



655 ISRG Leadership Program Syllabus

Goal: A rigorous and sustainable leadership development program with a framework that bridges the gap between civilian and military models and includes reading, self-assessment, and a modern approach to leader and leadership development.

What is the difference between *leader* and *leadership development*? And why distinguish between them?

Leader development: an individual's development in the capacity of leadership

Leadership development: an organization's ability to develop individual contributors who work collaboratively to solve current and future challenges

Program Objectives

- Educate all 655 ISRG members on Reserve and Air Force development opportunities
- Develop all 655 ISRG members to work collaboratively and communicate positively and effectively
- Develop skills to handle complex environments and ambiguity
- Provide continued development opportunities throughout 655 ISRG member's career and habits of mind for self-awareness and continued growth
- Grow 655 ISRG leaders who are skilled, competent, and comfortable in developing others through feedback, planning, and force management

Logistics:

- Materials will be available via the 655 ISRG Sharepoint and also Dropbox
- Most books or materials will be available via Air Force resources (where noted, it may require a .mil domain to download)
- Activities for each section will be submitted via email and self-tracking is also recommended utilizing the Leadership Development Activity Tracker.

Getting Started:

1. Check access to 655 ISRG Sharepoint location and/or Dropbox access

Sharepoint: https://afrc.eim.us.af.mil/sites/10th_AF/655ISR/655ISRGLeaders/Pages/655%20ISRG%20Leadership%20Program.aspx

NOTE: Accessible via home or .mil domain through CAC



Dropbox: www.dropbox.com

NOTE: For Dropbox, you will need to have a Dropbox account. If you plan to access the program via Dropbox, please notify Maj Sara Reed at saraareed@yahoo.com with your Dropbox-connected email.

2. Review syllabus.
Available via Sharepoint and Dropbox.

Reminder: If you plan to access the program via Dropbox, please notify Maj Sara Reed at saraareed@yahoo.com with your Dropbox-connected email.

3. After reviewing the syllabus, answer and document the following questions:
 - What do I MOST want to learn from/develop through this program?
 - What do I think will be most difficult about this program?
 - What does it mean, to you, to be a leader?
 - What does being an “effective” or “successful” leader mean to you?
 - Are leaders born or made?

Block #1: Foundation Setting the stage for leader and leader development.

Learning Objective: Learn about and develop a plan to adopt a growth mindset.

Air Force Category: Personal

Competency: Embodies Airman Culture (Sub: Develops Self)

Competency: Communicating (Sub: Active Listening, Writing)

Air Force Category: People/Team

Competency: Leading people (Sub: Develops and Inspires others)

Tasks:

- 1a. Watch following TED talks on Growth Mindset:

<http://www.youtube.com/watch?v=pN34FNbOKXc&feature=kp>

AND/OR

- 1b. Read the following summary of the concepts of Growth vs. Fixed Mindsets, specifically focused on leadership and business.

<http://mindsetonline.com/howmindsetaffects/businessleadership/index.html>



2. After reading or watching, take this brief Mindset survey:

<http://mindsetonline.com/testyourmindset/step1.php>

3. Read Harvard Business Review Article “Teaching Smart People How to Learn.”

Exercise:

(a) Write down the results of the Mindset survey. Understanding what you do about mindset, how can having a fixed or growth mindset affect:

- a. your leader development
- b. your beliefs about your peers
- c. your attitude about your Airmen/followers/team.

(b) Complete Mindset questions below. (Template also available for your completion.)

- a. Is there a talent or ability you would like to have but don't? How do you know you don't have it—what's the evidence?
- b. Can you name one thing you could do to develop that ability? Two?
- c. Can you think of a time you faced an important opportunity or challenge with a fixed mindset? What were your thoughts and worries—about your abilities? about other people's judgments? About the possibility of failure? Describe them vividly.
- d. Now, can you take that same opportunity or challenge and switch into a growth mindset? Think of it as a chance to learn new things. What are the plans and strategies you're thinking about now?
- e. Is there someone in your life (a boss, mate, friend, child) with a fixed mindset—someone who won't take risks, who can't admit mistakes, who falls apart or gets defensive after setbacks? Do you understand that person better now?

Discussion Board

Submit answers to questions to supervisor and attach via Team discussion on group Sharepoint.

Question: Based on your current leadership experience and knowledge of Air Force doctrine, explain why you think having a growth mindset is valuable?



Block #2: Leader and Manager... we need to be both

Learning Objective: Understand the difference between leadership and management and how it applies to leading in the United States Air Force and Air Force Reserve Command.

Air Force Category: Personal

Competency: Embodies Airman Culture (Sub: Develops Self)

Competency: Communicating (Sub: Active Listening, Writing)

Air Force Category: People/Team

Competency: Leading people (Sub: Develops and Inspires others)

Competency: Managing organizations and resources (Sub: Change Management and Continuous Improvement)

According to John Kotter, “Management is about coping with complexity. Leadership, by contrast, is about coping with change.”

Tasks:

1. Read article “What Leaders Really Do” (Kotter)
2. Read/review Air Force Instruction 1-2, Commander’s Responsibilities (8 May 14)
3. Read “What is the Difference Between Management and Leadership?” (Wall Street Journal)

<http://guides.wsj.com/management/developing-a-leadership-style/what-is-the-difference-between-management-and-leadership/>

4. Read “How Managers Become Leaders” (Watkins)

Exercise:

After reading the material on the difference between being a manager versus a leader, answer the following questions.

- a. Where do you feel your natural tendencies are or where you feel most comfortable?
- b. Based on what you learned from the materials, provide an example of a time you demonstrated effective management skills.



- c. Based on what you learned from the materials, provide an example of a time you feel you demonstrated leadership skills.
- d. What has been the biggest test of your leadership ability? What have you learned as a result of this challenge?
- e. How can you develop your manager and leader skills to meet the needs of the USAF and AFRC?
- f. What do you consider your leadership strengths? Management strengths?

Discussion Board

Question: The Air Force Institutional Competency List (Appendix C of AFDD 1-1) outlines a number of categories, competencies, and sub-competencies. In your opinion, which are management skills and which are leadership skills?

Choose one and explain your rationale for choice.

Submit answers to questions to supervisor and attach via Team discussion on group Sharepoint.

Block #3: Time Management

Learning Objective: Learn about time management, including prioritizing time, utilizing tools to maximize focus, and managing time for leader and leadership development.

Air Force Category: Personal

Competency: Embodies Airman Culture (Sub: Develops Self)

Competency: Communicating (Sub: Active listening, Writing)

Air Force Category: People/Team

Competency: Leading people (Sub: Develops and Inspires others)

Tasks

1. Read "Managing Your Time As a Leader"
2. Review "The Results Curve: How to Manage Focused and Collaborative Time"

Available here: http://www.people-onthego.com/Portals/74033/docs/The_Results_Curve_tm_eBook.pdf



3. Read “Who’s Got the Monkey” (Oncken & Wass)

Exercise:

- a. What are your current strengths in time management?
- b. What aspects of time management might you need to improve?
- c. What are the priorities for your time?
- d. How do you prioritize your time?
- e. Who takes up most of your time and does it fit in with your priorities?
- f. How can you take the information provided to ensure you are utilizing your time to meet your priorities?
- g. What tools can you utilize from *The Results Curve* to accomplish more focused work while balancing the need for collaboration?
- h. How can you reduce “phantom workload” in your life?

Discussion Board

Question: Why and how does time management fit in to your development as a leader? How do these skills develop you aligned with Air Force institutional competencies?

Congratulations on finishing blocks 1 – 3 of the 655 ISR Leadership development program. During Blocks 4 –7, you will learn about

- Building on your strengths
- Motivation
- Leadership Flaws
- Becoming a Multiplier