

Profession of Arms Center of Excellence Catalog

SUMMER 2018

Profession of Arms Center of Excellence

Catalog

Summer 2018



The Profession of Arms Center of Excellence (PACE) is an official publication for disseminating information on PACE offerings. This catalog provides a brief description of our presentations, tools, and videos.

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Other information about the Profession of Arms Center of Excellence can be found on our website, www.airman.af.mil.

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PACE Led Presentations

Enhancing Human Capital

 5.5 hours

Our flagship presentation presented at locations across the USAF by PACE personnel


This presentation focuses on self-reflection as a means to better understand how we can become better friends, parents, spouses, co-workers, and leaders – in short, better people. You'll get tips on how to develop healthy relationships by recognizing personal bias, using effective communication, and to consider others before yourself.

To bring out a better version of yourself, you'll learn the dangers of personal bias, the phenomenon of entrenched thinking, how power changes relationships and that you have to relate to others to build trust which allows you to have influence which in turn allows you to shape perceptions. The results can make your job more enjoyable and make your profession a more personal experience.

Core Concepts, Objectives, and Times:

Professionalism	
Cognitive Objective: Gain an understanding of the Art of Leading Oneself Affective Objective: Be devoted to infusing the USAF Core Values and their Virtues into your daily life.	60 min
Power and Authority	
Cognitive Objective: Consider how power and authority can affect decision making. Affective Objective: Defend your value system at all times.	30 min
Tough Habits of Thought	
Cognitive Objective: Understand everyone has the ability to recognize and shape their own way of thinking. Affective Objective: Commit to using tough habits of thought.	60 min
Communication	
Cognitive Objective: Recognize that you may have one or more barriers to effective communication. Affective Objective: Be devoted to using effective communication.	60 min
Turning This All Into Action	
Reflection, Tools, and Website overview	40 min

Enhancing Human Capital 201


 4.5 hours

Presented at locations around the Air Force by PACE personnel

This presentation is the next level of expertise of mastery in the human domain - the Art of Leading Everyone Else. The content is geared to help others to become better people by understanding the dynamics of the human domain in the areas of physical and psychological safety, as well as organizational dynamics such as deviant group behavior and cultural change models. An understanding of these topics will provide opportunities for personal and organizational growth. You can expect to hear terms such as "selfish/unselfish chemicals," "willful blindness," "normalized deviance," and "diffusion of innovation," to provoke self-reflection. Ultimately, this presentation aims to enhance the human capital of individuals and the teams they work with.

Objective: To gain a better understanding of the dynamics of the human domain: physical safety, psychological safety, and strengthening our culture to maximize our organizational effectiveness.


Communication

 60 minutes

Effective communication must be a deliberate and intentional effort. The way information is presented will determine our perception; how we communicate information to others can affect how the message is received and understood. Communication is about building effective relationships.

After witnessing this presentation, you should recognize that you may have one or more barriers to effective communication.

ECHO of a Professional

 60 minutes

What is your ECHO when you are TDY or not at work and the people you work with or for are still there? What do they say about you? What ECHO are you leaving in your life?

Focusing on the attributes of Empathy, Charity, Humility, and Optimism will improve the probability of better relationships. People may even like you more!

What is your ECHO when you are TDY or not at work and the people you work with or for are still there? What do they say about you?

TRUST



60 minutes

Trustworthiness is an essential character/leadership trait. Trust is the lifeblood of an effective organization; without trust, loyalty to our national security will wane and will subsequently reduce commitment to our oaths and core values.

This presentation gives examples of how trust can be destroyed and then introduces elements to build trust with recommended PACE tools for each element.

LTA

LTA is a customized facilitated training event for individuals and teams to enhance self-awareness and understanding of others to cultivate unit cohesion. LTA is a scientifically validated self-assessment tool to increase a leader's understanding of their


- (a) natural leadership traits (rather than learned behavior),
- (b) leadership strengths and struggles, and
- (c) results for relationship focus.

Leadership will receive a team report for all members who have completed the assessment. PACE will facilitate a 4-hour team debriefing about the individual reports, the influence of leadership styles on team interactions, and increase effectiveness in building team trust.

Objective: Team members are challenged to better understand how their styles influence their perception of others and how they may adapt their behaviors to meet the needs of the team.

PACE Led Development Activities

Professional Development Program (PDP) (EHC 301)

 Four Day Workshop

Offered at JBSA Randolph, TX

The Professionalism Development Program (PDP) is designed to enable units to organically provide structure utilizing facilitated lessons to meet the need of enhancing professionalism. PACE provides the framework for you to stand up a five-member core team to deliver facilitated lessons that help people be the best version of themselves.

PDP uses volunteers to facilitate guided discussion on topics that members deal with every day, both personally and professionally. The lessons are intentionally geared to stimulate self-reflection leading to a transformation in behavior. The goal is to produce a better person, which in turn produces better parents, siblings, co-workers and ultimately better interaction with others.

The most powerful part of this program is its ability to capitalize on volunteers' expertise and talent from your base and allow them to partner in driving professionalism opportunities throughout.

Participants will travel to JBSA Randolph to attend the Facilitator Skills Workshop which requires a teach-back to demonstrate understanding of facilitator skills.

There are no rank requirements for attendance, but Pace requests that three members (program advisor, team lead, and facilitator lead) attend during the same class dates. The three members will leave the training with the tools needed to establish an organic training team. Although there are not rank/grade requirements, it is recommended that the program advisor is someone who has leadership experience since this role is expected to communicate with senior leaders.

What Now, Airman?

 One hour lessons

Facilitated by PACE personnel or PACE trained facilitators

The What Now, Airman? training videos present moral and ethical "gray areas" to spur discussion and address decision making among targeted audience groups. The central focus of the videos is to address character development, AF Core Values, and moral/ethical decision-making.

Each video module audience (Squadron commanders, First Term Airman, etc) address six (6) ethical topics recently faced or currently being faced by the target audience of that module. Current ethical topics include: unprofessional relationships, use of social media, sharing of

prescription drugs, sexual harassment/assault, misuse of power/position, cheating/academic integrity, personal financial management, use/misuse of alcohol, and acceptable/unacceptable use of racial titles.

Each ethical topic will be addressed by six (6) perspectives. The central character introduces the ethical dilemma he/she is facing and the other characters will present the perspectives of, for example, his/her supervisor, co-worker, spouse, First Sergeant, Judge Advocate (JA), etc. The What Now modules are intended to spark conversation and discussion among the targeted audiences, as facilitated by the facilitator, thereby organically bringing about a resolution in line with AF Core Values.

The goal of any What Now, Airman? lesson is to:

Enhance Airmen's professional development through discussion of targeted ethical areas.

Promote discussion and provide decision making opportunities based on ethical/moral dilemmas in a facilitated forum.

Strengthen Airmen's ability to connect Air Force Core Values with mission accomplishment.

Foster habits of mind that lead to moral courage and ethical judgment.

Foster mental agility, adaptive behavior, and diversity of thought.

Values



90 minutes

We are professionals. As professionals, we are defined by our strength of character, a life-long commitment to values and a dedication to maintain our professional abilities through continuous improvement, individually and institutionally. This lesson teaches how to develop men and women of character, helps individuals to discover their personal values, and promotes thinking on congruency of personal and organizational values.

Over the course of 90 - 180 minutes there will be direct instruction, completion of a personal values exercise and group discussion. The goal is to know your personal values, determine if they are congruent with the Air Force Core Values and their virtues, and understand how values develop character.

Objective: Know your personal values, determine if they are congruent with the Air Force Core Values, and understand how values and virtues develop character.

Unit Led Development Activities

Exportable Enhancing Human Capital (EEHC)

Seven modules, 16 lessons

EEHC was designed for those who have witnessed PACE personnel present Enhancing Human Capital and want to share the information. PACE developed this exportable version of Enhancing Human Capital (EHC) to guide facilitators in the delivery of leadership and professionalism training. Witnessing an EHC is desirable but not mandatory to be able to use the lessons. Lesson concepts are taught via video featuring Dr. Jeff Smith, author of EHC, with facilitated discussion and activities led by an EEHC user/leader/facilitator.

Materials are controlled and a user agreement is required before materials are released.

Exportable Enhancing Human Capital 201


Leaders must know their "why" when they walk in the door every day. Your "why" can be "What do I have to get done around here today and how am I going to do it?" or "How do I create an environment that deliberately develops me and those I work with making our organization the most effective it can be?" This presentation is suitable for leadership teams at conferences or off-sites.

EHC 201 is geared to help you become an even better person by understanding the dynamics of the human domain. Topic areas include physical and psychological safety, as well as organizational dynamics such as deviant group behavior and cultural change models. An understanding of these topics will provide opportunities for personal and organizational growth.

Ultimately, this presentation aims to enhance the human capital of individuals and the teams that they work with.

Objective: To gain a better understanding of the dynamics of the human domain: physical safety, psychological safety, and strengthening our culture to maximize our organizational effectiveness.

Values Our Waypoint to Success

 1.5 hour interactive lesson for at least 10 people but no more than 30

Available to anyone at [airman.af.mil>products>courses/lessons](http://airman.af.mil/products/courses/lessons)

This lesson is an exploration of personal/organizational core values using PowerPoint and experiential exercises. A Leader Guide (document) is also available. Guidance/support is included on both the slide deck and Word document to adequately prepare anyone to deliver the content.

During the first 60 minutes the lesson intends to assist Airmen with living congruently by living their core values. Topics include values in our relationships, ethics and values, and values based living. Participants will experience a personal values journey in which they will complete four exercises that gradually move them toward discovering their personal values. The final 30 minutes is designed to help them understand how personal core values affect decision making and how their values fit into the organization's values. The end state is to increase spiritual assets, recognize values/beliefs, create purpose/meaning, and amplify committed action to unit mission.

Objective: Understand the importance of our values and where they fit within the organization, how they help us achieve our life goals, and where we are making investments toward our overall character.

EHC Snippets

Snippets are stand-alone, short presentations (~10 - 15 minutes) of Enhancing Human Capital topics ideal for commander's calls, Wingman Day, staff meetings or mentoring sessions.

Commitment, Loyalty, and Trust	Entrenched Thinking
Power and Authority	Human Behavior
Personal Bias and Blind Spots	In-Group Behavioral Psychology
Personal Bias and Relationships	Institutional Health
Systematic Thinking	Misperceptions
Destructive Communication	

PACEsetters

Recognition

Above and Beyond Cards

Target Audience: Leaders at all levels

Here is an easy way to recognize outstanding performance and offer a reward people really want--time off.

Cards may only be awarded by enlisted, officer and civilian supervisors (each may hand out a max of 6 per quarter). The Commander, Superintendent and First Sergeant may hand out an unlimited number of cards. There is no limit on card redemption.

Cards can only be redeemed with the unit commander. Benefits of this being a commander's program is that key leaders look for "good stuff" and recognize it, and it provides personal interaction between personnel which builds trust.

Letter Home

Target Audience: Leaders at all levels

Those instances when you are "extra" proud of one of your Airmen become the perfect opportunity to share their good news. You, as the leader, send a letter to an Airman's family explaining why their son or daughter is such an instrumental part of the organization. The letter gives examples of why the Airman's family has reason to be proud. Make the memento extra special by including a photo of yourself and the Airman together. A sample letter is provided.

Make Special Events Special

Target Audience: Leaders at all levels

Recognizing special events to ensure your people feel valued and appreciated is important, and recognition will reinforce the importance of good relationships.

Special events in an individual's life include birthdays, weddings, anniversaries, child birth, etc. Each of these moments evoke emotions and feelings, reinforcing the human aspect of life within every organization. Recognizing and highlighting these moments invokes good memories and emotions not only for the individual but to the organization as well.

As we strengthen the family, we strengthen individuals. As we strengthen individuals, we strengthen this great nation and the freedoms and principles it stands for. Let us celebrate these moments of life and liberty, that we truly may be able to pursue happiness, and lasting joy.

Note to an Airman

Target Audience: Leaders at all levels

Those instances when you are “extra” proud of one of your Airmen are the perfect opportunity to show them their actions have been noticed and greatly appreciated. You, as the commander, send a hand-written thank you note to one of your Airmen. Make the personalized note extra memorable by including a one-day pass and/or award them with a coin.

Own It

Target Audience: Leaders at all levels

Ever wonder why crew chiefs’ names are printed on their aircraft? The tradition dates back to the 1970’s with General Creech’s tenet that aircraft “belonged” to a dedicated crew chief, who when well-trained, well-motivated, and given a sense of proprietorship, were more effective. When General Creech asked a crew chief how the program was going, he responded with, “General, when was the last time you washed a rental car?” The Airman was implying that if you own something, chances are you’ll take better care of it. For TAC it worked--pride and ownership increased and maintenance deficiencies significantly decreased. Additionally, as an aircrew’s name is also on the aircraft, the bond between a crew chief and pilot that goes back to the beginning of flight is forged and reinforces trust, loyalty and commitment.

A similar pattern exists in academic environments. Many schoolhouses and professional development centers have instructors’ names proudly displayed outside their classroom. Some even have plaques, or signs, with more detail about the instructors and their stories. This pattern reinforces the principle that instructors are educators and leaders (each transform individuals to be better), and leaders own the environment. Now students are guests to the classroom, the environment which the leader sets, ideally for the positive where learning, education, innovation and change thrives.

Three Slides

Target Audience: Total Force

Everybody has a story. The key is for an Airman to have their “moment” by sharing their personal story. Having this as part of your organization on a routine basis will help achieve two primary responsibilities of accomplishing the mission and caring for people. A balanced approach focused on both mission and people allows organizations to reach full potential. Building relationships inspires personnel to achieve success because it touches one of the deepest desires of human beings – to be valued.

The great thing about Three Slides is that it is personal testimony. The presenter decides the contents for each slide to tell their personal story. This requires very little time in terms of making the slides, yet frames the presentation around three important attributes of the person: those near and dear to them, where they grew up, and where they want to be in five years.

Resources

AF Family Parenting Assist

Target Audience: Air Force Parents

Resources are provided which can help balance time with family members. These resources allow for parents to learn how they can show unconditional love and encouragement, strengthen the family bond, and make children your highest priority by using active parenting.

For additional family support services, see your local Airmen & Family Readiness Center which assist families with adapting to the challenges and demands of military lifestyle.

AF Family Resources

Target Audience: Total Force families

There are resources available to assist with scholarships, exceptional family members, and even summer camps and more! For additional family support services, see your local Airmen & Family Readiness Center who assist families with adapting to the challenges and demands of the military lifestyle.

Mission Values Priority Card

Target Audience: Leaders at all levels

Most organizations build purpose, vision, and mission statements as a part of their strategic development efforts. Additionally, many organizations establish core values in an effort to define, build and grow their culture. Often these are extremely powerful strategic endeavors, occurring at unit off-site events. Teams walk away with a clear vision and purpose in addition to understanding the why, how and what of their organization. Yet, just as quickly as the energy and clarity arises, it can fade if not attended to, nourished, reviewed, and instilled into the fabric of our daily lives.

Truly great organizations integrate their vision, mission, and values into everything they do. They shape the focus of meetings, decision making, priorities, and even performance appraisals. They “communicate the message” frequently and effectively through modeling, sharing, and inspiring others to do the same.

As a reminder, vision conveys potential (and with purpose is the *why*). Mission relates the *what*. Values is the *how*. “*It’s not just what you do, it’s how you do it.*”

Development

Airmen Powered Learning

Target Audience: Units and Airmen at all levels

High operations tempo missions preclude many—especially shift-work—Airmen from adequate time, access, or opportunities for technical growth and professional development. Unit continuation training is often managed as an additional duty by a small group of

individuals. The training consists primarily of downward (HHQ) directed, “cookie cutter,” duty specific training geared toward one AFSC or another. These reasons have created situations where mass training is presented by under-qualified instructors teaching information not valuable to all attendees, resulting in “knowledge level” at best understanding of topics.

A different, more effective and overwhelmingly receptive approach is elective-based training. Elective-based training (i.e. Sentinel Academy) provides an opportunity for Airmen to have a say in their technical growth and professional development. Dedicated instructors teach subjects in their area of expertise to at least a comprehension, and optimally at an application level.

Airmen Speed Mentoring

Target Audience: All personnel

Using this tool will assist with fulfilling responsibilities outlined in AFMAN 36-2643, *Air Force Mentoring Program*. Experienced Airmen need to be provided with the opportunity to share their experiences and insights with less experienced/younger Airmen in a fun, engaging forum, to provide them with ability to develop to their full potential.

Mentoring is a crucial ingredient in developing well-versed, professional, and competent future leaders. It allows people to leverage the experience and perspective of someone who represents something the younger Airman wants to understand or achieve.

Commander for a Day

Target Audience: Company Grade Officers and Junior Enlisted

Wing commanders select junior or newly assigned Airmen to shadow him/her for a day. The day should be well planned as to provide a breadth of experience for the Airmen yet engineered to show a typical, not exaggerated day.

First 60 Days

Target Audience: New Squadron Commanders

As a first time squadron commander, you may be feeling overwhelmed with some or all aspects of your new job. To help ease that burden, suggestions are offered to make a smooth and quick transition to you, the new commander.

Get to Know Your Airmen

Target Audience: Senior Leaders and Supervisors

Take time to walk around your work centers to talk to your Airmen. Have Airmen pick a number from one to ten and have them answer the corresponding question below. The intent of each question is to: (1) help you to know them, (2) know how well they understand their role in the

unit and the Air Force, (3) tell you how well your guidance is being promulgated and understood by the masses, and (4) help build morale.

Leadership Transitions

Target Audience: Wing Commanders

One of the realities of military life is constantly changing bosses, subordinates, and peers. Each time one of us moves, we spend valuable time trying to figure out where we fit in, what to expect from our new boss and what is expected of us. Leadership consistency is key during such times of transition.

The sample documents below will help you create consistency in the lives of our Airmen as you baseline expectations, break down potential barriers or blind spots, and develop an effective communication plan during the transition.

This document builds on the command transition guidance outlined in AFI 36-2924.

Local Heroes

Target Audience: Total Force

Every community has local heroes: those who served before us. Some are highly decorated veterans that won medals and awards. Others are all-star professionals that worked in the background quietly making all the difference in the world. Others fall somewhere in the middle. No matter where they fall on the spectrum, the heroes living in our communities all provide a link to our history and heritage through their experiences and wisdom. Share the connection to living history and heritage by inviting your local heroes to visit, tour, speak, and interact with today's Airmen.

Organic Leadership Development Program

Target Audience: All Air Force unit level leadership

A leadership development program can bridge some of the PME gaps identified in Air Force development. It also helps to overcome the demand by PME students who historically have asked for time to dialogue and ask questions when engaging in LDP training to overcome the common training perception that it is "just another check-the-box approach to accomplishing rudderless teaching."

Choose a LDP topic (e.g., Enlisted and Officer Relationships, Leadership Dynamics between CGOs and junior NCOs, etc.), send out the overview ahead of time and schedule an hour for informal discussions and mentoring on the topic.

Promotion Leadership Book

Target Audience: Leaders at all levels

In the Promotion Book Program, leaders select books for subordinates to read and then selects one individual to lead a professional development session.

Present a leadership book to one of your promotion selectees in person to emphasize the leadership responsibility they take on by accepting the book. Ask them to organize a professional development session. Not everyone will respond to this program with the same level of commitment, but knowing your people and how to motivate them as individuals is imperative to the success of this program.

Using Case Studies in Character Development

Target audience: All Personnel

Case studies are (sometimes true) stories that present real and complex everyday situations. They often involve ethical/moral dilemmas, conflicts, or problems that people must work through.

A good facilitator uses case studies to keep discussion focused on the facts of the situation and help the participants apply proper analysis and application of an individual's character and institutional core values. Participants practice identifying the boundaries of a situation, recognizing and voicing positions, testing solutions, and arguing different points of view. *The Encyclopedia of Ethical Failures* and the *Civil Air Patrol Cadet Character Course* can be used to help with case study discussions.

Teamwork

Commander's Call

Target Audience: Squadron CC and above

As a Total Force, we have experienced Commander's Calls but seldom understand what goes on behind the proverbial "curtain." By allowing unit members to coordinate and run a Commander's Call (to include the topics presented), those involved will get to see what goes on in the planning and gain a sense of ownership in the event.

Giving unit members the opportunity to present what is important to them will give them ownership in the process. Allowing them to plan and coordinate all Commander's Call efforts from behind the "curtain" will give members a sense of empowerment.

This works best with well-established processes and can be employed at any level with any unit type function. There is no limitation to this process or need to modify any process(es).

Clubs: Engaging Interest

Target Audience: Total Force

Everyone has a particular hobby or interest that either he or she is committed to, enjoy, or take part in every opportunity they can. There are times in one's life where he or she doesn't make time for this hobby, environments aren't created for its success, or some of these hobbies requires partners or teams. Other situations exist when a person or family relocates and aren't able to connect with individuals with like interest. Seymour Johnson Air Force Base has cracked the code on this. They enacted the program: Make it Better - a unique way to enjoy the things

you love, the “Club” initiative. You’ll need Club Coordinators with the skill sets of motivating, organizing and leading teams. They will also compile names and structure each club.

Escape Room

Target Audience: Squadron CC and above

Mix together puzzles, immersive environments, and team-building exercises and you have the recipe for an Escape Room, a concept taking off around the world. Basically, a team is given 60 minutes to solve various clues and puzzles which enable the members to “escape” from a room. Not only are Escape Rooms fun, they also provide a controlled problem-solving environment, where teams must collaborate in order to solve a series of problems. Corporations have seen the team-building potential in this concept and have begun using them for offsite events. A typical Escape Room costs \$20-\$40 per person for one hour. Military teams can use Escape Rooms as a way to build communication and problem-solving skills, while gaining a better understanding of team dynamics and leadership tendencies. To avoid the cost of an offsite event, units can create Escape Rooms within their own workspaces. After completing the room, teams can then debrief their experiences. Going through the problem-solving cycle will ultimately showcase team strengths and identify weaknesses that can be improved upon.

Notes to a Commander

Target Audience: Unit Airmen

This provides commanders a tool to learn more about their people and enhances appreciation, foster teamwork, and instills individual identity.

Airman provide personal information for the commander. This helps commanders gain insight into another person’s life and shows a sense of caring.

Teambuilding

Blind Site – A scenario based challenge which requires teams of 4 or 5 to elect a leader and then erect a tent to gain shelter from an approaching blizzard. As a result of the severe weather conditions, the team’s leader is suffering from frost bite in both hands and is unable physically to help in the erection of the tent. Meanwhile the rest of the team is suffering from snow blindness and as a result cannot see.

Bomb Shelter – This is a table top scenario designed to help individuals look at their values and beliefs and to discuss how values and beliefs are developed. The scenario involves a simulated scenario where a nuclear bomb is inbound and people are evacuating to a bomb shelter with a limited capacity. The team must decide who gets to stay in the bomb shelter and who get to face certain death.

Frost Bite – This is a table top scenario designed to help individuals work together in a time constrained environment and to collaborate on how a project should be accomplished. Teams

are arctic explorers travelling across the frozen landscape when a sudden storm hits and the team must build an emergency shelter to survive.

Lost at Sea – This is a table top scenario designed to help individuals work together in a time constrained environment, collaborate on how a project should best be accomplished, and experience pressure to go along with the crowd and see the consequences. The task is to put a set number of items in rank order importance that will help ensure your survival while lost at sea.

Paper Tower - This is a physical scenario designed to help participants understand the importance of planning, timing, and thinking on their feet. It also forces collaboration on how a task should be accomplished (if done as teams). The task is to build a tower out of a single sheet of paper. The tallest structure wins.

Push the Button – This teambuilder is designed to identify sources of conflict and stress, demonstrate the effect individual perceptions of situations have on behavior and decision making under conflict and stress. The scenario involves the decision to pre-emptively launch nuclear weapons on an enemy that has already “nuked” a city of another country who did not meet their standards.

Q Words - In this activity, your team is given a short amount of time to write a list of as many words that begin with the letter “Q” as they can. In the time allotted (somewhere between 45-90 seconds seems to work best) members write down their words without talking or communicating. This prevents any anchoring to a specific thought pattern (i.e., animals, locations, science, literature, etc.) as well as any group think where they might decide the list is comprehensive before others are complete. Each team member’s life experiences will likely shape what words come to mind quickly. It is important that no one is negatively critiqued on their words (a key principle in brainstorming). Even if you’re not sure that it is an actual word, consider writing it down to keep your team feeling valued and included. After the time is up, find who has the most number of words. The typical list will likely include between 5 and 15 words unless you have an individual in the group with a powerful memory. Your team will find that the problem solving ability of the individual can’t even compare to the synergy of the entire team which should be able to come up with 30 or more unique words.

Star Quest – This is a physical scenario to have participants work together in a time constrained environment, force collaboration on how a task should best be accomplished, and to focus on mission accomplishment versus being distracted by non-mission essential tasks. The scenario is to recover nuclear materials from a downed aircraft with enemy forces rapidly approaching.

Toxic Waste - In this scenario, a team is tasked to neutralize toxic waste before it reaches critical mass and explodes causing tremendous damage to people and facilities. The task will test creative thinking in successfully completing the task.

Forums

CGO/NCO Crosstalk

Target Audience: Total Force

This forum provides the commander a broad and cross-functional insight into a myriad of challenges that face today's junior Air Force members while developing and fostering an open climate of participation and innovation.

By allowing CGOs and NCOs the opportunity to professionally interact, build healthy relationships, and enhance their professional environment, it will allow them to share their thoughts and recommendations with strategic decision makers. It will also encourage mentorship with senior leaders.

Think Tank

Target Audience: Commanders at all levels

This forum provides the commander general and cross-functional insight to a myriad of command-level issues and challenges, while also developing and fostering an open climate of participation and innovation. It gives junior officers/NCOs/civilians a voice in the command, and challenges them to exercise the character necessary to make sound decisions. Allowing ownership of this process will enable them to share their thoughts and recommendation with strategic decision makers.

Focus Group

Target Audience: Total Force

A focus group is a form of human behavior research in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes toward an idea or issue. Focus groups are used to help spot trends by providing details relating to the how, why, and when of a situation or concern. They provide a means of evaluating ideas and programs that influence Airmen living and working in the local area. One or two people is a meeting—not a focus group; eight to ten participants are needed to generate meaningful conversation. Assembling and guiding your focus group is accomplished by a moderator and recorder. The overall results of the focus group should govern the shape of the summary and report as much as possible thus giving the decision maker information from which to make a good decision.

Relationship Building

Honorary Commander Program

Target Audience: Commanders

The Air Force has a responsibility to establish and maintain personal contact with local civic leaders in order to increase public awareness of the missions, policies, and programs of the United States Air Force and an understanding of the Department of Defense. The goal is to partner with members of the local community while exposing them to the

missions of the armed services. The Honorary Commander's Program is an Air Force program that can be used to meet this objective and the intent is to create one-on-one opportunities to inform and educate local community leaders about the missions of the United States Air Force and your Air Force Base.

Tough Times Talk

Target Audience: Commanders at all levels

Challenging situations require leaders to be prepared. Selflessness, humility and compassion are leadership traits required during tough times. These traits are the tools often required during stressful situations. Just as happy occasions such as a promotion ceremony are prepared for, the same should be true for more difficult events.

In those moments, you have to be at your best because everyone is watching. Challenge yourself with the “what if” drill: What if someone is critically injured on the job? What if someone is fatally injured? What if an Airman doesn’t return to work Monday – or ever? Have a plan to avoid improvising. Prepare now before you are faced with a tragic event. Familiarize yourself with items that may be discussed based on the situation. Keep in mind, grief is a tool to help us frame and identify what we may be feeling and is as unique as each individual.

TSBT Model

Target Audience: Total Force

One powerful way to drive results in your team is to reinforce the right behaviors. The TSBT Feedback Model is an “industry-standard” tool that helps leaders be confident in their ability (and responsibility) to deliver immediate positive feedback on the good things happening every day. It helps elevate a leader’s focus beyond reactive problem-solving to proactive team building. This model reminds leaders that encouragement – along with a focus on infusing the vision – has the power to increase the commitment, loyalty and trust (aka “organizational glue”) among teams. Practice walking through the following four steps in daily conversations to increase trust in your teams. Hearing constructive, positive feedback from a boss or peer (or even subordinate) helps others develop an awareness of actions that are most valuable to the organization’s mission and its leadership. Try this focus-on-feedback approach and watch the drive that folks willingly bring to your mission increase exponentially!

TSBT and what it stands for:

Thanks! – Share a heart-felt thanks for individual contributions, seek out the “bright spots”

Specific – Describe the specific behavior you valued – as a way to inspire future behaviors

Benefit – State how this behavior benefits your big-picture organizational vision/goals

Thanks – Thank them again!

Remember TSBT is not about flattery; it is about taking the time to catch people doing something right/well and acknowledging it.

Walk With Me

Target Audience: Leaders at all levels

Building good relationships enable you to have greater influence which in turn will shape the perceptions of your personnel and ultimately drive desired behavior. Better relationships can be engineered by leaders – whether you’re walking from the aircraft to the crew bus following a sortie, or from the squadron to the wing building for a weekly staff meeting, these and other similar moments should be seen as opportunities to get to know your people.

Everyone has a story; most people desire to tell theirs. When you truly listen to a person’s story, you develop empathy with them because you experience the events for yourself. A recent neuroscience study (“Why Sharing Stories Brings People Together”, published 6 June 2011 by Joshua Gowin, Ph.D.) showed that brains actually synchronize when sharing stories and you experience the exact same brain pattern as the person telling the story.

Wingman Sorties

Target Audience: Leaders at all levels

The term Wingman stems from a time honored tradition within our Air Force. It’s a promise, a pledge, and a commitment between Airmen. Strong leaders can cultivate and instill a Wingman culture in part by shining a light on the people who come together under their command to make the organization a success. To do this, leaders should engineer opportunities to act as a Wingman within their own organization. It will increase the probability of a stronger sense of trust, loyalty, and commitment.

Heritage and Protocol

Airmanship

Target Audience: All personnel

Airmanship is a mindset. A certainty you feel in everything you do. You believe in your oath to serve your country. You embrace the Air Force core values and you’re ready to achieve whatever the Air Force asks of you. You know the standards of behavior, the way to wear your uniform. And you help your fellow Airmen if they forget. Your airmanship is the most important part of the United States Air Force.

Chain of Command

Target audience: One Air Force

The chain of command is the system used to ensure that each individual receives instructions for a particular task from only one supervisor. It is an authority and accountability chain from the highest office or position within the chain to the lowest element. The chain of command assists commanders at all levels to achieve their primary function of accomplishing the organization or unit’s assigned mission while caring for personnel and property in their charge.

A chain of command provides proper avenues of communication. It allows for members to give and receive information. When used properly, it is both simple and effective. All orders and instructions should be issued through the chain of command. A person or unit can only have one immediate commander who issues orders and provides instructions.

Conduct an exercise using the “telephone game” steps that highlights the importance of the Chain of Command and if broken how communication fails. This exercise represents seven people which could be 7 levels in the organizational chain. If instructions aren’t understood or one person skips a person to get instructions the accuracy of the instructions could be degraded. If this happened in an Air Force unit, the mission could be impacted and the effectiveness of the unit could be damaged.

Circle of Safety

Target Audience: Total Force

Management theorist, Simon Sinek, suggests a great leader is someone who creates an environment that makes their employees feel safe and secure. He believes amazing organizations have people who feel safe. They trust that the person to the left of them and the person to the right would protect them if something happened. We encounter danger every day, in life and at work. But when we feel safe, remarkable things start to happen.

Little Blue Book

Discussion Guide

We are the world’s greatest Air Force...powered by Airmen, fueled by innovation. *The Little Blue Book* serves as a guide to the principles that make us so strong. Wherever you are in your Air Force career, it is a reminder to the meaning of service in our profession...The Profession of Arms.

Meaning of the Air Force Symbol

Target Audience: All personnel

The U.S. Air Force symbol honors the heritage of our past and represents the promise of our future. It retains the core elements of our Air Corps heritage -- the "Arnold" wings and star with circle -- and modernizes them to reflect our air and space force of today and tomorrow. Each facet of the U.S. Air Force symbol is described. The elements come together to form an image of who we are and what we do.

Put the “Command” in Flight/CC

Target Audience: Squadron Commanders

Flt/CC is typically an officer’s first opportunity to be a formal leader, and can be a stepping stone to squadron command. Yet, the role of Flt/CC is sometimes undervalued and treated as a purely administrative position. Our Air Force is the best in the world at developing technical experts, but just like technical expertise, leadership and professionalism doesn’t just happen by chance—it must

be deliberately engineered. Young officers appointed to Flt/CC must be put in a position to command, and encouraged to develop as professional leaders. They're the future of the Air Force!

Respect and Recognition

Target audience: Total Force

Common acts of courtesy among all Air Force personnel aid in maintaining discipline and promoting the smooth conduct of affairs in the profession of arms. Every Airman must employ and enforce these common acts of courtesy on and off-duty every day: respect for authority, positions of honor, and titles of address.

Reveille & Retreat

Target Audience: Total Force

Two of the most common ceremonial honors rendered from our military heritage today are reveille and retreat. Reveille, in 1812, was simply a drum call but through time has come to be recognized as when the flag is raised in the morning and the duty day begins—sometimes with ceremony, sometimes without. Retreat, the retirement of the colors from the duty day's activities, is an activity in which the unit honors the U.S. flag (and in some cases host nation's flag) when it is lowered at the end of the traditional duty day—again, sometimes with ceremony, sometimes without.

It's proper for members in the profession of arms, both military and civilian, to render honors to the flag when these official ceremonies are accomplished. One of the greatest feelings of organizational identity is achieved when you and your unit performs these ceremonial honors. Pride, cohesion, and esprit de corps are all tangible benefits from these actions. It also displays the core values of Service Before Self and Excellence In All We Do.


United States Flag

Target Audience: All personnel

This PACEsetter provides quick, practical tips for arranging flags for both indoor and outdoor events such as correct height, straightening of staffs, and the draping of flags.

Videos

PACE Video Series – Heritage Today

 Each video is 2-4 minutes long

Each video in the Heritage Today series is linked to the core values and is designed to inspire, and instill pride; and promote critical thinking and group discussion. They also link Airmen through stories of Air Force heritage to current, real-world operations. The videos are narrated by an Airmen, civilian or spouse and focus on the lifestyle and culture of the topic at hand. The series include the topics listed below. PACE encourages sharing the videos through social channels, as well as embedding them into events such as commander calls, civic presentations, and professional development seminars. All videos are available on www.airman.af.mil, www.facebook.com/professionlism, www.dvids.net/unit/pace and on [YouTube](https://www.youtube.com/).

Art of Leading – Professionalism is about learning to lead oneself. This series covers specific Airmen and their personal stories of how they exhibited professionalism through incredible resilience, drive and determination.

[Tech Sgt. Melinda Hayes](#) | [Capt. Ryan McGuire](#) | [Capt. Sarah Evans](#) | [435th FTS Approach](#)

Career Identity – Like the MAJCOM videos, these are designed to inspire and instill a sense of pride about the mission and culture of the career in which Airmen serve; and enhance the recruiting mission.

[Maintainers](#) | [Defenders](#)

Portraits in Courage – To support the Air Force’s Portraits in Courage program, PACE has produced some longer-format (4 minute) videos that tell the story of some of our heroes to inspire and challenge Airmen with stories of Air Force heritage.

[Lance P. Sijan](#) | [William Pitsenbarger](#)

Family – In the Air Force we take care of our families. These videos are intended to remind Airmen about the sacrifices their families make, as well as remind them as to why they serve. They are intended to share with extended families.

[Sacrifice](#) | [Reasons](#) | [The Little Things](#) | [I Go Home](#)

Major Command Identity – The MAJCOM identity videos were designed to inspire and instill a sense of pride about the mission and culture of the command in which Airmen are assigned too.

[AETC](#) | [AFSOC](#) | [Global Strike](#)

Mission – These videos cover various mission topics from the PACE mission to Total Force. Check out these videos about how our Airmen and Civilians Fly, fight and Win every day.

[Breaking Barriers](#) | [One Air Force](#) | [Civilians – Teamwork](#) | [PACE Mission](#)

Professionalism – This series of videos covers the foundational values and competencies in which all Airmen live by. From the Core Values, to mutual respect to commitment, these videos cover the building blocks of professionalism.

[Core Values](#) | [Loyalty](#) | [Mutual Respect](#) | [Excellence](#) | [Selflessness](#) | [Trust](#) | [Commitment](#) | [Oath](#)