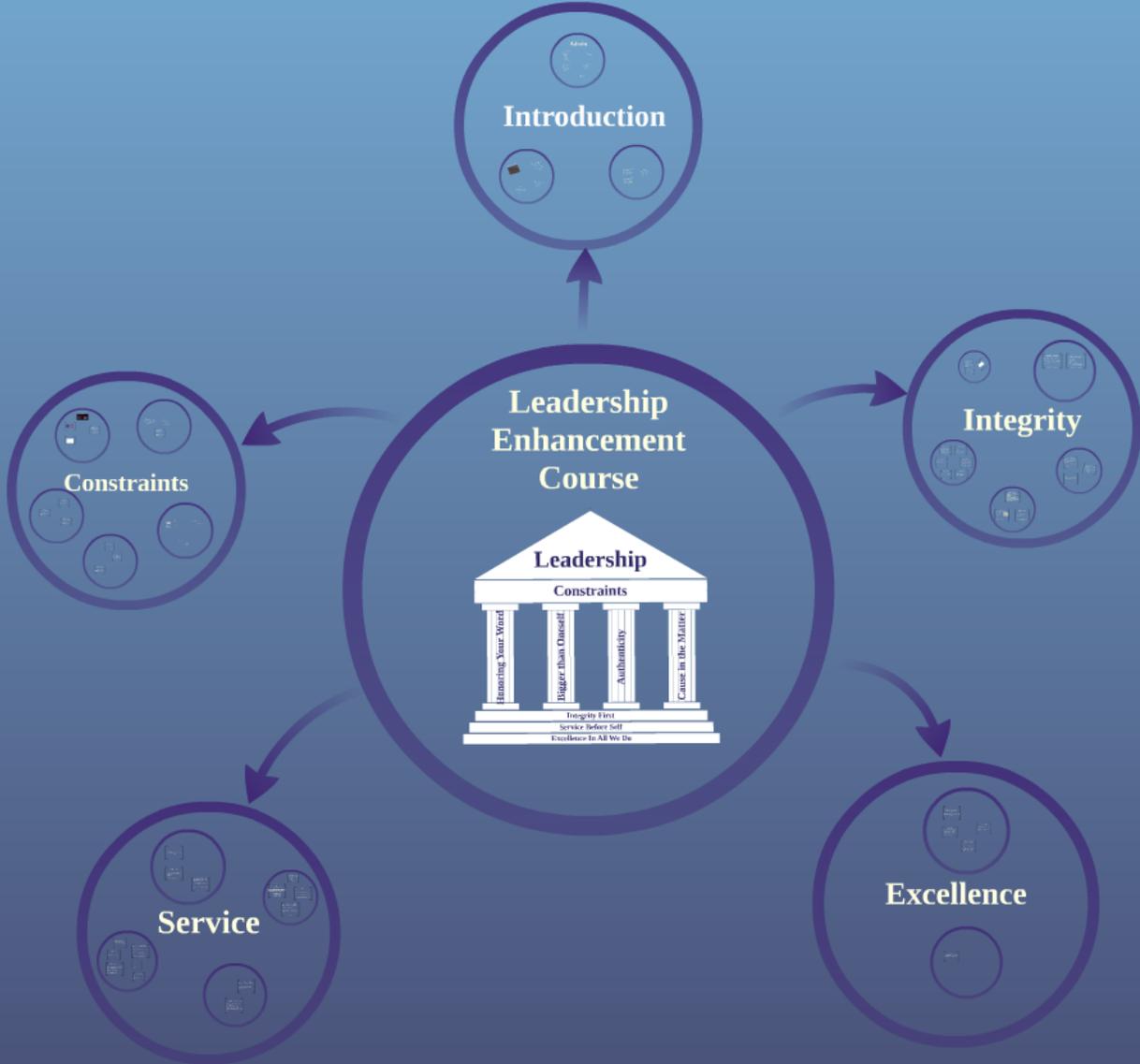


AFGSC Leadership Development



Introduction

Admin

Legislation

- 1997 Act
- 2002 Act
- 2005 Act
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MBTI

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1. Name

2. Current Base

3. Where do you call home?

4. Hobby/Passion/Sports Team

Logistics

- Seating
- Emergencies
- Food and Drinks
- Cell Phones
- Restrooms
- Breaks/Lunches
- General Schedule
- Barksdale Gates
- Workbook/Comment Card

MBTI

Why are you here?

What questions are you coming here with?

What expectations do you have for this course?

Rules of the game

Timeliness

Be respectful of others

Shared responsibility

Not about having the answers

First person perspective

Try it on!

Our promise to you

We promise that with your full participation:

You will leave this course being a leader who has access to naturally operating from the core values and the ability to positively impact your organization's mission, culture, and climate.

Choice

We acknowledge that you may not have had a choice in attending this course

You DO get to choose how you participate

What are you committed to accomplishing in this course?

Course

Leadership

Constraints

Honoring Your Word

Bigger than Oneself

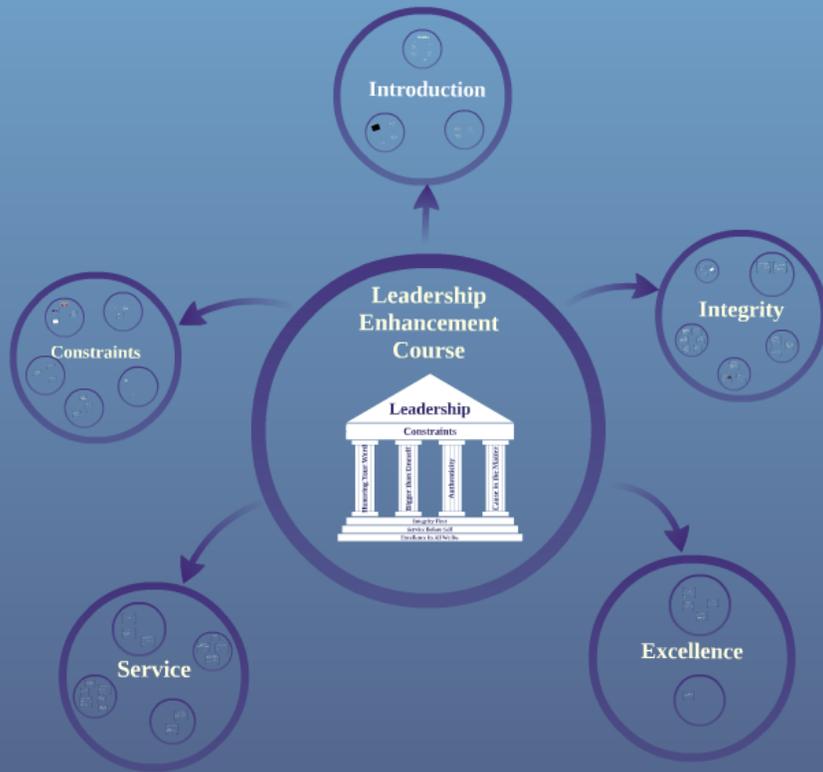
Authenticity

Cause in the Matter

Integrity First

Service Before Self

Excellence In All We Do



**What
must/must not be
present for
leadership?**

What makes extraordinary leaders so effective?

They see, comprehend, and therefore interact with life differently than most of us do

The world actually **APPEARS** differently for them

They **UNDERSTAND** their surroundings differently

They have a **BROADER** range of actions available to them



Always Out Front



People's Champion



Servant Leadership



Always Out Front



People's Champion



Authoritative



Servant Leadership

Micromanagement



Our Definition of Leadership

A way of being and acting that results in the realization of a future that was not going to happen anyway and which fulfills the concerns of the relevant parties, including, most importantly, those who granted the leadership (those who lead you and those you lead)

Our Definition of Leadership

A way of being and acting that results in the realization of a future that was not going to happen anyway

Our Definition of Leadership

which fulfills the concerns of the relevant parties, including, most importantly, those who granted the leadership (those who lead you and those you lead)

Our Definition of Leadership

A way of being and acting that results in the realization of a future that was not going to happen anyway and which fulfills the concerns of the relevant parties, including, most importantly, those who granted the leadership (those who lead you and those you lead)

Leadership is less about what you *know* and
more about how you *see*

Course

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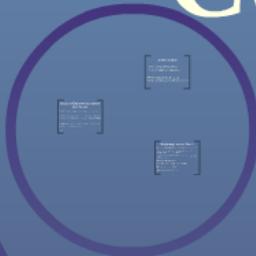
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Constraints



Pair Up!

Assign an A and a B

A's, pick a topic to tell person B about:

Something that you like to do (hobby, sport, etc.)

Now, A's turn and face the back of the room

B's, you are A's supervisor. You are extremely busy preparing a briefing for the Squadron Commander due in the next 30 minutes. Person A walks into your office unexpectedly to share a personal story...

What Did You Notice?

Conversations

Consider what normally happens when you listen to someone speak



How many conversations are we having right now?

Which one do you think people are more likely to listen to?

Your Listening

It's a constant conversation you have with yourself that constrains and shapes the information you receive

Identify Your Listeners

Do I agree/disagree?

Is this right/wrong?

What is in this for me?

Is this going to be a waste of my time?

What do you really mean?

I know OR I know better

They know better

Tell me what to do... what's the answer?

You should... You're supposed to

You're not going to tell me what to do are you?

I am busy, what do you want from me?

Get to the point!

It runs you

What is undistinguished to us runs us

If you are unaware of these distortions in your listening, your actions will be correlated with the distortions

Examples?

To be a leader and to exercise leadership effectively, you must distinguish your listening, or when you are leading, it will run you

Think of someone you have a hard time communicating with
and
with whom an improved relationship would benefit you:

Peers

Boss

Friends

Family member

Distinguish how you catch yourself listening to them
(i.e. -- I'm busy, Get to the point, I already know what they're going to
say, They never have anything new to say, etc.)

So what?

Your background conversation is not going away...

You have the choice in how it serves you

Listening That Allows for Something New

Listening for Possibilities

Listening for Commitment

Listening for Acknowledgment

Listening for Greatness

Listening for their Passions

Listening for Understanding (Authentic Listening)

Pair Up!

Same partner as last time

B's, pick a topic to tell person A about:

Something that motivates you **or**

Something that you are passionate about

Now, B's turn and face the back of the room

“A” Person:

As you are listening, try to really "hear" what is being said, exactly as they are saying it.

This is listening without any evaluation or judgements

1 Min – GO!

What did you notice?

Now going back to someone you have a hard time communicating with
and
with whom an improved relationship would benefit you:

Peers

Boss

Friends

Family member

Given the type of person you want to be for them, how COULD you listen to that person?

What difference might that make in your relationship-- For you? For them?

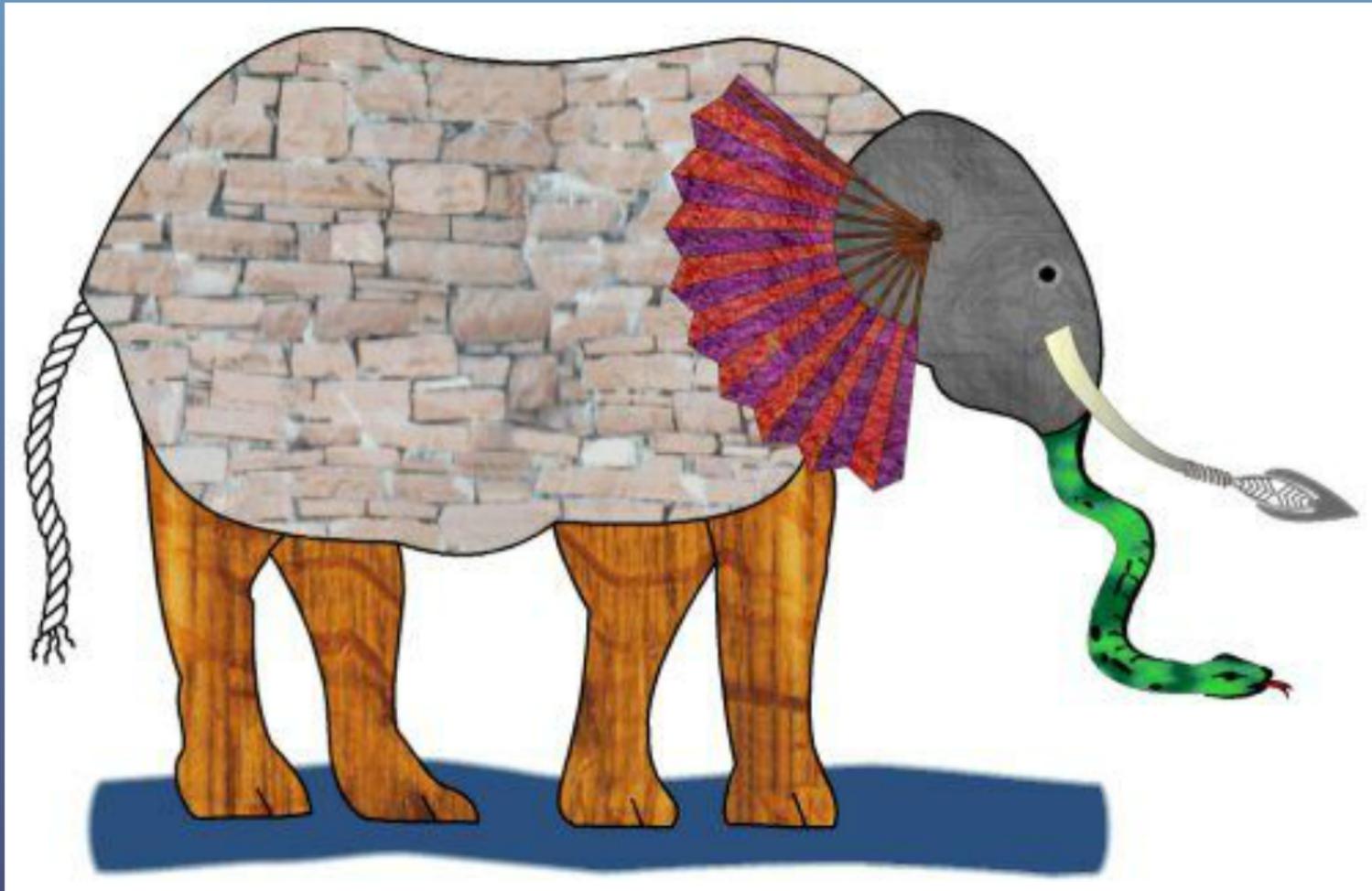
Context



THE FACTS OF THE
SITUATION

HOW THE FACTS
OCCUR FOR US

Elephant Story



What is Going on Here?

Context is what limits and shapes (impacts)
how we see and interact with our environment

Everything occurs for us in some context that limits and shapes
both the facts of the situation and the way we view it

We think that the way we view a situation
is actually the way the situation is,
not realizing that the way we view it
is actually our context,
and that there are other possible contexts
for that situation as well

Consequently, we don't recognize all of the facts because we don't distinguish
them as separate from our interpretation

We see the world not as it is, but as we are...

The Power of Context:

Context is DECISIVE!

It is important for us to separate the **facts** from our **context**.

In other words:

It is important for us to separate what **actually** happens from what we **perceive** happens

What does this mean for your leadership?

What is undistinguished to us runs us

Our context creates what we
see and interact with as reality

If you fail to distinguish the context you
have around the people you are trying to
lead, you will have no choice in the way you
are being and acting in relation to them

Your context for them will dictate your actions!

Exploring Context, Part 1

Choose a person that you currently relate to as difficult, annoying, or challenging *and* with whom an improved relationship would benefit you

Distinguish the conditions (objective facts) with which you are working:

What are the facts of the situation?

What is he/she actually doing? What are you actually doing?

What conversations are you having with this individual?

Distinguish your context around that person:

What remains unsaid in your conversations?

How does that person occur for you?

What prejudices, biases, or assumptions are shaping your current context for the individual?

A New Context

In order to effectively lead others, we must create an empowering context for them that fundamentally shifts how we interact with them

What you say to yourself matters!

You can use language to shift your context

Create an Empowering Context for a Person

1. Identify the context you have around that situation
2. Identify the qualities that increase the workability of the situation (e.g. establish better interpersonal connections)
3. Choose to interact with that situation as if the positive qualities are the defining qualities

Exploring Context, Part 2

Create a new, empowering context for the person with whom you are dealing:

Identify the qualities that increase the workability or establish a connection between you and that person

Apply a context for this person in which their positive qualities are their defining qualities

What new possibilities show up for you?

Where could this make a difference in your interactions?

What is now possible that wasn't before?

What are you now saying to that person?

The Context You Have for Yourself

See what you discover for yourself by engaging in the following exercise:

1. First get yourself clear about the way in which you already occur for yourself (what you might call the way you are, or who you know yourself to be, or who you think you are). Most of us occur for ourselves something like “I am ...”, implying that as a person, who we are is relatively set or fixed.

2. Describe (specify) by writing down some of the different ways you are by beginning your sentences with “I am ...” or “I am not ...”

For example, “I am smart”, or “I am not smart”, or “I am funny”, or “I am clumsy”, or “I am uncomfortable with strangers”, or “I am resentful or resistant towards authority”. Include 3 things you are not satisfied with and 2 that you are satisfied with about yourself.

The Context You Have for Yourself

Now, create a new way of you occurring for yourself as “The way I wound up being is ...”, implying who you are as a person is significantly more malleable than set or fixed – that is, you are not stuck with the way you are.

3. Take the sentences that you completed in part 1 of this exercise that started with “I am ...” or “I am not ...”, and write a statement about the same trait or characteristic that begins with “A way I wound up being is ...” or “A way I wound up not being is ...”.

4. Notice if there is any difference in the way in which you occur for yourself when you say “I am ...” as contrasted with the way in which you occur for yourself when you say about the same trait or characteristic, “A way I wound up being is ...”.

This is not an attempt at psychoanalyzing so that you understand the way you wound up being and why you wound up that way

Rather, this exercise is meant to leave you with the freedom to go beyond the way you wound up being

There's nothing wrong with the way you wound up being and even now, it is still available to you

By distinguishing those aspects of the way you wound up being that limit your opportunity set of being and acting you are giving yourself the power to go beyond it

If you are committed to being a leader who is free to act and free to be in every moment, you must be willing to go beyond the way you wound up being

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Integrity

Integrity in Action

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.



Integrity For A Person

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

What is "Your Word"

- 1. What You Say
- 2. What You Do
- 3. What You Think
- 4. What You Feel
- 5. What You Believe

Integrity in Business

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

What is "Your Word"

Integrity in Leadership

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

Integrity in Relationships

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

Being a Person of Integrity

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

What is "Your Word"

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

Integrity in Education

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

Integrity in the Workplace

Integrity is a quality of being honest and having strong moral principles. It is the quality of being whole and undivided. It is the quality of being consistent in one's actions and words.

Webster's Definitions of Integrity

The quality or state of being complete;
unbroken condition; wholeness; entirety

The quality or state of being unimpaired;
perfect condition; soundness

The quality or state of being of sound moral principle;
uprightness, honesty, and sincerity

Collapsing Distinctions Robs Each of Their Power

Integrity For An Object



The Law of Integrity

“As integrity (whole and complete) increases or decreases, workability increases or decreases, and as workability increases or decreases, the opportunity for performance increases or decreases.”

-Erhard W., Jensen, M., Zaffron, S.

Therefore, to maximize whatever performance measure you choose will require integrity.

Integrity...Workability...Performance

Integrity For A Person

Integrity for a person is a matter of that person's word, nothing more and nothing less

To the degree a person's word is whole and complete, is the degree to which a person is operating with integrity

But what makes up a person's word?

Integrity...Workability...Performance

What is “Your Word”

1. What You Said
2. What You Know
3. What Is Expected
4. What You Say Is So
5. What You Say You Stand For
6. Moral, Ethical, and Legal Standards

Integrity Inventory

Identify the following:

- One area in which you would like to realize a significant breakthrough in your own personal performance or life
- One area in which you would like to realize a significant breakthrough in the performance of your team, unit or organization

For each area listed above:

- Where in this area are you operating with integrity in the way we have defined it?
- Where in this area are you NOT operating with integrity in the way we have defined it?

What Happened?

“Oh ...”

Build a defense

You are justified

You have an explanation, you create your case

I'm wrong, they're wrong, it's wrong

Etc...

SINCERITY IS IRRELEVANT TO MY WORD

If I gave my word, I gave my word - period

Substituting the virtue of sincerity for integrity is often a subconscious ruse to avoid being responsible for failing to honor my word when I do not keep it

If I did not intend to keep my word, and did not say that when I gave it, that puts me out of integrity

Workability

Not producing a result + REALLY meaning to do it ≠ The result

LATE + a Sincere Excuse ≠ ON TIME

LATE + a Sincere Reason ≠ ON TIME

LATE + a Dramatic Tale ≠ ON TIME

LATE + a Persuasive Justification ≠ ON TIME

LATE + a Logical Explanation ≠ ON TIME

Honoring Your Word

Is keeping your word

--or

Whenever you will not be keeping your word or if you have broken your word, as soon as you become aware of that fact (including not keeping your word on time), saying to everyone impacted: That you will not be keeping your word (or that you broke your word)

--and

That you will keep that word in the future, and by when, or that you won't be keeping that word at all,

--and

What you will do to deal with the impact on others of the failure to keep your word

Integrity Inventory

- Pair up!
- For those areas where you are not operating in integrity (honoring your word)
 - What will you do to get back in integrity?
 - How will you restore integrity in those areas
- Go over lists with a partner
- Allocate the necessary time in your calendar required to restore integrity in the way you listed above
 - Set up times to meet or have conversations with your partners AFTER this week to check in with each other on how you are restoring integrity in the areas you declared you wanted a significant breakthrough in

What keeps us from seeing the cost of our out-of-integrity behavior?

Generally not seeing our own out-of-integrity behavior

Living as if my word is only what I said and what I assert is true

"Integrity is a virtue"

Not doing a cost/benefit analysis on *giving* one's word

Doing a cost/benefit analysis on *honoring* one's word

Integrity is a mountain with no top

To be a person of integrity requires that we recognize this and learn to enjoy the climb



Being a Person of Integrity

In a very real sense, being a person of integrity starts with me giving my word to myself: My word to myself that I am a person of integrity.

And when I do that I say to myself:

“I am going to be a person of integrity”

--not:

“I am going to try to be a person of integrity”

--or

“I hope to be a person of integrity”

If you choose to be a person of integrity, you have no choice when it comes time to honor your word

Pathway to Trust

Integrity is the pathway to trust

Trust is not something you can do BUT...

Honoring you word **is** something you can do

When you honor your word, you build trust

Leadership relies on trust

AF Doctrine Concerning Integrity

- Do what is right even when no one else is looking
- Have adherence to a strong moral code and consistency in one's actions and values
- Hold each other accountable for your actions
- Uniformly enforce standards
- An Airman's word is binding
- Integrity is not a suit that can be taken off at night or on the weekend

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Service

What does service before self mean?

A Noble Purpose
The noble purpose of service is to help others in need, to improve the lives of others, and to make a positive impact on the world.

Being Committed to Your Duty, Right or Cause
Service is a commitment to a higher purpose, a duty, or a cause that is greater than oneself. It is a willingness to sacrifice and to give of oneself for the benefit of others.

Service is a choice
Service is not a requirement, but a choice. It is a decision to help others and to make a positive impact on the world.

Free and Voluntary
Service is a free and voluntary act. It is not done out of obligation or for a reward, but out of a genuine desire to help others.

Charities vs. Causes
Charities are organizations that provide services to those in need, while causes are broader social or political issues that people want to see changed.

Commitments to the world, Right, Duty, or Application
Service is a commitment to the world, to a right, to a duty, or to a specific application of service.

Service is a choice
Service is not a requirement, but a choice. It is a decision to help others and to make a positive impact on the world.

Accessibility
Service should be accessible to everyone, regardless of their background, abilities, or resources.

The Purpose: Needs to Each One
The purpose of service is to meet the needs of each individual, to help them overcome their challenges, and to improve their lives.

Clear Identification
Service should be clearly identified and understood by those who receive it, so that they can benefit from it.

Service is a choice
Service is not a requirement, but a choice. It is a decision to help others and to make a positive impact on the world.

Service is a choice
Service is not a requirement, but a choice. It is a decision to help others and to make a positive impact on the world.

The Bottom Line
The bottom line of service is to help others and to make a positive impact on the world. It is a commitment to a higher purpose, a duty, or a cause that is greater than oneself.

Getting to Know Your Alms
Getting to know your alms is an important part of service. It is a way to understand the needs of those who are in need and to provide them with the help they need.

What does service before self
mean?

A Noble Purpose

“Man’s search for meaning is the primary motivation in his life, and not a 'secondary rationalization' of instinctual drives. This meaning is unique and specific in that it must and can be fulfilled by him alone.”

~Viktor Frankl

Commitment to something bigger than oneself

Being Committed to Something Bigger than Oneself

...leaves you committed in a way that gives you access to the realization of something beyond your own personal concerns

In other words, it empowers you to move beyond your own personal concerns and achieve something bigger

Commitment to Something Bigger Than Oneself Inquiry

What is giving you your being and action?

Is it just the way you wound up being?

Is it serving you?

Two Choices

As a leader you will have to deal with the conditions—the facts or the circumstances of a situation

It is the way in which you relate to the situation you are dealing with, rather than the situation itself, that is critical to your being an effective leader

At any given time you have two choices

“At Effect”

By default, if you are not the direct cause, you will relate as “at effect”

Even if you are able to deal with the circumstances, you are unlikely to be powerful as a leader

Cause in the Matter

Uniquely powerful place from which to view, comprehend, and deal with any situation you are confronted with

It's a stand that you take, a context you create

Different than being the "cause" of the conditions

It's about making the choice to take a stand that you are cause in the matter--and then acting from that stand

"Being cause-in-the-matter starts with the willingness to deal with a situation from the view of life that you are the generator of what you do, what you have and what you are. That is not the truth. It is a place to stand. No one can make you cause-in-the-matter, nor can you impose being cause-in-the-matter on another. It is a grace you give yourself – an empowering context that leaves you with a say in the matter of life."

Conditions vs. Commitment

We are not the victims of our circumstances and conditions!

We are free, not from conditions, but to take a stand toward the conditions

"Man does not simply exist but always decides what his existence will be, what he will become in the next moment." ~Frankl

Free and Responsible

When we realize for OURSELVES that we are free to choose who we are and how we act in every moment, and that we are ultimately responsible for the choice we make, we find ourselves inspired to create commitments for our lives that call us to live in a greater manner than we otherwise would have

We are not only free, we are also responsible
for how we handle our freedom.

The responsibility to create these
commitments remains independent of the
conditions in which we find ourselves

Commitment to Something Bigger Than Oneself Application

Who are you committed to being?

Create a commitment to something bigger than oneself that will shape and color your being and acting out loud at your table

“People consistently act inconsistently, unaware of the contradiction between their espoused theory and their theory-in-use, between the way they think they are acting, and the way they really act.”

~Harvard Professor Chris Argyris (HBR, 1991)

Authenticity

Being and acting consistently with who you hold yourself out to be

The Pathetic Need to Look Good

Because often, we make it all about us!

All about us... knowing the right answers

All about us... knowing exactly what to say

All about us... looking good/leader-ly/like we care

These natural human concerns keep us from
living consistently with our commitments

Our Inauthenticities

The desire to avoid embarrassment and to be perceived as having it all together leaves us defensive as we posture ourselves to “succeed”

These inauthenticities can taint the interactions we have with others

Inauthenticity is, likely, service for self;
Inauthenticity undermines trust

Where do you see these inauthenticities popping up in your life?

Where do you act inconsistently with what you say you stand for?

What do you allow others to think about you that is not actually so?

How could this keep you from living out your commitment?

Share at your tables

So what do we do about it all?

It's not like we don't try...

Access to Authenticity

As a leader, you have to be willing to recognize when/where you are being inauthentic and be willing to confront it

Failing to be authentic about our inauthenticities costs us the power required to be a leader and diminishes our effectiveness in leading others—because people know it, they see it

When you're wrong, stupid, irrational, naive, silly (and you will be), you need the courage to be straight about it

The Bottom Line

Be on the lookout for and distinguish where you are being inauthentic and choose to lead in such a way that your thoughts, words, and actions are in harmony—towards a commitment to something bigger than oneself

We gain trust through authenticity- consistently being who we say we are and interacting with others in the context of our commitment to something bigger than oneself

Getting to Know Your Airmen

To what extent do you know the individuals you lead?
What matters to them (in their life)?

What new conversations could you have with them to truly appreciate how life shows up (occurs) for them?

Given those you lead, how could you best inspire them to live out their commitments and be the people they want to be?

Course

Leadership

Constraints

Honoring Your Word

Bigger than Oneself

Authenticity

Cause in the Matter

Integrity First

Service Before Self

Excellence In All We Do

Excellence

What are the key drivers of success?
The key to success is to focus on the customer and to deliver exceptional service.

Our Values
Integrity, Innovation, and Excellence.

Our Vision
To be the industry leader in providing exceptional service and products.

Our Mission
To deliver exceptional service and products to our customers.

Our Commitment
To our customers, employees, and the community.

Our promise to you

We promise that with your full participation:

You will leave this course being a leader who has access to naturally operating from the core values and **the ability to positively impact your organization's mission, culture, and climate.**

What does excellence in all we
do look like?

What gets in the way of being excellent in
all that we do?

How is AFGSC doing?



OCTOBER 2013

The Inspector General
of the Air Force

REPORT OF INVESTIGATION (Case #80117)
CONDUCTED BY
MAJOR GENERAL MICHAEL J. CAREY
INVESTIGATED BY
[REDACTED]

“[He] was really intent on singing with the band ... [Maj Gen Carey] said, 'go ask them if I can play the guitar.' ”

YouTube

Culture

"Rather than simply the presence or absence of a particular attribute, culture is understood as the dynamic and evolving socially constructed reality that exists in the minds of social group members"

Patricia M. Hudelson, Oxford Journal

Organizational Currents

Every organization has currents of conversation/behavior

Organizational currents typically carry you & others in the direction you are already going

No leadership required



Are the currents in your organization taking you in the direction you want to go?

Application

In which areas do you step over opportunities to exercise excellence in your conversation?

What conversations do you relate to as if they don't matter (i.e. everyone knows I'm joking...)?

What conversations do you routinely step over/don't address (i.e. gossip, complaints with no solution, unprofessional banter, etc.)?

What keeps you from addressing these conversations?

What is the cost of allowing these conversations to continue unchecked?

The Language of Leadership is designed to interfere with the current trajectory

Descriptive

Talks 'about' something
Describes
Assesses
Explains
Judges
Excuses

Uncommitted conversations
produce more noise

Generative

Creates something
Declares
Promises
Requests
Offers
Assertions

Committed conversations open
up possibility, generate action,
and lead to accomplishment

**In taking a stand you can empower yourself, and
invent what's possible in the future**

Application Exercise:

Our Conversation Shapes Our Culture

Looking from what you are committed to as an organization:
Are YOUR actions and YOUR language taking you in the direction you want to go?

Do you see anything you are currently doing that is inconsistent (i.e. out of integrity) with your commitment?

What requests and promises could you make to further your commitment?

Heritage

Condition or state transmitted from ancestors

-- or

Traditions, achievements, beliefs, etc. that are part of the history of a group or nation

Who is responsible for heritage?

The "historian"

You tell the stories today, but tomorrow the stories will be about you

Big Names Theory vs. Everybody Theory

Heritage vs. culture (time line vs. point in time)

Course

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How many of you think mentoring is important?

How many of you would say that you have a mentor?

What does it mean to be a mentor?

Is it necessary to have a mentor?

Take a few minutes to see if you can distinguish
the context you have for mentoring

Mentoring

A critical component of the Air Force's Force Development Construct. It is normally a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally. Mentoring is not a promotion enhancement program, but is designed to prepare Airmen for increased responsibilities.

MyVector

<https://afvec.langley.af.mil/myvector>

What do you expect from a mentor?

What do you think a mentor expects of you?

Mentors can fulfill any or all of these roles:

Advisor: The mentor initiates communication and helps the mentee formulate career goals.

Coach: The mentor supports in identifying developmental needs, recommending training opportunities, and imparting skills and behaviors.

Facilitator: The mentor assists in finding resources for problem solving and career progression.

Advocate: The mentor recommends opportunities for projects allowing others to observe positive capabilities of the mentee

What gets in the way?

Is there a difference between mentoring and feedback?

How many of you have received formal feedback?

How much of that feedback was substantive/actionable?

What about informal feedback?

What is so difficult about it?

Think about a recent feedback session you conducted

How did you show up?

Were you driven by your commitment or a way you wound up being?

Did your already always listening have an impact on your feedback?

How?

- 1. What you said**
- 2. What you know**
- 3. What is expected**
- 4. What you say is so**
- 5. What you say you stand for**
- 6. Moral, ethical and legal standards**

OPR/EPR system

Authentic Feedback

What can we do to create a culture that promotes mentoring and authentic feedback

Discuss at your tables something you:

Discovered about yourself

Discovered about your leadership

Are struck by or left with

Small Group

Why are you here?

What questions are you coming here with?

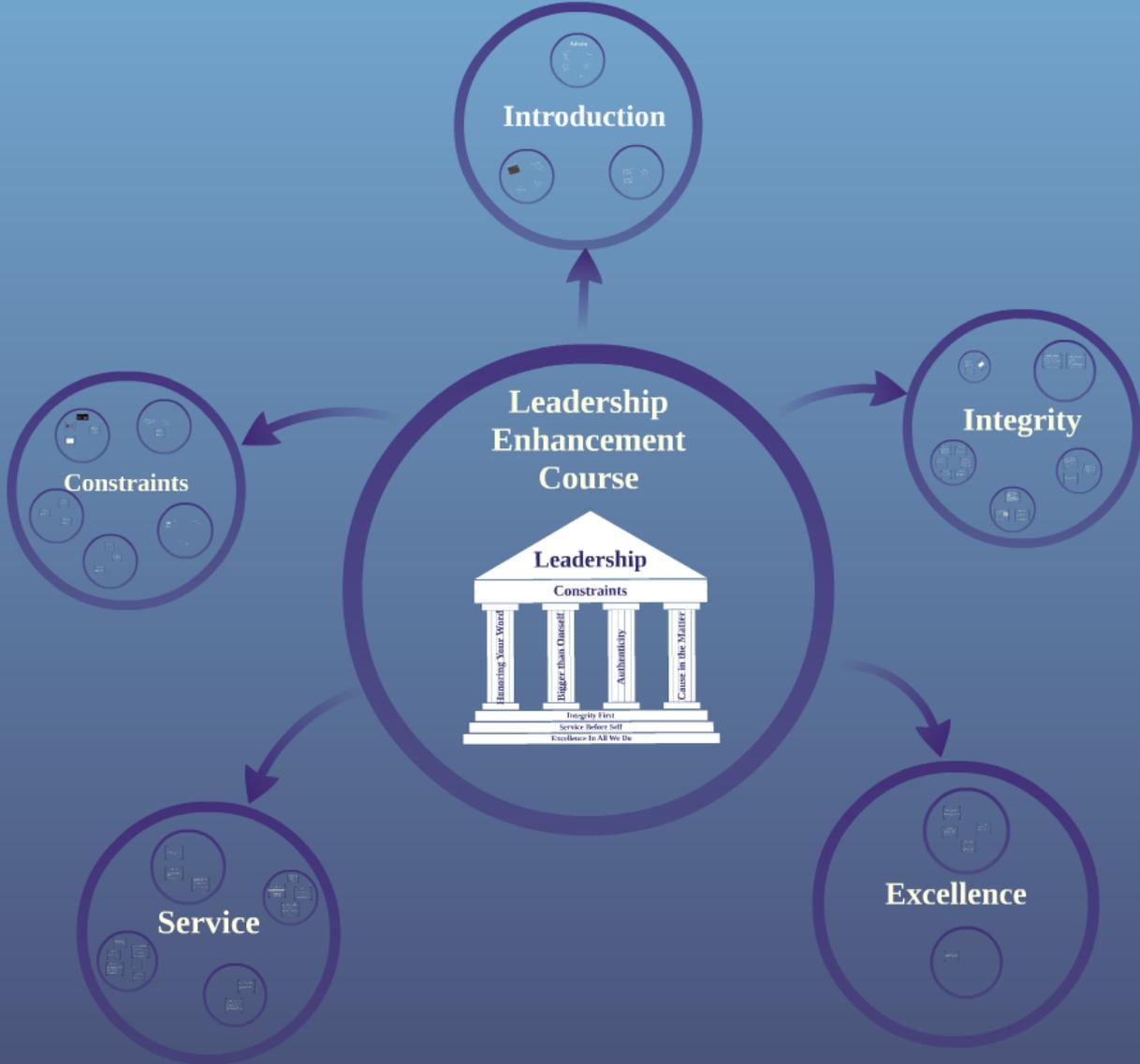
What expectations do you have for this course?

What are you committed to
accomplishing in this course?

Are you willing to be the leader your followers and organization need you to be, or will you settle for showing up as the leader you have become comfortable being?

Are you willing to look at who you're not, so that you can become the person you want to be?

AFGSC Leadership Development



Acknowledgments

Course materials derived from:

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