig](https://youtu.be/l7psslHe_ig)



What does this look like?





What does this look like?

UNCLASSIFIED

# JTF Haiti HACC

Nodal Integration

Operation UNIFIED RESPONSE



GOH



USAMB



OCHA

MINUSTAH



CDR  
JTF-Haiti

DC-O/DIR  
HACC

HACC  
(U.S. Embassy)



JOTC  
HACC FWD  
(UN LOG Base)

**"Clusters"**

Emergency Shelter  
& Non-Food

Food Aid

Health

Logistics

Nutrition

Water, Sanitation,  
& Hygiene

**JOTC**

**HACC Mandate:** a. Coordinate, synchronize, track and assess HA operations. b. Create/ Maintain Humanitarian Common Operational Picture. c. Integrate w/ all stakeholders IOT develop prioritized list of support requirements. d. Serve as the primary JTF interface with UN, NGO, and Interagency partners.

**HACC:** Humanitarian Assistance Coordination Center  
**OCHA:** Office for the Coordination of Humanitarian Assistance  
**OFDA:** Office of Foreign Disaster Assistance  
**DART:** Disaster Assistance Response Team  
**MINUSTAH:** UN Mission for Stabilization in Haiti  
**JOTC:** Joint Operations and Tasking Centre  
**HCT:** Humanitarian Country Team  
**JMAC:** Joint Mission Analysis Centre

UNCLASSIFIED

OPR: JTF HACC

ORGANIZATION



Leading Beyond



IQ



MBTI

EQ

PQ



Leading Across



SITUATION

How do we lead  
people?

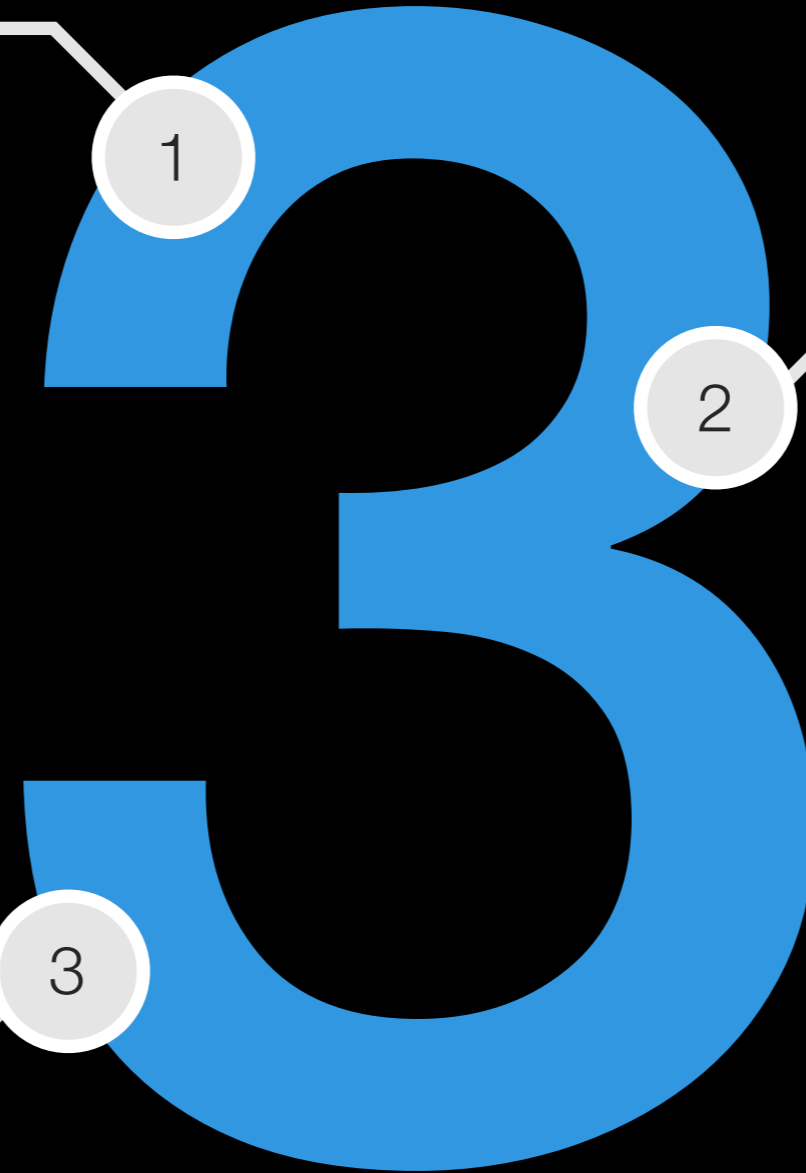
1

How do we lead  
Organizations?

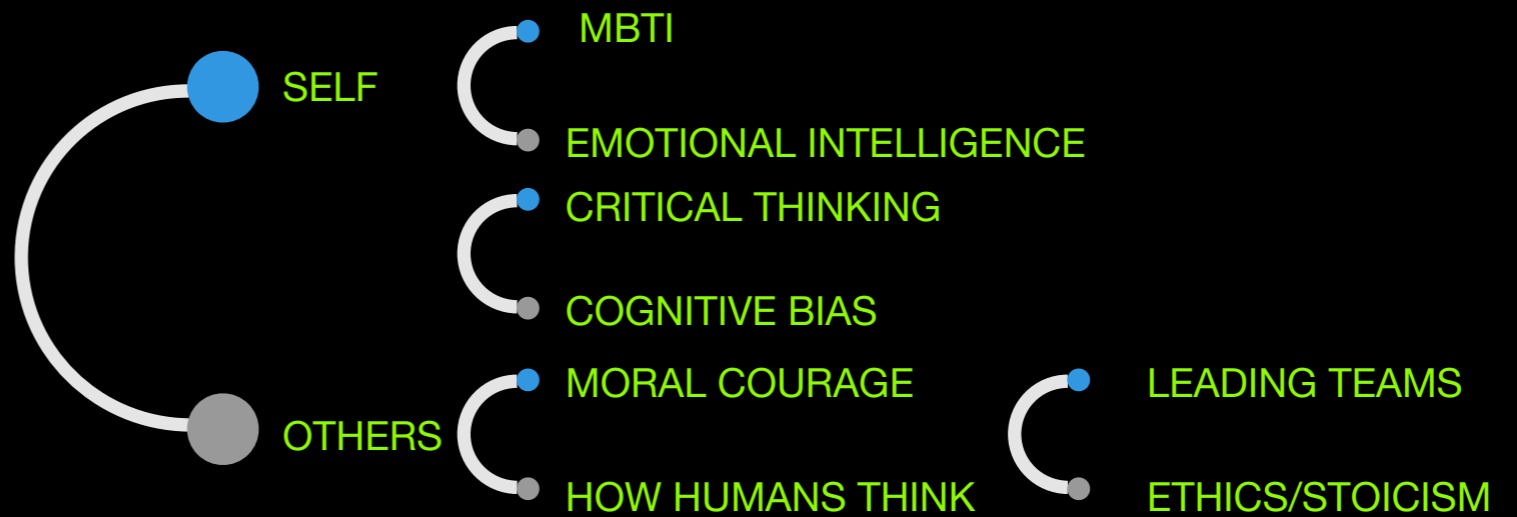
2

How do we lead  
into the Future?

3



A: How do we lead people?



B: How do we lead Organizations?



C: How do we lead into the Future?





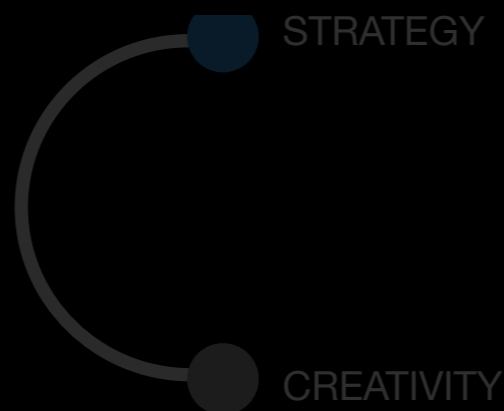
A: How do we lead people?



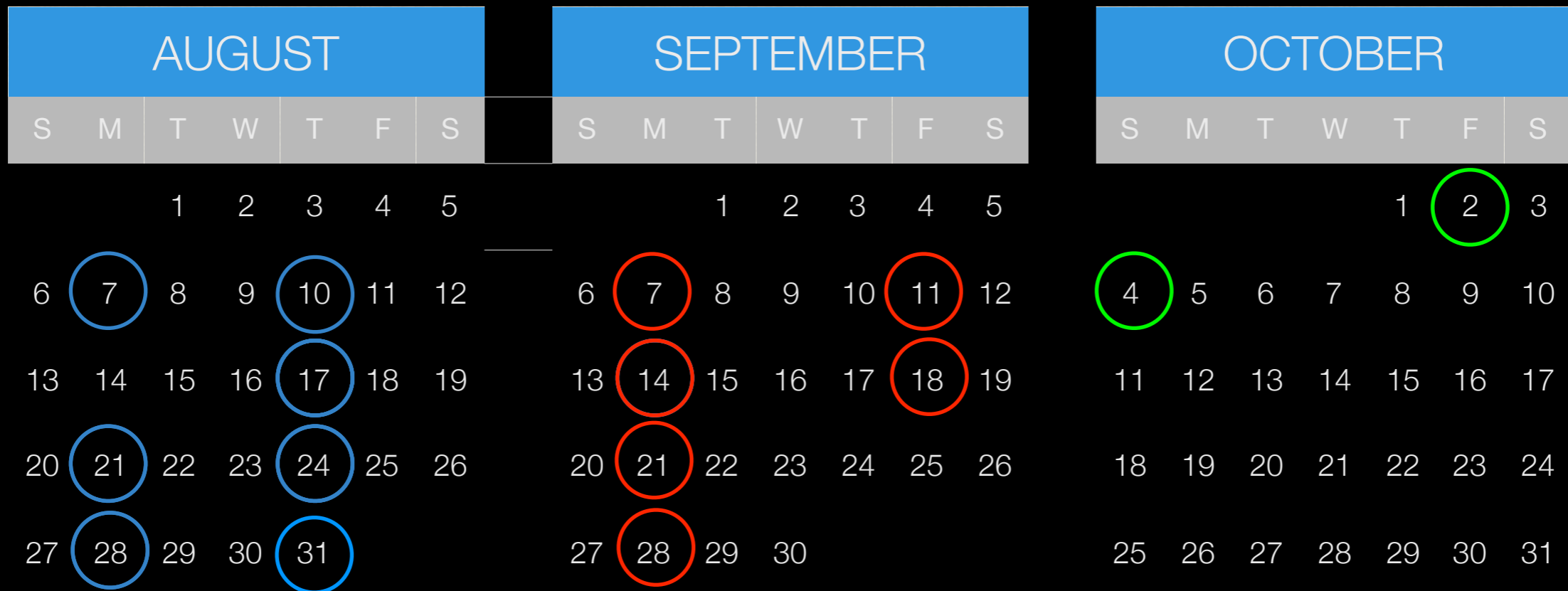
B: How do we lead

Help leaders **know** themselves better, **lead** more consciously, and **contribute** more abundantly to national security and the profession of arms.

C: How do we lead into the Future?




# Leadership AY18



 Self/People

 Organization/Mission

 Into the Future/Vision

 Due Outs

# ACSC / AWC Mentoring Program

## Floating Date

We will block the 1-15 of the month and rely on each seminar and mentor to set the date

## Location

It is between the Seminar and Mentor to decide where to meet



## Material

We will offer PACE "What now Commander for those who would like to use it, but it is not required

## Reporting

Seminar Leads will report to their LD Advisor each month on when and where the group will meet. The advisor will report to DEL/DS

3 & 4 JANUARY 2018

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

HOSTED BY  
AU/ACC?

TODAY'S MOST INSPIRED  
LEADERS SHARE....

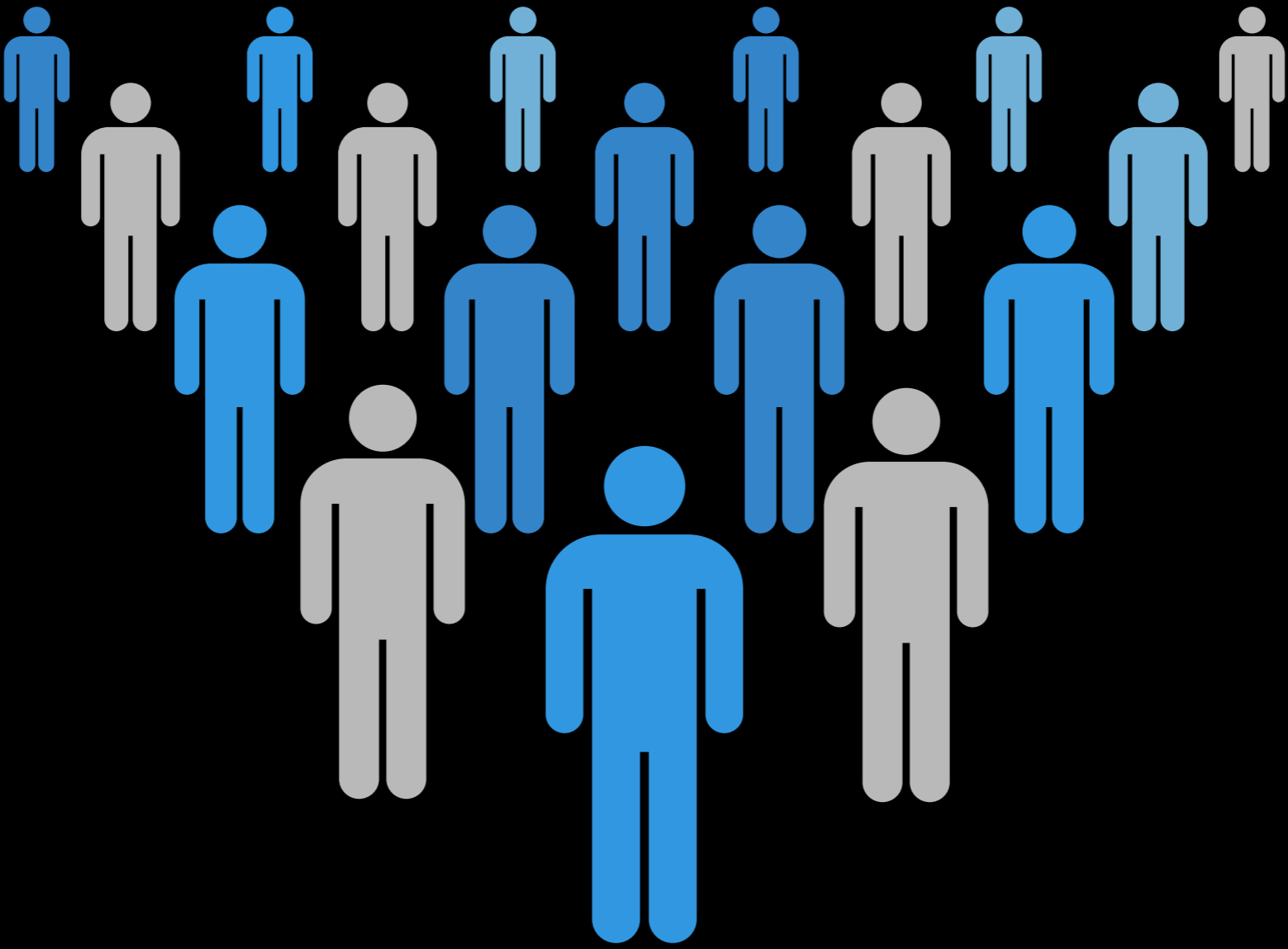
LT GEN "KILLER" KWAST & TODD HENRY  
TAKE THE STAGE

LED-X 1.0

LEADERSHIP EDUCATION & DEVELOPMENT CONFERENCE

FEATURING: ANDY CHRISTIANSEN, AMY NORTON, JASON & JODI WOMACK, BRIAN WILLIAMSON, STEVE JUSTICE  
NICOLE PINKAM, COL JANNELL MACCAUAI  
LTCOL JONATHAN SAWTELLE, & MAJ ADAM DALSON

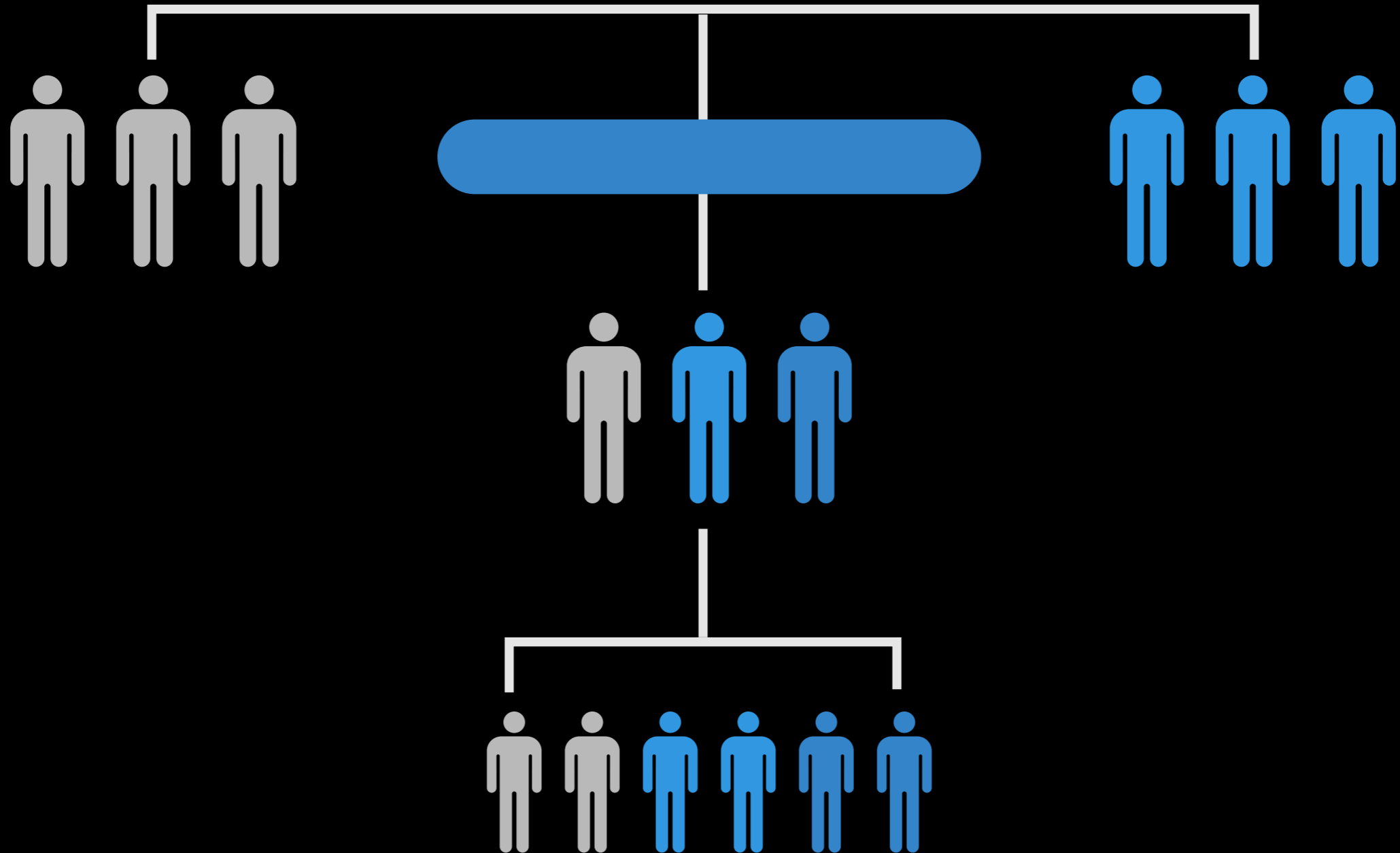
A: How do we lead people?



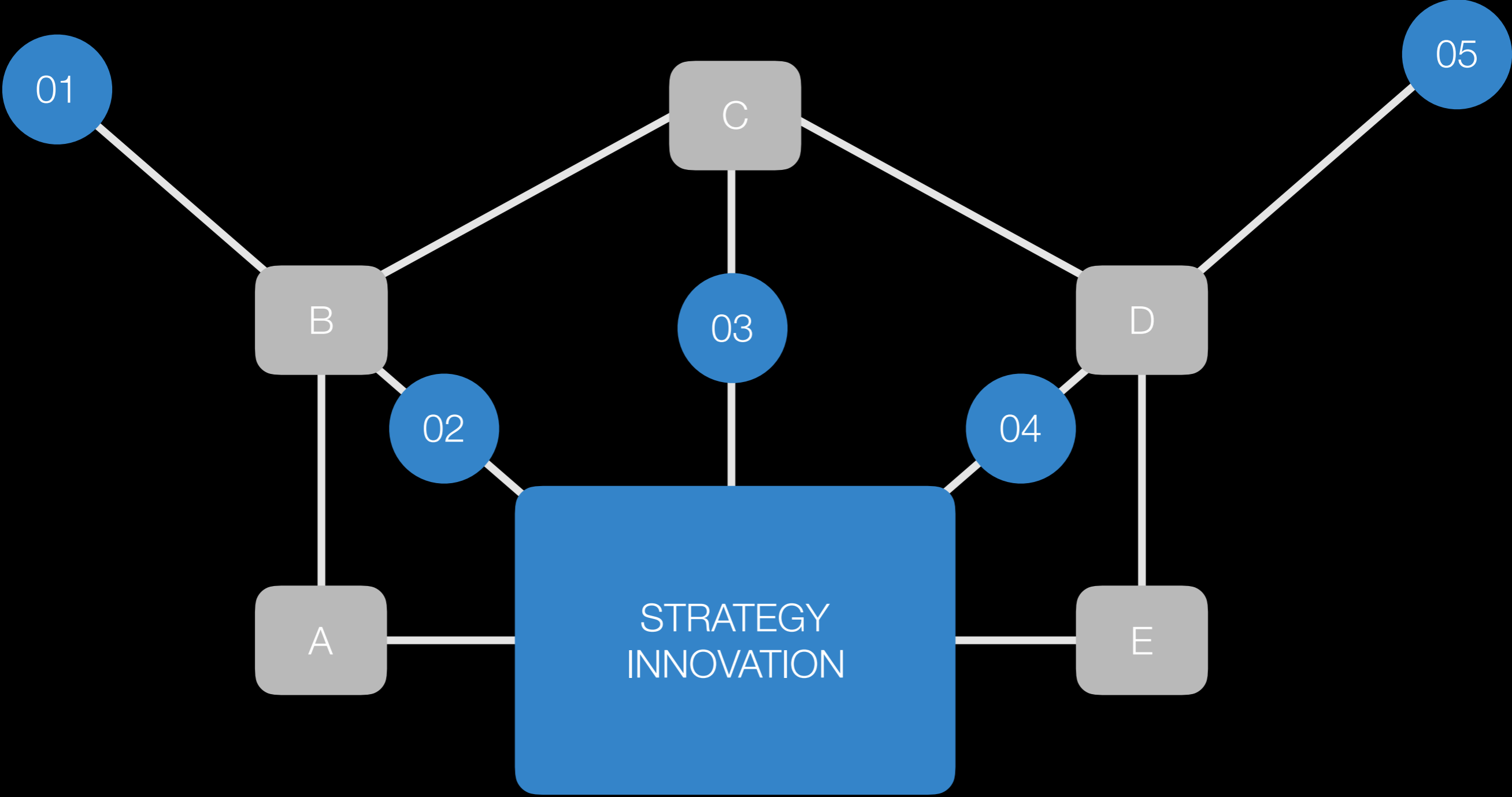
# B: How do we lead Organizations?



Leading an Organization

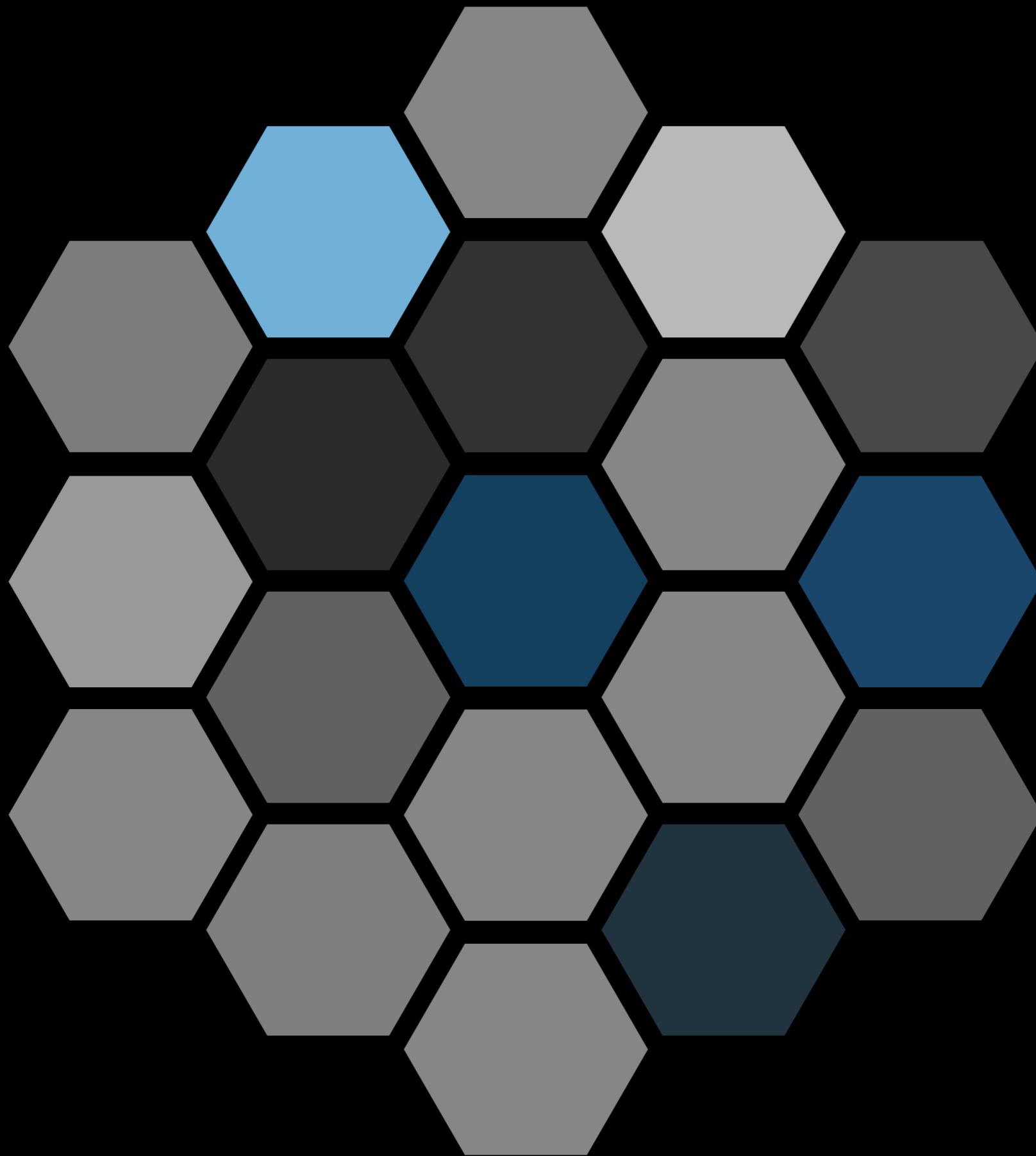


# C: How do we lead into the Future?



“Cover bands don’t change the world – you need to find your unique voice if you want to thrive.” -Todd Henry





# The Leadership Genome



Help leaders **know** themselves better, **lead** more consciously, and **contribute** more abundantly to national security and the profession of arms.

How do we lead  
People?

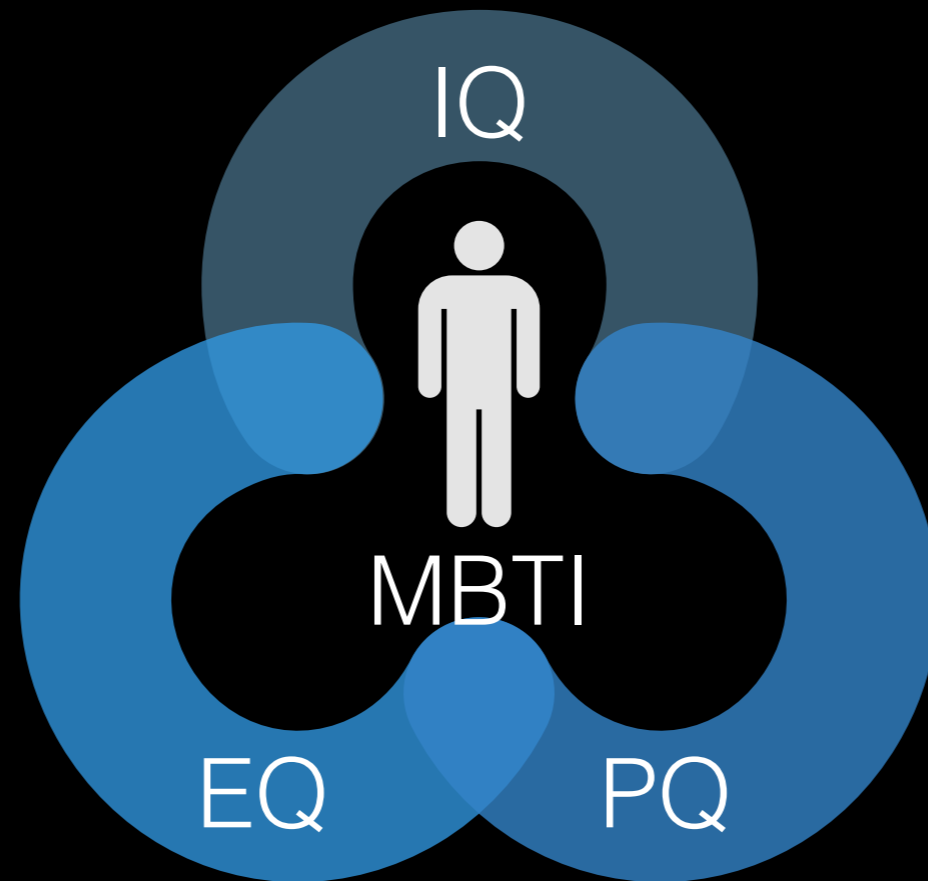


How do we lead  
Ourselves?

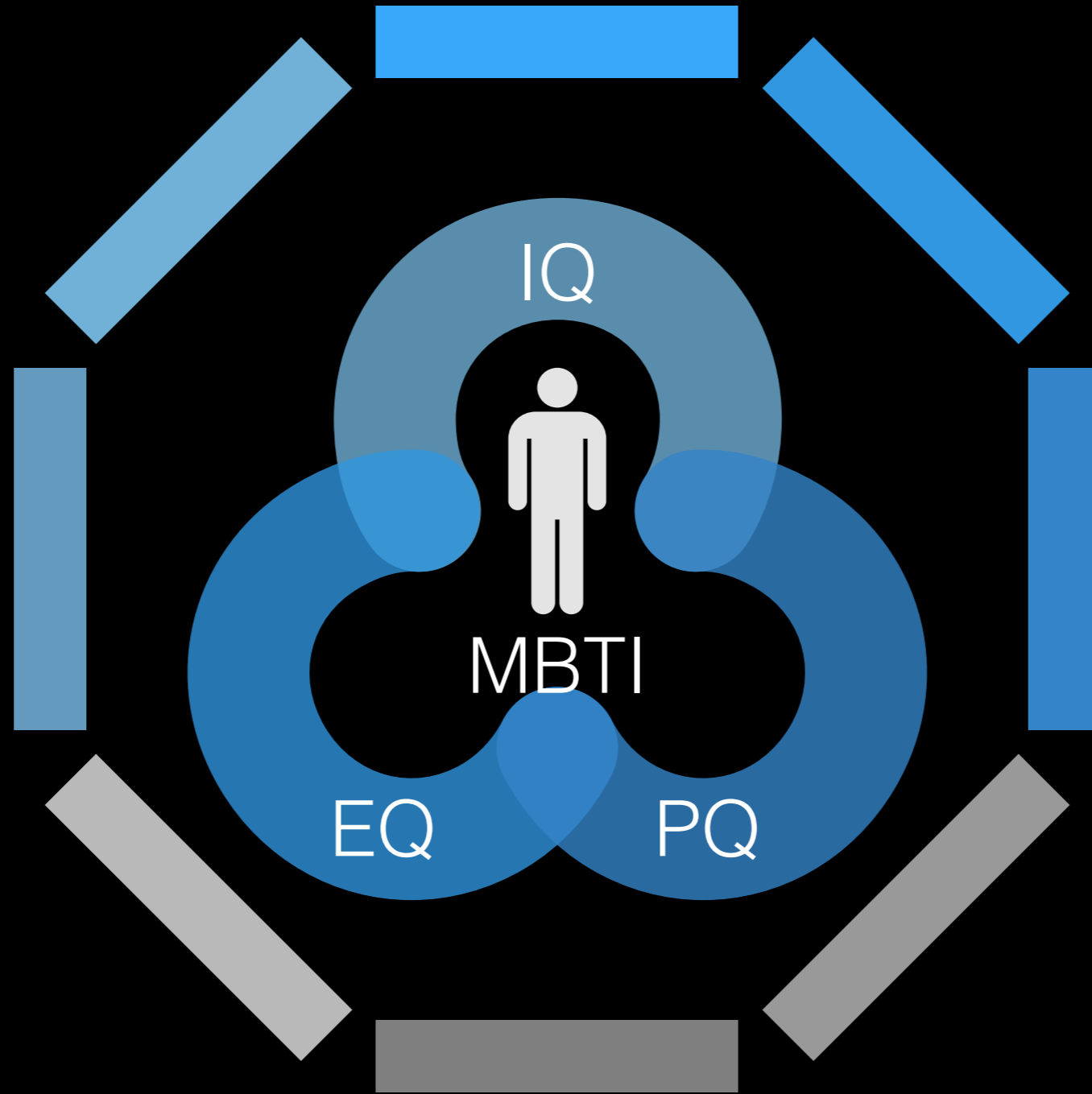


MBTI

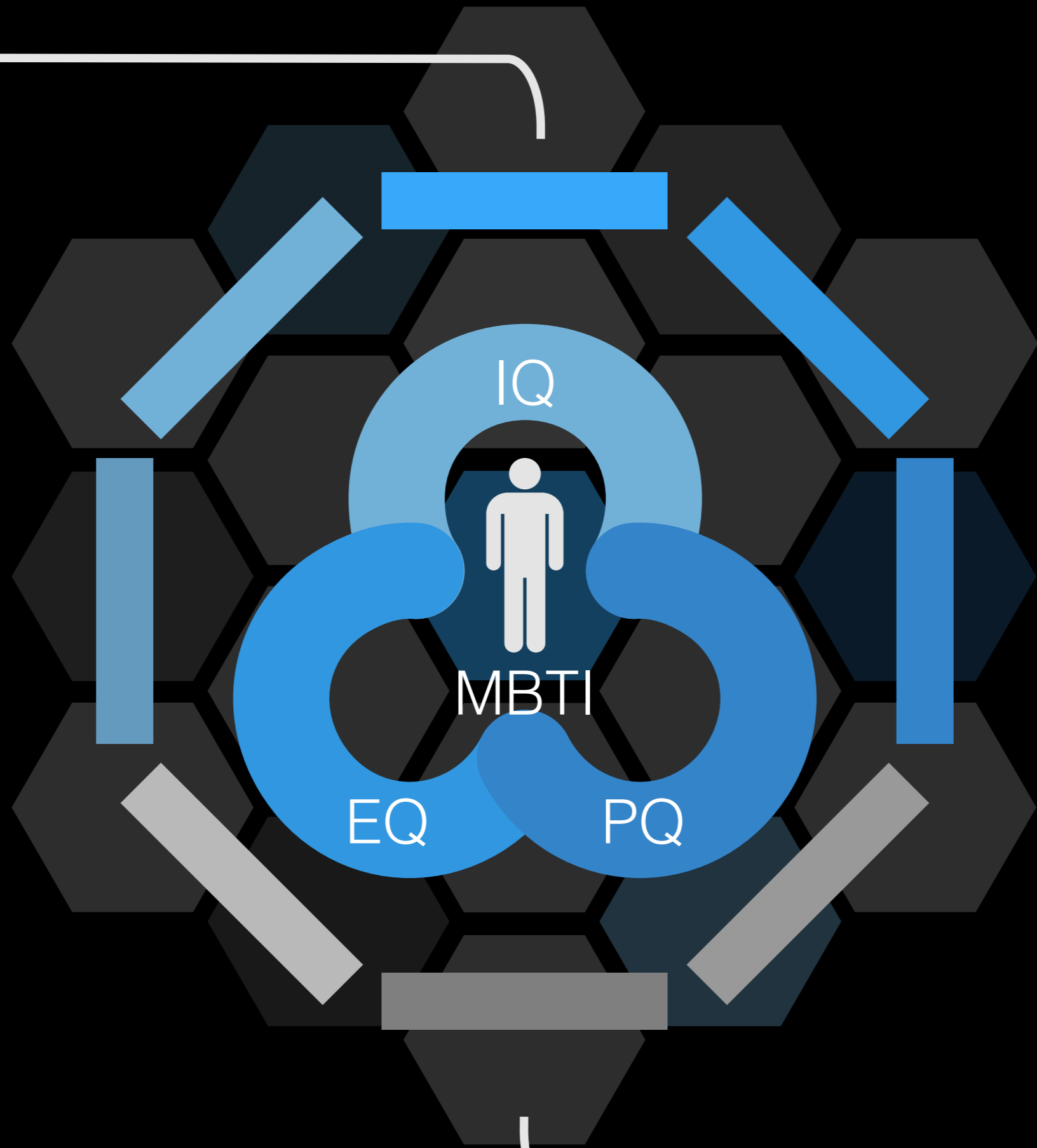
# Leading People



ORGANIZATION



ORGANIZATION



MBTI

IQ

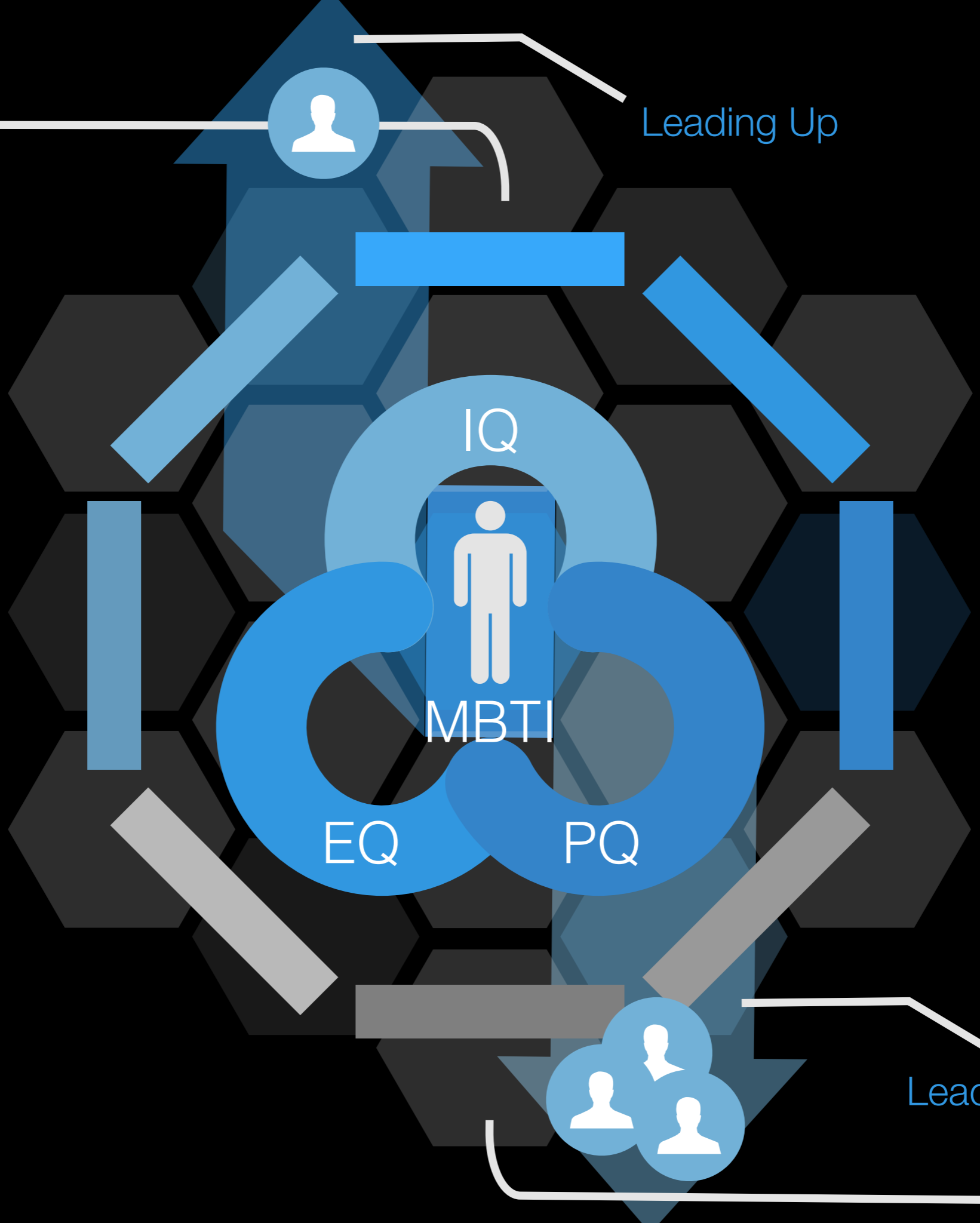
EQ

PQ

SITUATION

ORGANIZATION

Leading Up



MBTI

IQ

EQ

PQ

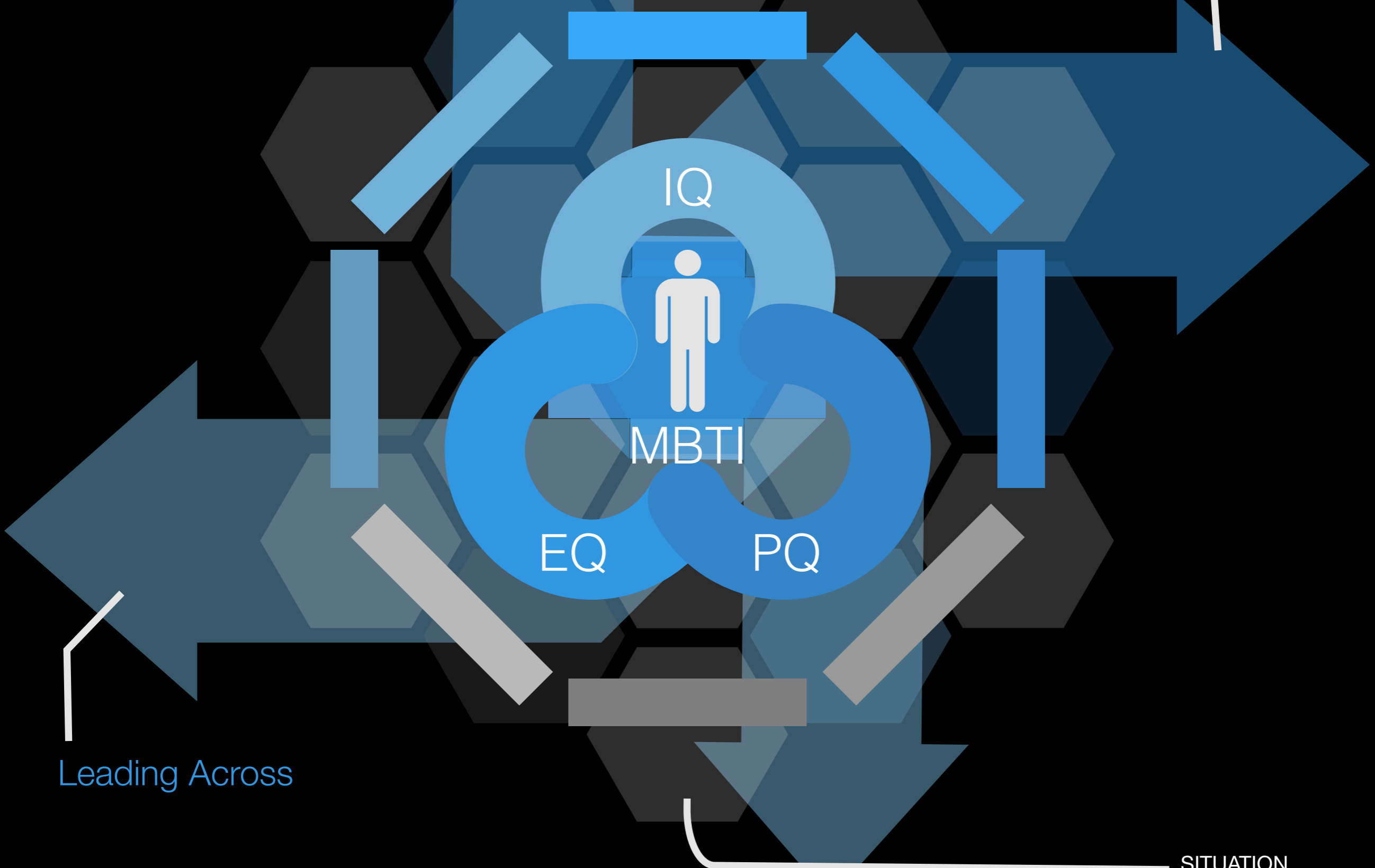
Leading Down

SITUATION



ORGANIZATION

Leading Beyond



IQ

MBTI

EQ

PQ

Leading Across

SITUATION

MORAL COURAGE

STRATEGY  
CREATIVITY

ORGANIZATION

Leading Beyond

ORG BEHAVIOR

ORG CULTURE

CORE VALUES

RESILIENCE

IQ



MBTI  
SELF

EQ

PQ

HOW HUMANS THINK  
COGNITIVE BIAS  
CRITICAL THINKING  
ETHICS/STOICISM

LEADING TEAMS

Leading Across OTHERS

CRISIS LEADERSHIP

FRLM/CHARACTER TRAITS & STRENGTHS

JUST WAR THEORY

SITUATION

## AY 2016

Developing Trust and Starting with Why

Hostile Leadership

Building Strategies to Lead

Negotiations

## Keepers

MBTI

How Humans Think

Ethics

Leading Teams

Org Behaviors

Org Culture

Innovation

Crisis Leadership

Resilience

Command & Consequences

## AY2017

Leadership BS/Critical Thinking

Cognitive Bias

Moral Courage

Emotional Intelligence

Character Traits

Stoicism

Core Values

META Leadership

AY 2017

Kunduz Case Study

*Meta Leadership (Model)*

## Keepers

MBTI

Leadership BS/Critical Thinking

Cognitive Bias

Emotional Intelligence

Moral Courage

How Humans Think

Leading Teams

Ethics

Org Behaviors

Org Culture

Innovation

Crisis Leadership

Resilience

FRLM

Stoicism

Core Values

AY2018

Just War Theory

Strategic Leadership: Dr Erich Randall

*Leadership Symposium (LED-X 1.0)*



# J7 Desired Leader Attributes

- 1: **Understanding** Security Environment and Instruments of National Security
- 2: Anticipating and Responding to **Surprise and Uncertainty**
- 3: Anticipating and **Recognizing Change and Leading Transitions**
- 4: Operating in Intent **Through Trust, Empowerment, and Understanding**
- 5: Making **Ethical Decisions Based on the Profession of Arms**
- 6: **Thinking Critically/Strategically**

# J7 Desired Leader Attributes

1: **Understanding (self):** MBTI, EI, Cognitive Bias, Resilience, Leading Self

2: **Surprise and Uncertainty:** Critical Thinking, How Humans Think, Resilience, Leading Others

3: **Recognizing Change and Leading Transitions:** Innovation, Leading Teams, Org Behavior

4: **Through Trust, Empowerment, and Understanding:** MBTI, EI, How Humans Think, Leading Teams, Org Culture, Cognitive Bias, Stoicism, Resilience

5: **Ethical Decisions Based on the Profession of Arms:** Ethics, Moral Courage, Crisis Leadership, Core Values, Just War Theory

6: **Thinking Critically/Strategically:** Critical Thinking, Strategic Leadership

# Enhancing Professionalism in the U.S. Air Force

Jennifer J. Li, Tracy C. McCausland, Lawrence M. Hanser, Andrew M. Naber,  
Judith Babcock LaValley



## **Air Force Profession of Arms:**

A vocation comprised of experts in the design, generation, support and application of global vigilance, global reach and global power serving under civilian authority, entrusted to defend the Constitution and accountable to the American people.

## **Air Force Professional:**

An Airman (Active Duty, Reserve, Guard or civilian) is a trusted servant to our Nation who demonstrates unquestionable competence, adheres to the highest ethical standards and is a steward of the future of the Air Force profession. Air Force professionals are distinguished by a willing commitment and loyalty to the Air Force Core Values.

## **Air Force Professionalism:**

A personal commitment and loyalty to Air Force standards and expectations framed within an environment of **shared trust**,  
**guided by Air Force Core Values.**

# CGSC Leadership Curriculum

1. Developing organizational leaders
2. Power and influence
3. Leading Change
4. Culture and Climates
5. Learning Organizations
6. Building Teams
7. Ethics
8. Vision
9. Negotiations
10. Moral Courage
11. Developing Leaders
12. Complexity
13. Decision Making
14. Risk and Adaptability

# USMC Great Unit Project

- 1: Trust between members of the unit, Trust in others' abilities  
Trust in leadership, trustworthiness
- 2: Leaders providing Vision/Direction for the unit
- 3: Discipline/Standards being met/Accountability for actions
- 4: Leaders Walking the walk (not just talking the talk)/leading by example
- 5: Clear and consistent Communication up and down chain of command
- 6: Genuine care and concern for Marines/authenticity toward Marines
- 7: Creating opportunity for junior Marines to show they are committed/  
create buy-in/empower young Marines (mentoring/apprenticing)
- 8: Accomplishing the mission of the unit/keeping the mission at the forefront

Stanford GSB: #4 (tie)

*MIT: Sloan / Northwestern Kellogg*

**Leading People:** understanding human behavior, develop models and mindsets for innovation

**Leading Organizations:** Create systems, build cultures where excellence thrives and scales

**Leading Change:** Strategically address markets and competitive advantages and global issues effecting local conditions



University of Cambridge: Judge  
Business School

**Making Sense of Turbulent Times:** How will you lead?

**Building Organizational and Personal Capability:** Creative environments, Encourage Innovation, Manage Change, Build Partners

**Leading into the Future:** Styles of Leadership, Motivation, Culture, Ecosystems, Managing the unforeseen, People, Network and Power Dynamics, High Performing Teams, Leadership, Sustainability, Coaching

University of Michigan: Ross  
Business School #11

**HAVE A CORE PURPOSE:** Commit to making a difference, impact, find higher purpose, leverage purpose to **mobilize their teams**, create a legacy

**EXHIBIT CORE VALUES:** Empathy, drive, integrity, courage, risk taking, **innovation** and **creativity**

**TAKE ACTION:** Develop collaborative communities, deliver robust results, build strategic structures, **lead creative change**



# DEL Manning

- Summer 2017

1. DeMarco

2. Rozy

3. Fil

4. Mary

5. Blake

6. Shannon

7. Tony

8. Mooch

9. Jill

- AY 2018

1. **DeMarco**

2. Rozy (AWC Summer 2018)

3. **Fil**

4. **Mary**

5. **Scott Johnson**

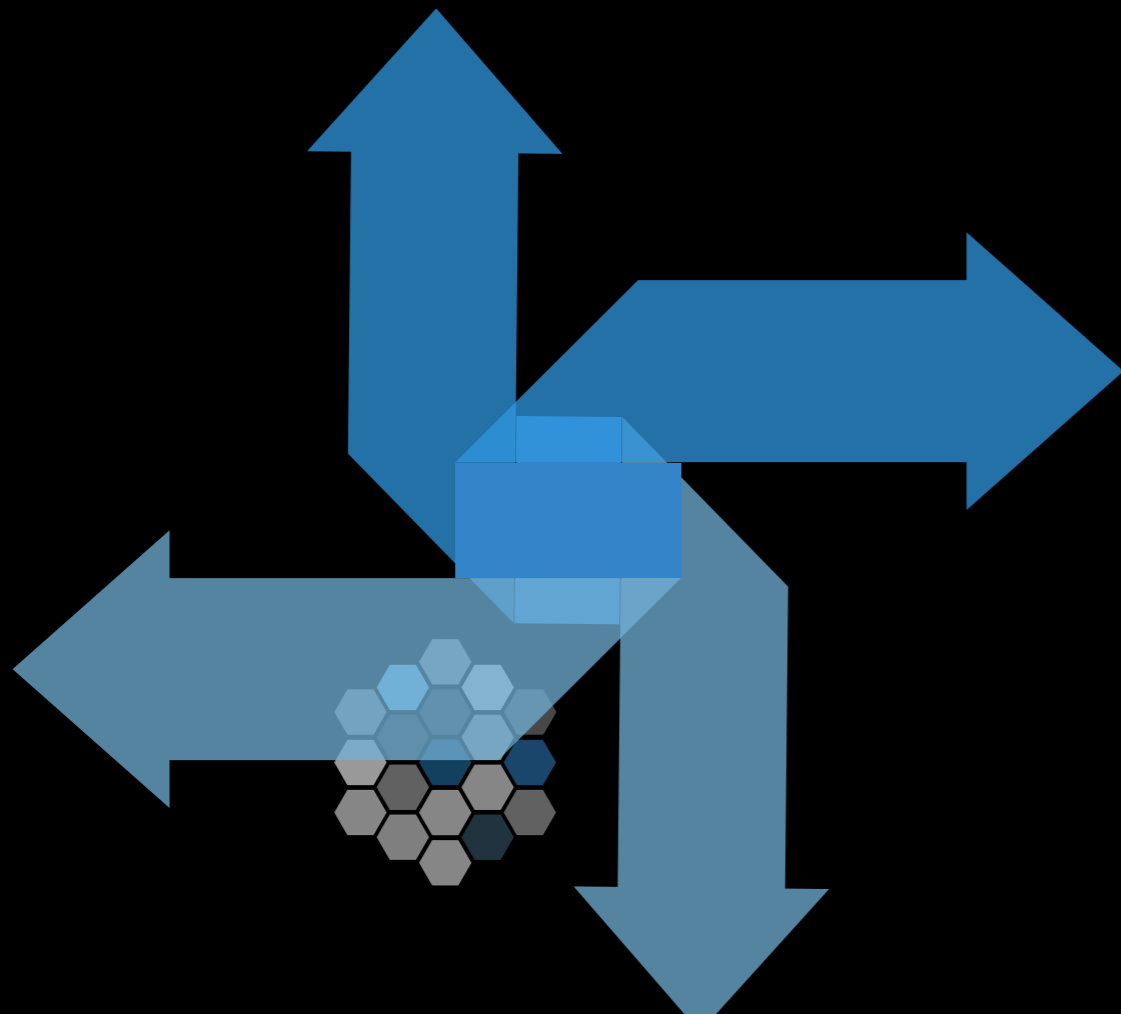
6. Blake (PCS Summer 2018)

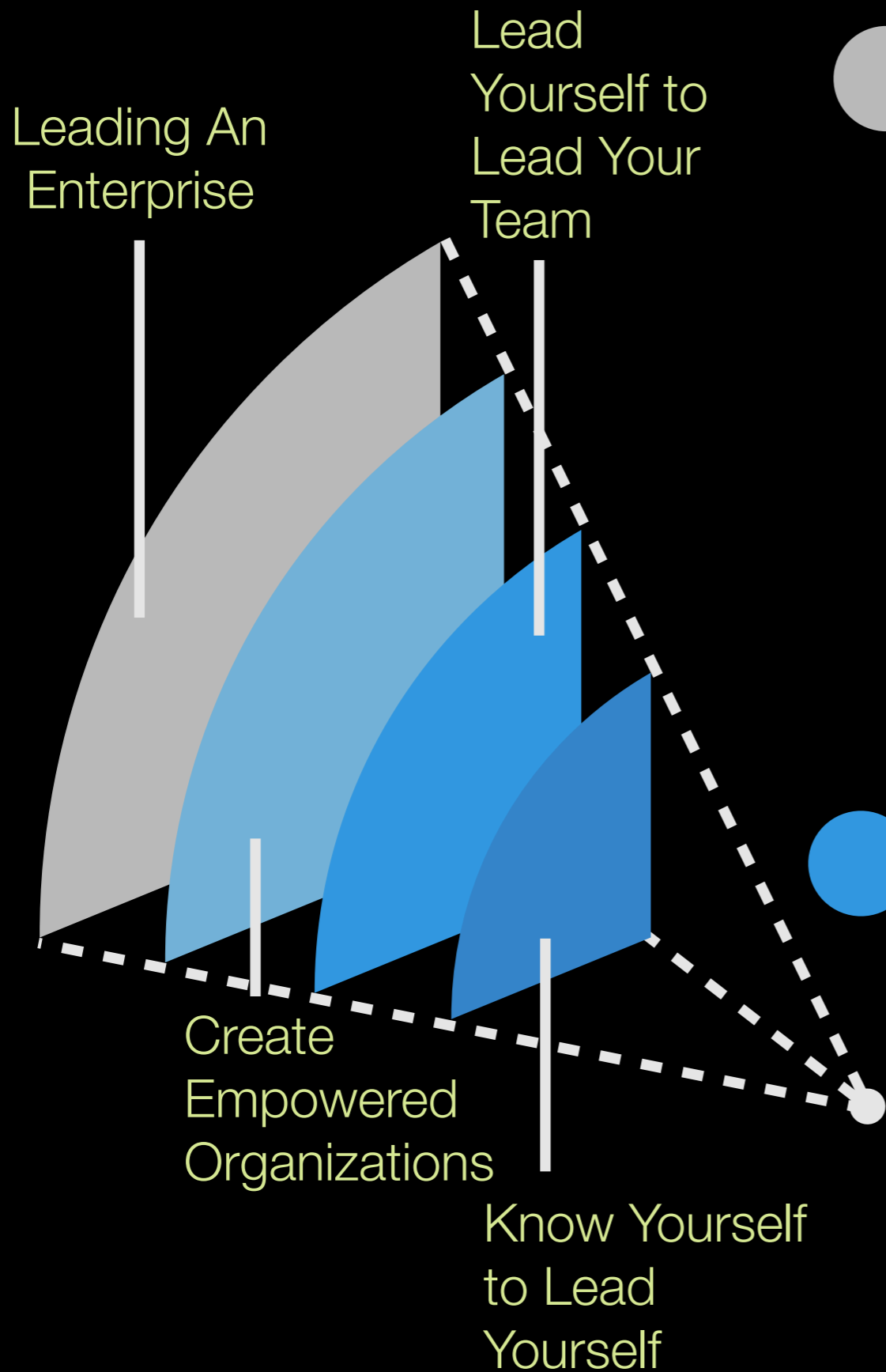
7. Shannon (retire 2018)

8. **Brandie Jefferies**

- *Andy Clayton*







- Stewardship
- Finance Management
- Human Resource Management
- Partnering
- Intreprenurship
- Strategic Thinking

SDE

IDE

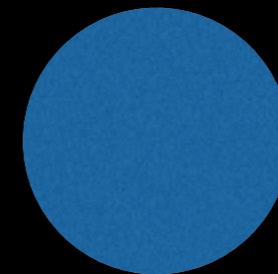
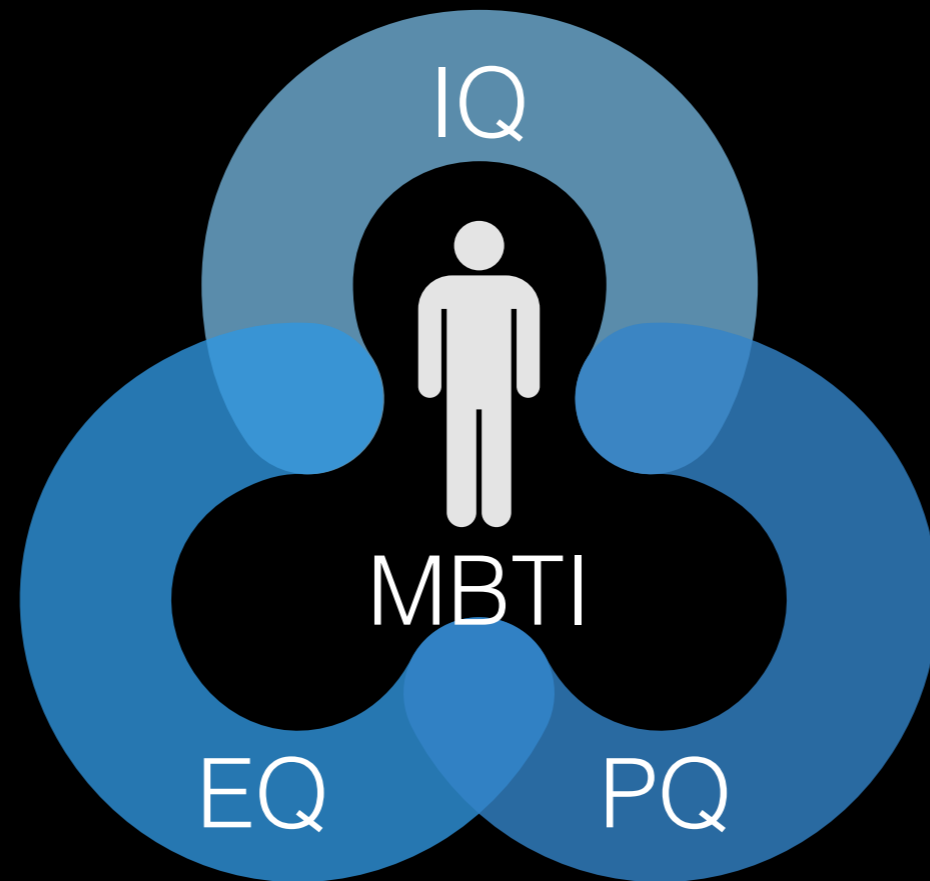
- Member Focus
- Mgt & Process Improvement
- Decision Making & Problem Solving
- Conflict Management
- Creativity & Innovation
- Vision Development & Implementation

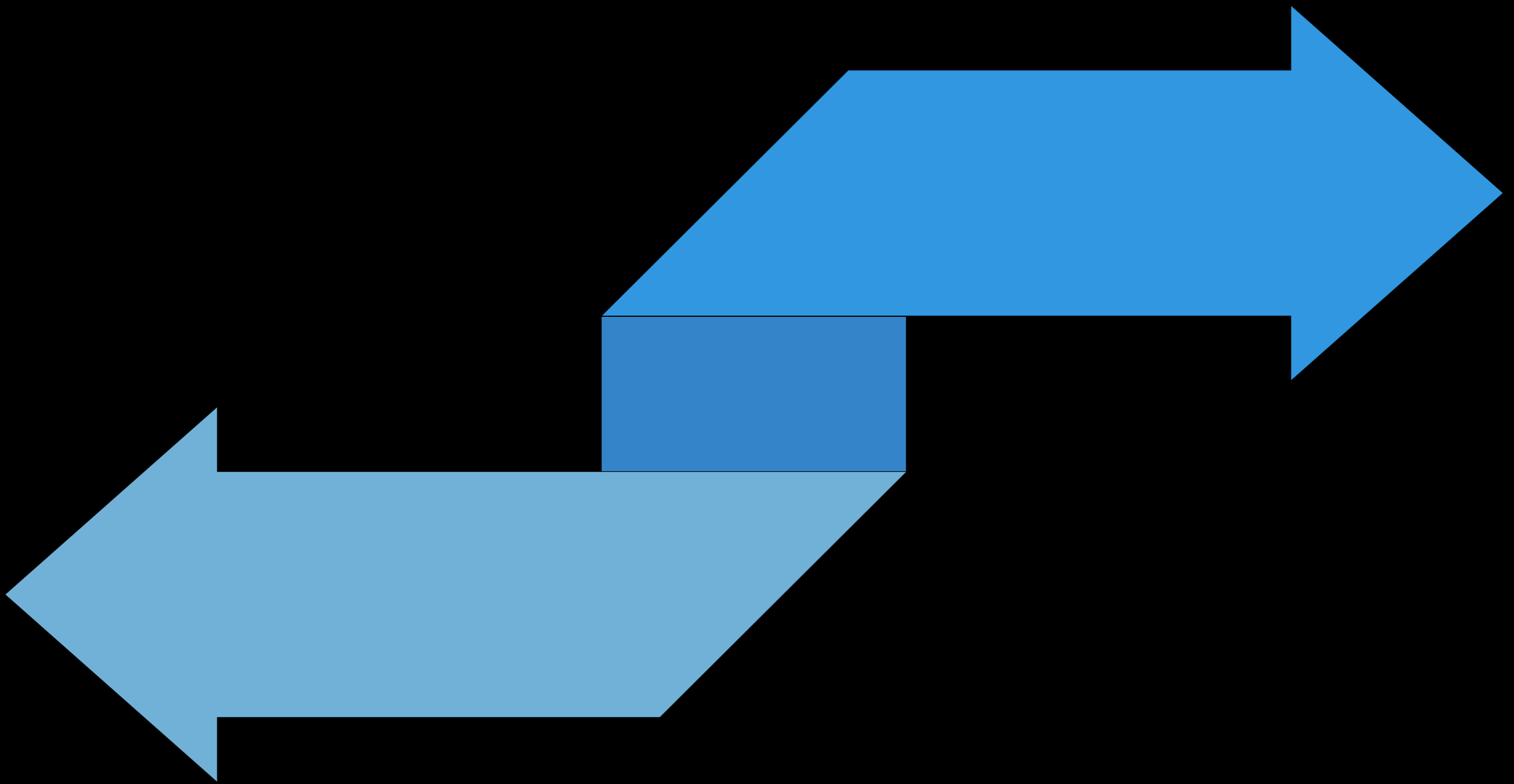
- Effective Communication
- Influencing others
- Respect for Others & Diversity Mgt
- Team Building
- Taking Care of People
- Mentoring

BDE

Cadets

- Accountability & Responsibility
- Followership
- Self Awareness & Learning
- Aligned Values
- Health and Well-Being
- Personal Conduct
- Technical Proficiency

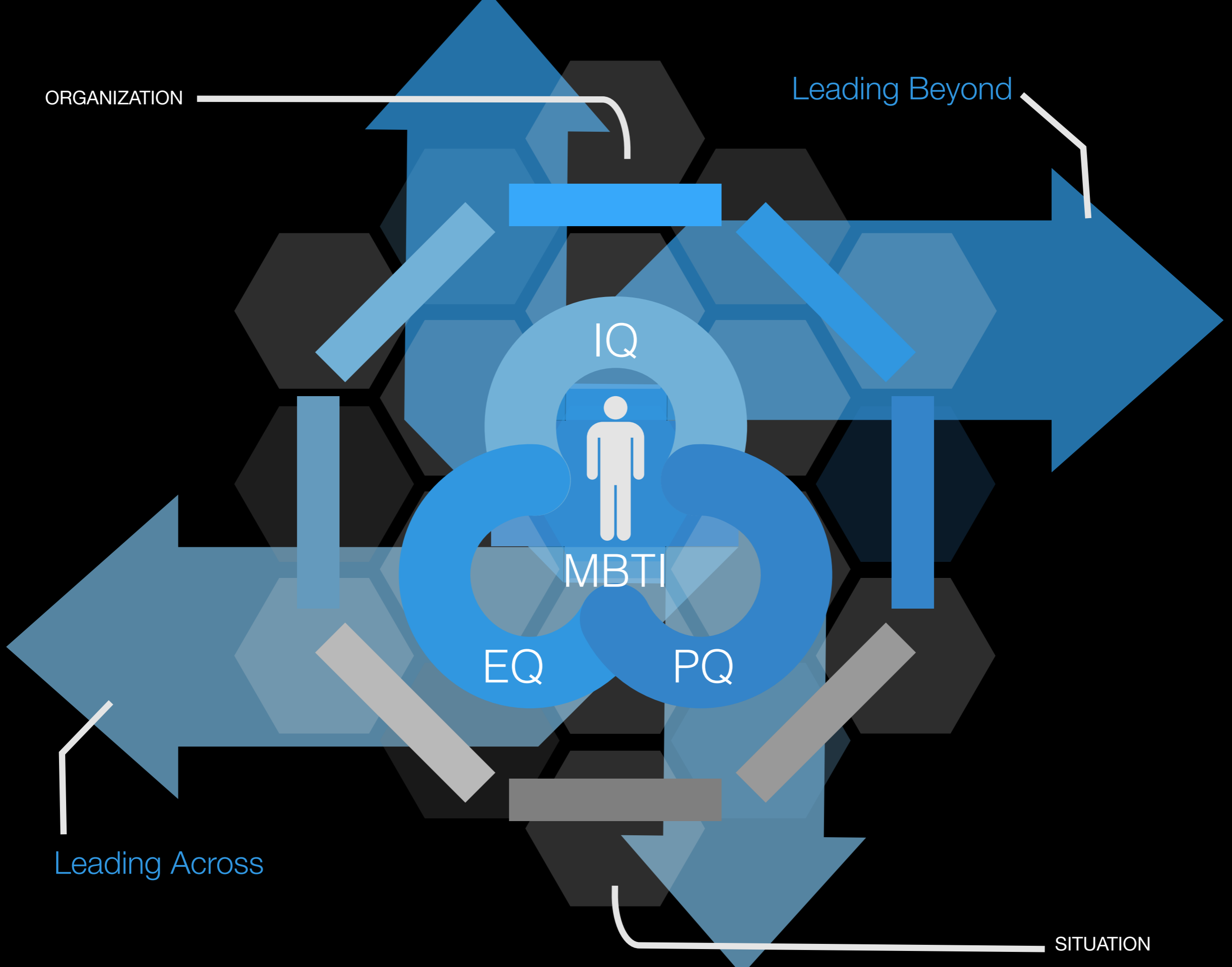




Help leaders know themselves better, lead more consciously,  
and contribute more abundantly to national security.

ORGANIZATION

Leading Beyond



Leading Across

SITUATION