



SENIOR LEADER DEVELOPMENT PROGRAM PORTFOLIO

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FOREWORD

The deliberate development of Department of the Air Force leaders is a critical requirement that involves the requisite education, training, and experience to properly prepare these individuals to effectively lead in today's highly complex and dynamic strategic environment. Our development programs are traced to the Airman's Foundational Competencies (AFCs) and DOD's Executive Core Qualifications (ECQs) and are designed to produce Airmen, Guardians, and Civilians who possess the tactical expertise, operational competence, and strategic vision to enable the Department of the Air Force to meet the requirements established in the National Defense Strategy.

The Department of the Air Force Senior Leader Development Program (DAFSLDP) is administered by the Force Development Integration Division (AF/A1DI) and targets General Officers, Senior Executive Service (SES) members, Colonels, GS-15 employees and Chief Master Sergeants, through their respective Senior Leader Management Teams (SLMTs), to deliver focused and deliberate developmental education opportunities. These opportunities, collectively known as the Senior Leader Development (SLD) Program Portfolio, are a group of specifically chosen courses and learning programs available to a select group of Department of the Air Force senior leaders.

Attendees are selected for courses by the SLMT office that manages their respective senior leader population. SLMTs use enterprise-level deliberate development processes to target senior leaders for the right development opportunities at the right time in their careers to meet the current and future needs of the Department of the Air Force. Questions on deliberate development processes may be directed to the offices identified in the enclosed SLMT POC list.

Senior leader development is a deliberate process and specific educational opportunities must be targeted to maximize effectiveness. Therefore, AF/A1DI and SF/S1D, on behalf of the Senior Leader Management Team (SLMT) offices, requests that organizations make their senior leaders available when they are selected for developmental opportunities and prioritize their attendance accordingly. Once selected for a core course, cancellations or withdrawals within 20 business days of course commencement due to duty-related calendar conflicts requires approval from the respective major command (MAJCOM) or field command (FLDCOM) Deputy Commander or DAF Headquarters equivalent level. Cancellations or withdrawals within 20 business days of commencement of the ASLDS course will also require VCSAF/VCSO notification following approval. Individuals who are unable to attend due to medical or family emergencies must notify their SLMT offices as soon as possible to allow time to find a suitable alternate to attend the course.



SENIOR LEADER DEVELOPMENT (SLD)
POCs AND PROGRAM INFORMATION



**UNITED STATES AIR FORCE (USAF) SENIOR LEADER
MANAGEMENT TEAM (SLMT) POINTS OF CONTACT (POCs)**

<p><u>Air Force Senior Leader Development Policy and Program Administration</u></p>	<p>Force Development Integration Division (HQ USAF (AF)/A1DI) Air Force Senior Leader Development (SLD) Branch Email: AF.A1DI.Workflow.AF@us.af.mil Phone: (703) 692-0944, DSN 222-0944</p>
<p><u>Active Duty General Officer Development</u> <i>(Active Duty Officers, O-7 through O-9)</i></p>	<p>Air Force General Officer Management Office (AF/A1LG) Email: AF.A1LG.Workflow@us.af.mil Phone: (703) 695-8287, DSN 225-8287</p>
<p><u>Civilian Senior Executive (CSE) Development</u> <i>(SES, DISES, ST, SL, DISL)</i></p>	<p>Air Force Senior Executive Management Office (SAF/MRL) Email: AF.A1LS.Workflow@us.af.mil Phone: (703) 695-4555, DSN 671-7063</p>
<p><u>Air Force Reserve Senior Leader Management and Development</u> <i>(Air Force Reserve Officers, O-6 through O-9; Enlisted, E-9)</i></p>	<p>Air Force Reserve Senior Leader Management Office (AF/REG) Email: af.reg.workfloworgbox@us.af.mil Phone: (703) 614-5747, DSN 224-5747</p>
<p><u>Active Duty Colonel Development</u> <i>(Active Duty Officers, O-6)</i></p>	<p>Air Force Colonel Management Office (AF/A1LO) Email: AF.A1LO.Workflow@us.af.mil Phone: (703) 571-3423, DSN 671-3423</p>
<p><u>GS-15 Development</u> <i>(GS-15 participants, primarily those selected through CDE process)</i></p>	<p>Civilian Developmental Education (CDE) (AFPC/DP2LCE) Email: afpc.civiliandevlopment.cde@us.af.mil Phone: (210) 565-3532, DSN 665-3532 Phone: (210) 565-3907, DSN 665-3907 Phone: (210) 565-2663, DSN 665-2663</p>
<p><u>Active Duty Chief Master Sergeant Development</u> <i>(Active Duty Enlisted, E-9)</i></p>	<p>Air Force Chief Master Sergeant Management Office (AF/A1LE) Email: AF.A1LE.Workflow@us.af.mil Phone: (703) 571-3265, DSN: 671-3265</p>
<p><u>Air National Guard Officer Development</u> <i>(Air National Guard Officers, O-6 through O-9)</i></p>	<p>National Guard Bureau Senior Leader Management Office (NGB/SL, NGB/SLMO) Email: NGB.HR.SeniorLeaderDevOrg@us.af.mil Phone: (703) 607-1462, DSN 327-1462</p>
<p><u>Air National Guard Chief Master Sergeant Development</u> <i>(Air National Guard Enlisted, E-9)</i></p>	<p>National Guard Bureau Senior Leader Management Office (NGB/SL, NGB/SLMO) Email: NGB.HR.SeniorLeaderDevOrg@us.af.mil Phone: (240) 612-8675, DSN 612-8675</p>



**UNITED STATES SPACE FORCE (USSF) SENIOR LEADER MANAGEMENT
TEAM (SLMT) POINTS OF CONTACT (POCs)**

<p><u>USSF Senior Leader Development Policy and Program Administration</u></p>	<p>United States Space Force Force Development (SF/S1D) USSF Senior Leader Development (SLD) Branch Email: HQSF.S1D.Workflow@spaceforce.mil Phone: (703) 693-5822, DSN 223-5822</p>
<p><u>Active Duty General Officer Development</u> <i>(Active Duty Officers, O-7 through O-9)</i></p>	<p>United States Space Force General Officer Management Office (SF/S1L) Email: HQSF.S1L.Workflow@spaceforce.mil Phone: (703) 614-4914, DSN 224-4914</p>
<p><u>Civilian Senior Executive (CSE) Development</u> <i>(SES, DISES, ST, SL, DISL)</i></p>	<p>United States Space Force Senior Executive Management Office (SF/S1L) Email: HQSF.S1L.Workflow@spaceforce.mil Phone: (703) 695-9794, DSN 225-9794</p>
<p><u>Active Duty Colonel Development</u> <i>(Active Duty Officers, O-6)</i></p>	<p>United States Space Force Colonel Management Office (SF/S1L) Email: HQSF.S1L.Workflow@spaceforce.mil Phone: (703) 695-9818, DSN 225-9818 Phone: (703) 695-9779, DSN 225-9779</p>
<p><u>GS-15 Development</u> <i>(GS-15 participants, primarily those selected through CDE process)</i></p>	<p>Civilian Developmental Education (CDE) (AFPC/DP2LCE) Email: afpc.civiliandevlopment.cde@us.af.mil Phone: (210) 565-3532, DSN 665-3532 Phone: (210) 565-3907, DSN 665-3907 Phone: (210) 565-2663, DSN 665-2663</p>
<p><u>Active Duty Chief Master Sergeant Development</u> <i>(Active Duty Enlisted, E-9)</i></p>	<p>United States Space Force Chief Master Sergeant Management Office (SF/S1L) Email: HQSF.S1L.Workflow@spaceforce.mil Phone: (703) 695-9760, DSN 225-9760</p>



DAF SLD PROGRAM STRUCTURE

The Department of the Air Force Senior Leader Development (SLD) Portfolio and Program Structure are part of the framework to synchronize senior leader development and provide the right development to the right person at the right time. The table below represents the SLD Program Structure of the primary programs from the Portfolio used for developing each senior leader population.

- **Core programs** are designed to deliver the desired competencies identified as having gaps in each population and include mandatory to highly desired attendance.
- **Supplemental programs** are designed to deliver additional leadership skills tailored to individual or organizational developmental needs.
- **Targeted programs** are listed in the portfolio and address skills for specific jobs and unique developmental needs.

<i>SLD Program Structure</i>		
<i>Populations & Categories</i>	<i>General Officer</i>	<i>Civilian Senior Executive</i>
<i>Core</i>	CAPSTONE	CAPSTONE
	PINNACLE	SES Supervisory Course
	Senior Leader Orientation Course	Senior Leader Orientation Course
	General Officer Transition Assistance Program	Continuous Improvement & Innovation Executive
	Leading Strategically*	360 Assessment & Executive Coaching
	Leadership at the Peak	APEX
	Advanced Senior Leader Development Seminar/360 & Executive Coaching	Advanced Senior Leader Development Seminar/360 & Executive Coaching
	Advanced Senior Leader Development Program II	Advanced Senior Leader Development Program II
	Enterprise Leadership Seminar*	Vanguard
	Executive Leadership Program in Managing for Inclusion	Leadership at the Peak
<i>Supplemental</i>	National and International Security Leadership Seminar*	Executive Leadership Program in Managing for Inclusion
	Continuous Improvement & Innovation Executive **	Civilian Senior Executive Transition Seminar
	Senior Executives in National and International Security	Leading Strategically*
	Regional Seminars	Enterprise Leadership Seminar*
	Enterprise Perspective Seminar*	Enterprise Perspective Seminar*
	Impact Immersive Experience*	Senior Managers in Government
	Senior Managers in Government	Senior Executives in National and International Security
	Executive Coaching (DAFSLDP)	National and International Security Leadership Seminar*
		Regional Seminars
		Impact Immersive Experience*
	Executive Coaching (DAFSLDP)	

* if not completed as a Colonel or GS-15

** Mandatory for Reserve General Officers



DAF SLD PROGRAM STRUCTURE, CONTINUED

SLD Program Structure, continued		
Populations & Categories	Colonel	GS-15
Core	Leading Strategically	Enterprise Leadership Seminar
	Enterprise Leadership Seminar	Air Force Civilian Leadership Course
		Leading Strategically
Supplemental	Enterprise Perspective Seminar	Enterprise Perspective Seminar
	National and International Security Leadership Seminar	National and International Security Leadership Seminar
	Impact Immersive Experience	Regional Seminars
	Regional Seminars	Senior Manager Course in National Security Leadership
	Senior Manager Course in National Security Leadership	Impact Immersive Experience
	National Security Management Course	Seminar XXI
	Seminar XXI	National Security Management Course
	Leading Successful Programs	Executive Coaching (DAFSLDP)
	Strategic Mindset Seminar	
Population & Categories	Chief Master Sergeant	
Core	Keystone	
	Leading Strategically	
	Enterprise Leadership Seminar	
	Enterprise Perspective Seminar	
	Executive Leadership Program in Managing for Inclusion	
Supplemental	National and International Security Leadership Seminar	
	Regional Seminars	
	Impact Immersive Experience	
	Strategic Mindset Seminar	
	Continuous Improvement & Innovation Executive	
	Executive Coaching (DAFSLDP)	
	Senior Enlisted Legal Orientation Requirements Course	



DAF SLD PROGRAM ELIGIBILITY (BY SENIOR LEADER POPULATION)

SLD Program Eligibility													
Populations & Programs	GO (AD)	GO (AFR)	GO (ANG)	CSE	Col (AD)	Col (AFR)	Col (ANG)	DT Selected GS-15s	CDE Boarded GS-15	GS-15	CMSgt (AD)	CMSgt (AFR)	CMSgt (ANG)
ACQ-404	✓	✓		✓									
AFCLC								✓					
Africa	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
APEX				✓									
ASLDPII	✓	✓	✓	✓									
ASLDS	✓	✓	✓	✓									
ATFP4	✓	✓		✓		✓				✓			
C/JFLCC	✓	✓											
C/JFSOCC	✓	✓											
CAPSTONE	✓	✓	✓	✓									
CFACC	✓	✓	✓										
CFMCC	✓	✓											
CI2E	✓	✓	✓	✓							✓	✓	✓
COEC	✓	✓		✓									
CSE-Trans				✓									
Cybersecurity	✓	✓		✓	✓	✓							
ELS	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓
EPS	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓
ET	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Eurasia	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Exec-Coach-DAFSLDP	✓	✓	✓	✓						✓	✓	✓	✓
Exec-D&I	✓	✓	✓	✓						✓	✓	✓	✓
Exec-TEI				✓									
FAI	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
GFOAC	✓	✓	✓	✓									
GO TAP	✓		✓										
GO TAP-AFR		✓											
GVS	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
HISF					✓								
HCSC	✓			✓									
IIE	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
INDO-PACOM	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
IWF	✓				✓								
JFMCC	✓	✓											
JFOWC	✓	✓	✓										
KEYSTONE											✓	✓	✓
LAP	✓	✓	✓	✓									
Latin America	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
LCI				✓						✓			
LDAO	✓	✓	✓	✓									
LDM					✓	✓	✓						
LDS										✓			
LOGTECH	✓	✓		✓									
LS	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓
LSP					✓	✓	✓						
Mid-East-Asia	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
New-Pres	✓	✓											
NISLS	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓
NSMC					✓	✓	✓			✓			
PINNACLE	✓	✓	✓										
SEC	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
SELO											✓	✓	✓
SEM-XXI					✓	✓				✓			
SENI	✓	✓		✓									
SJIOAC	✓	✓		✓									
SLOC	✓	✓	✓	✓									
SLSS	✓	✓		✓	✓	✓				✓	✓	✓	
SMCNSL					✓	✓	✓			✓			
SMG	✓	✓		✓									
SMS					✓	✓	✓				✓	✓	✓
SUPC				✓									
Transnational	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
UEL				✓						✓			
VNGRD				✓									



MAPPING TO DOD AIRMAN'S FOUNDATIONAL COMPETENCIES (AFCs)

Competencies & Programs		SLD Program AFC Mapping																						
		Airman's Foundational Competencies (AFCs)																						
		Developing Self								Developing Others					Developing Organizations				Developing Ideas					
Accountability	Perseverance	Resiliency	Communication	Decision Making	Flexibility	Initiative	Self Control	Information Seeking	Leadership	Teamwork	Fosters Inclusion	Service Mindset	Develops People	Strategic Thinking	Precision	Results Focused	Change Management	Resource Management	Analytical Thinking	Creative Thinking	Digital Literacy	Fosters Innovation	Influence	
Core	AFCLC							✓	✓	✓	✓	✓	✓	✓		✓				✓	✓			
	APEX									✓		✓					✓	✓						
	ASLDPII				✓	✓			✓	✓	✓		✓	✓			✓	✓	✓				✓	
	ASLDS				✓	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓	✓	
	CAPSTONE					✓				✓				✓										
	CI2E					✓									✓		✓	✓		✓				
	ELS				✓	✓				✓	✓			✓	✓			✓	✓		✓		✓	✓
	EPS								✓										✓					
	Exec-D&I			✓	✓					✓	✓	✓		✓										✓
	Exec-TEI			✓	✓		✓		✓	✓				✓										
	GO TAP (N/A)																							
	KEYSTONE									✓	✓				✓					✓				✓
	LAP			✓	✓			✓	✓	✓	✓	✓		✓	✓		✓	✓		✓				✓
	LS			✓					✓		✓	✓		✓	✓		✓	✓	✓	✓	✓			✓
	PINNACLE				✓	✓					✓				✓				✓				✓	✓
	SLOC	✓	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓		✓		✓			✓	✓	
	SUPC								✓	✓	✓			✓	✓									
	VNGRD					✓				✓	✓				✓			✓	✓					
	Supplemental	Africa							✓											✓	✓			
		CSE-Trans (N/A)																						
ET								✓												✓	✓		✓	
Eurasia								✓						✓						✓	✓		✓	
Exec-Coach-DAFSLDP				✓	✓		✓	✓	✓				✓											
GVS								✓							✓					✓	✓		✓	
IIE				✓				✓								✓								
INDO-PACOM									✓											✓	✓			
Latin America									✓						✓					✓	✓		✓	
LSP				✓		✓	✓			✓	✓										✓			
Mid-East-Asia									✓						✓					✓	✓		✓	
NISLS									✓						✓					✓	✓		✓	
NSMC					✓	✓					✓			✓	✓				✓				✓	✓
SELO		✓			✓	✓		✓		✓	✓	✓		✓			✓			✓			✓	✓
SEM-XXI						✓			✓						✓									✓
SENIS					✓				✓	✓					✓			✓						✓
SMCNSL				✓	✓		✓			✓	✓			✓							✓			
SMG					✓	✓				✓	✓			✓	✓				✓					
SMS				✓		✓	✓								✓									
Transnational									✓						✓					✓	✓			✓



MAPPING TO DOD AFCs, CONTINUED

Competencies & Programs		SLD Program AFC Mapping, continued																					
		Airman's Foundational Competencies (AFCs)																					
		Developing Self								Developing Others				Developing Organizations				Developing Ideas					
Accountability	Perseverance	Resiliency	Communication	Decision Making	Flexibility	Initiative	Self Control	Information Seeking	Leadership	Teamwork	Fosters Inclusion	Service Mindset	Develops People	Strategic Thinking	Precision	Results Focused	Change Management	Resource Management	Analytical Thinking	Creative Thinking	Digital Literacy	Fosters Innovation	Influence
ACQ-404				✓													✓	✓					
ATFP4														✓			✓	✓					
C/JFLCC					✓	✓			✓	✓		✓		✓				✓	✓		✓		✓
C/JFSOCC					✓				✓	✓		✓		✓				✓					✓
CFACC									✓	✓		✓		✓				✓			✓		
CFMCC				✓	✓				✓	✓		✓		✓							✓		
COEC	✓									✓				✓				✓			✓		
Cybersecurity										✓				✓						✓	✓	✓	✓
FAI					✓			✓						✓	✓		✓		✓	✓	✓	✓	
GFOAC								✓						✓									✓
GO TAP AFR (N/A)																							
HCSC					✓		✓		✓	✓				✓									✓
HISF				✓				✓	✓	✓	✓			✓									✓
IWF	✓			✓		✓		✓	✓	✓				✓			✓						
JFMCC					✓	✓			✓	✓		✓		✓				✓	✓		✓		✓
JFOWC					✓				✓	✓				✓							✓		
LCI									✓	✓				✓			✓			✓		✓	
LDAO					✓			✓						✓			✓		✓	✓	✓	✓	
LDM			✓		✓	✓			✓	✓	✓									✓			
LDS							✓	✓	✓	✓			✓	✓			✓	✓		✓			
LOGTECH										✓				✓			✓	✓	✓		✓	✓	✓
New-Pres			✓		✓	✓		✓		✓	✓			✓				✓					
SEC					✓				✓	✓		✓		✓									
SJIOAC				✓	✓			✓						✓					✓		✓		✓
SLSS				✓	✓		✓			✓													
UEL	✓		✓			✓		✓	✓														



MAPPING TO DOD EXECUTIVE CORE QUALIFICATIONS (ECQs)

SLD Program ECQ Mapping																											
Competencies & Programs		DoD Executive Core Qualifications (ECQs)																									
		Leading Change						Leading People				Results Driven					Business Acumen				Building Coalitions		Enterprise Perspective				
		Creativity and Innovation	External Awareness	Strategic Thinking	Vision	Resilience	Flexibility	Systems Thinking	Conflict Management	Leveraging Diversity	Developing Others	Team Building	Accountability	Decisiveness	Entrepreneurship	Customer Service	Problem Solving	Technical Credibility	Financial Management	Human Capital Management	Technology Management	Computer Literacy	Political Savvy	Influencing / Negotiating	Partnering	Joint Perspective	National Security
Core	AFCLC	✓		✓	✓			✓	✓	✓	✓	✓		✓								✓	✓	✓			
	APEX		✓	✓	✓	✓				✓	✓	✓						✓					✓	✓	✓	✓	✓
	ASLDPII		✓							✓		✓				✓				✓			✓	✓		✓	✓
	ASLDS	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓				✓		✓			✓		✓	✓	
	CAPSTONE		✓	✓	✓			✓			✓					✓	✓	✓					✓		✓	✓	✓
	CI2E	✓		✓	✓		✓						✓	✓	✓					✓							
	ELS	✓		✓	✓			✓		✓		✓	✓	✓	✓				✓	✓	✓			✓			
	EPS		✓	✓	✓			✓				✓							✓	✓	✓		✓	✓	✓	✓	
	Exec-D&I		✓			✓	✓		✓	✓	✓																
	Exec-TEI			✓		✓	✓		✓	✓	✓	✓												✓			
	GO TAP (N/A)																										
	KEYSTONE		✓								✓			✓				✓	✓					✓		✓	✓
	LAP		✓	✓	✓	✓					✓	✓	✓				✓								✓		
	LS	✓		✓	✓	✓				✓	✓	✓												✓	✓		
	PINNACLE	✓	✓	✓	✓						✓		✓	✓			✓	✓	✓	✓	✓		✓		✓	✓	✓
	SLOC		✓	✓	✓	✓			✓	✓	✓	✓	✓					✓			✓	✓	✓	✓	✓	✓	✓
	SUPC									✓	✓	✓	✓							✓							
	VNGRD		✓	✓	✓						✓	✓							✓	✓	✓		✓	✓	✓	✓	✓
	Supplemental	Africa		✓	✓																		✓	✓	✓	✓	✓
		CSE-Trans				✓	✓	✓						✓	✓				✓								
ET			✓	✓													✓			✓			✓	✓	✓	✓	
Eurasia			✓	✓																			✓	✓	✓	✓	
Exec-Coach-DAFSLDP				✓		✓	✓		✓	✓	✓	✓												✓			
GVS			✓	✓																			✓	✓	✓	✓	
IIE						✓																					
INDO-PACOM			✓	✓																				✓	✓	✓	
Latin America			✓	✓																				✓	✓	✓	
LSP				✓		✓	✓		✓		✓	✓	✓							✓				✓	✓		
Mid-East-Asia			✓	✓																				✓	✓	✓	
NISLS			✓	✓	✓													✓						✓	✓	✓	
NSMC			✓							✓	✓		✓					✓	✓	✓	✓			✓	✓	✓	
SELO			✓						✓		✓	✓								✓				✓	✓		
SEM-XXI			✓										✓	✓							✓				✓	✓	
SENIS		✓	✓										✓						✓	✓			✓		✓	✓	
SMCNSL			✓	✓		✓	✓		✓		✓	✓		✓				✓	✓				✓	✓	✓	✓	
SMG			✓						✓		✓	✓	✓					✓	✓	✓	✓		✓	✓	✓	✓	
SMS		✓		✓	✓	✓	✓	✓					✓	✓							✓						
Transnational			✓	✓																			✓	✓	✓	✓	



MAPPING TO DOD ECQs, CONTINUED

Competencies & Programs		SLD Program ECQ Mapping, continued																								
		DoD Executive Core Qualifications (ECQs)																								
		Leading Change						Leading People				Results Driven				Business Acumen			Building Coalitions		Enterprise Perspective					
Creativity and Innovation	External Awareness	Strategic Thinking	Vision	Resilience	Flexibility	Systems Thinking	Conflict Management	Leveraging Diversity	Developing Others	Team Building	Accountability	Decisiveness	Entrepreneurship	Customer Service	Problem Solving	Technical Credibility	Financial Management	Human Capital Management	Technology Management	Computer Literacy	Political Savvy	Influencing / Negotiating	Partnering	Joint Perspective	National Security	
ACQ-404	✓	✓											✓	✓			✓	✓	✓		✓			✓	✓	
ATFP4				✓																					✓	✓
C/JFLCC								✓		✓						✓							✓	✓	✓	✓
C/JFSOCC										✓						✓							✓	✓	✓	✓
CFACC		✓								✓						✓								✓	✓	✓
CFMCC										✓						✓								✓	✓	✓
COEC										✓	✓					✓			✓					✓	✓	✓
Cybersecurity			✓		✓	✓				✓						✓			✓	✓			✓	✓	✓	✓
FAI	✓		✓									✓	✓		✓	✓			✓	✓				✓	✓	✓
GFOAC		✓	✓	✓		✓		✓		✓												✓	✓	✓	✓	✓
GO TAP-AFR (N/A)																										
HCSC		✓	✓					✓		✓					✓							✓	✓	✓	✓	✓
HISF		✓							✓						✓							✓	✓	✓		✓
IWF	✓	✓	✓	✓	✓	✓			✓	✓												✓	✓	✓		✓
JFMCC		✓								✓						✓								✓	✓	✓
JFOWC		✓	✓					✓		✓	✓	✓			✓	✓						✓		✓	✓	✓
LCI	✓			✓			✓						✓		✓							✓	✓			
LDAO	✓		✓			✓							✓		✓	✓			✓	✓				✓	✓	✓
LDM			✓		✓	✓		✓		✓	✓	✓			✓				✓	✓			✓	✓		
LDS	✓	✓	✓	✓			✓		✓	✓	✓		✓				✓	✓	✓		✓	✓	✓		✓	✓
LOGTECH	✓	✓								✓														✓		
New-Pres	✓	✓	✓	✓	✓	✓				✓		✓	✓		✓		✓	✓	✓				✓		✓	✓
SEC		✓								✓						✓							✓	✓	✓	✓
SJOAC			✓			✓										✓						✓		✓		
SLSS										✓													✓			
UEL				✓	✓	✓					✓															



PROGRAM FUNDING

Program Funding			
JPME	A1D FUNDED	EXTERNAL FUNDING	UNFUNDED
ACQ-404	AFCLC	LDAO*	ET*
APEX	AFRICA*	EXEC-D&I	FAI
ATFP4	ASLDPII*	GO TAP-AFR	GVS*
C/JFLCC	ASLDS*	LDM	HCSC*
C/JFOCC	CSE-TRANS	LSP	HISF
CAPSTONE	CYBERSECURITY	SENIS	NSMC*
CFACC	ELS	SMG	IWF
CFMCC	EPS*	CIZE	SMCNLS*
COEC	EURASIA*		SMS
(TEI) (EXEC-TEI)	EXEC-COACH-DAFSLDP		TRANSNATIONAL*
GFOAC	GO TAP		WGLP
JFMCC	IIE		
JFOWC	INDO-PACOM*		
KEYSTONE	LAP		
LCI	LATIN AMERICA*		
LDS	LS*		
LOGTECH	MID-EAST-ASIA*		
PINNACLE	NEW-PRES		
SEC	NISLS*		
SELO	SEM-XXI		
SJIOAC	SLOC*		
SLSS			
SUPC			
UEL			
VNGRD			

***Great Power Competition**



JOINT TRACKING TALENT MANAGEMENT (JTMM) TRAINING

JTMM CHART										
Category	Program	CrS Code	Experience Type:	Role Learn	Environment Factor	Org Level:	Interaction Frequency	Interagency, NGO, Intergov; Joint; Multi-National	Tactical, Operational, Strategic	C2, Fires; IO, INT, Man, Mov, Plan, Policy,
Core	APEX Senior Executive Orientation	APEX	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Strategic	Policy
Core	CAPSTONE	CAPSTONE	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Strategic	Plan
Core	Enterprise Perspective Seminar	EPS	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Intergov	Strategic	Policy
Core	KEYSTONE	KEYSTONE	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Core	PINNACLE	PINNACLE	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Strategic	C2
Core	Vanguard	VNGRD	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint/Interagency	Strategic	C2
Supplemental	National and International Security Leadership Seminar	NISLS	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: Latin and South American Seminar	Latin America	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: Africa Seminar	Africa	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: China, East Asia, Oceania, and Indo-PACOM Seminar	INDO-PACOM	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: Europe, NATO, Russia, and Turkey Seminar	Eurasia	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: Middle East and South Asia Seminar	Mid-East-Asia	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: Globalism vs Sovereignty	GVS	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Regional Seminar: Transnational Issues Seminar	Transnational	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Supplemental	Senior Manager Course in National Security Leadership	SMCNLS	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Intergov	Strategic	Policy
Supplemental	National Security Management Course	NSMC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Intergov/Interagency	Strategic	Policy
Supplemental	Senior Executives in National and International Security	SENI	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Intergov/Interagency	Strategic	Policy
Supplemental	Seminar XXI	SEM-XXI	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Intergov/NGO/Multinational	Strategic	Policy
Targeted	Combined Force Maritime Component Commander Course	CFMCC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Targeted	Combined Forces Air Component Commander Course	CFACC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Targeted	Combined/Joint Force Land Component Commander Course	C/JFLCC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Targeted	Combined/Joint Force Special Operations Component Commander Course	C/JFSOCC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Targeted	Space Executive Course	SEC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint/Interagency	Operational	Plan/Policy
Targeted	Joint Flag Officer Warfighting Course	JFOWC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Strategic	C2
Targeted	Joint Force Maritime Component Commander Course	JFMCC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Targeted	Leadership for a Democratic Society	LDS	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Intergov	Strategic	Policy
Targeted	NATO Generals, Flag Officers, and Ambassadors' Course	GFOAC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Strategic	Policy
Targeted	Senior Acquisition Management Course (ACQ-404)	ACQ-404	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	Acq
Targeted	Senior Joint Information Operations Applications Course	SJIOAC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	C2
Targeted	Anti-Terrorism / Force Protection Level IV	ATFP4	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Operational	Protection
Targeted	United Kingdom Higher Command and Staff Course	HCS	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Multinational	Operational	C2
Targeted	Artificial Intelligence for National Security Leaders	AI4NATSEC	Edu/Tng	Learn	Steady State	Edu/Inst	Daily	Joint	Strategic	C2
Tactical: The level of warfare at which battles and engagements are planned and executed to achieve military objectives assigned to tactical units or task forces.										
Operational: The level of warfare at which campaigns and major operations are planned, conducted, and sustained to achieve strategic objectives within theaters or other operational areas.										
Strategic: The level of warfare at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic security objectives and guidance, then develops and uses national resources to achieve those objectives.										



PSYCHOMETRIC ASSESSMENTS

Psychometric Assessments are used to support individual or group professional development. While some psychometric assessments are included as part of various SLD courses, the assessments below are intended to address the option for individual leadership development requirements as needed. Assessment support includes the registration, administration, preparation, and one-on-one virtual delivery of the results. Flatter, Inc. provides certified assessment coaches for all individual feedback sessions. All feedback conversations will remain private and confidential. The content of discussions will not be shared by Flatter employees or Assessment Coaches outside of conversations with the Participant Leaders themselves, unless agreed to by the Participant Leader. Anyone interested in completing a psychometric assessment should contact the DAFSLDP COR for details (Mr. Dave Crabtree, AF/AIDI, david.crabtree.4@us.af.mil).

Website: See links to each survey below.

[Leadership Circle Profile 360](#) (including 60 Min Feedback Session) The Leadership Circle Profile (LCP) is an integrated lens of a leader's vertical development. It is the only instrument that measures the two primary leadership domains – Creative Competencies and Reactive Tendencies. In this way, it gives the leader insight into how they are thinking and what they are doing that limits the full deployment of creative competencies.

[Hogan Development Survey](#) (including 60 Min Feedback Session) The dark side of personality, measured by the Hogan Development Survey (HDS), consists of qualities that emerge in times of increased strain. Left unchecked, these can disrupt relationships, damage reputations, and derail people's chances of success. By assessing dark-side personality, you can recognize and mitigate performance risks before they become a problem.

[Campbell Leadership Index 360](#) (including 60 Min Feedback Session) The Campbell Leadership Index (CLI) is a robust 360° feedback tool that helps measure personal characteristics that are directly related to the nature and demands of leadership. The CLI survey can be used for individual development and coaching or as part of organization-wide efforts to assess and benchmark leadership talent as a collective resource.

[Myers Briggs Type Indicator](#) (MBTI Step II) (45 Min Feedback) MBTI assessment is a robust tool for self-awareness and improvement. It provides positive language for understanding and valuing individual differences. MBTI insights enhance personal development, supporting team and leadership training, conflict management, career change, and transitions.

[Fundamental Interpersonal Relations, Orientation, Behavior](#) (FIRO-B) (45 Min Feedback) The FIRO-B assessments help people understand their interpersonal needs and how those needs influence their communication style and behavior. The FIRO assessments can be used to repair broken relationships and improve already good, functional relationships, unlocking potential in workplace interactions.

[Thomas Kilmann Index](#) (TKI – Conflict) (including 45 Min Feedback Session) The forced-choice TKI assessment identifies a person's preferred conflict-handling style and provides detailed information about how they can use the five different modes—avoiding, competing, accommodating, comprising, and collaborating—effectively. The TKI model demonstrates that these differing behaviors are just different modes of communicating.



SENIOR LEADER DEVELOPMENT (SLD)
COURSE INFORMATION PAGES



SENIOR ACQUISITION MANAGEMENT COURSE (ACQ-404)

The Senior Acquisition Management Course improves DOD acquisition outcomes by engaging the most senior leaders involved in all aspects of leading the delivery of warfighting capability. General and Flag officers and Senior Executive Service members, as well as their Industry counterparts, are eligible to attend this course. This course enables an integrated strategic level discussion of the Three Pillars of the defense acquisition system and emphasizes the importance of critical thinking across stakeholders, processes, and capabilities necessary for the future of U.S. security. Attendees engage Distinguished Guest Conversationalists and Defense Acquisition University (DAU) Faculty in an environment allowing candid discussion of processes, current issues, and initiatives. Summary discussions capture and synthesize knowledge threads of key topics. Attendees share experiences and observations and create a leadership network with decades of acquisition, requirements, and resource expertise.

Website: [ACQ 404 Senior Acquisition Management Course \(dau.edu\)](http://dau.edu)

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 to O-10), AD and AFR
SES/DISES members (any Tier level)

Provider

Defense Acquisition University (DAU)

Location

Fort Belvoir, VA

Length and Frequency

4.5 days
2 sessions per year (June and December)

Funding

SAF/AQ-funded expenses: Course tuition.
Unit-funded expenses: Per diem (meals and incidental expenses), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form. This course offers 4.6 Continuing Education Credits (CECs).

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

- Developing Self
 - Communication
- Developing Organizations
 - Change Management
 - Resource Management

Executive Core Qualifications (ECQs)

- Leading Change
 - Creativity and Innovation
 - External Awareness
- Results Driven
 - Entrepreneurship
 - Customer Service
- Business Acumen
 - Financial Management
 - Human Capital Management
 - Technology Management
- Building Coalitions
 - Political Savvy
- Enterprise Perspective
 - Joint Perspective
 - National Security



AIR FORCE CIVILIAN LEADERSHIP COURSE (AFCLC)

The Air Force Civilian Leadership Course provides Department of the Air Force civilians with the tools necessary to develop their leadership skills and improve organizational performance. The course prepares GS-14 and GS-15 employees for the potential challenges they will face as strategic leaders, supervisors, and team-builders. The course introduces the various aspects of leadership, critical components of continuous improvement and innovation, barriers to innovation, an immersive look at emerging technologies, and strategic messaging, all enhanced through the Air Force Enterprise Perspective.

AFCLC also helps participants expand their understanding of themselves, their peers, and team collaboration through asynchronous psychometric assessments: The Dark Side of the Hogan Development Survey (HDS) which focuses on those qualities that emerge in times of increased strain, and vertical development through the Leadership Circle Profile (LCP).

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

GS-14/15

Provider

AF/A1DI and Flatter, Inc.

Location

Washington, D.C. area (location varies)

Length and Frequency

5 days

4 sessions per year (seasonal schedule varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging, and all meals).

AFPC-funded expenses: Partial per diem.

Pre-Coursework and Special Requirements

Program requires extensive pre-coursework (online 360-degree assessments and self-evaluations). Attendees who do not complete pre-coursework by the deadline may be deferred to a later session.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Others

- Leadership
- Teamwork
- Develops People
- Fosters Inclusion

Developing Organizations

- Strategic Thinking
- Results Focused

Developing Ideas

- Creative Thinking
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- Strategic Thinking
- Vision

Leading People

- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building

Results Driven

- Accountability
- Entrepreneurship

Building Coalitions

- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective



AFRICA SEMINAR (Africa)

Africa is undergoing major transformations. Endowed with large natural wealth and possessing a young and still growing population, the continent continues to be torn between the weight of corruption and mismanagement and the needs and energies of the youngest populations in the world. Inflationary pressures, food insecurity, weak health systems and only modest welfare cushions have strained most African states. Added to these woes are a surging jihadist movement in both East and West Africa, regional conflicts, and growing tensions over water security and resource scarcity. Even amid these challenges, there are rays of hope, including a burgeoning tech scene in several capitals, and better macro management of finance in several countries. Given Africa's growing geopolitical and geo-economic role, key global powers, including the United States, China, the European Union, India, and Russia, may play an increasing role in shaping the destiny of the continent. We can expect more – not less – great power competition across the African continent over the next decade. Drawing upon the knowledge and experience of a diverse group of prominent experts, this workshop will explore the social, political, and economic developments on the African continent.

Website: <http://publicpolicyseminars.com/area-studies-seminar/africa-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.
*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Ideas

- Analytical Thinking
- Creative Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



APEX SENIOR EXECUTIVE ORIENTATION (APEX)

The APEX Senior Executive Orientation program provides a high-quality, joint orientation for new Department of Defense (DOD) executives. This DOD-wide executive development opportunity provides newly appointed civilian senior executives with both a practical and theoretical understanding of the structure and processes of the Office of the Secretary of Defense (OSD), the Combatant Commands (CCMD), the Joint Staff (JS), and the military departments. Additionally, the program helps new leaders gain an enterprise-wide perspective that encompasses expectations, opportunities, and challenges currently facing DOD leadership. It also affords newly appointed civilian executives the opportunity to reflect on the level of SES responsibilities, as defined by the Executive Core Qualifications. The program includes one week in Washington, D.C., during which new executives gain a joint and enterprise perspective from OSD, JS, military departments, and interagency senior leadership. The second week is spent “on the road” at CCMDs and selected CONUS military installations. This week focuses on exposing executives to service and joint operating concepts and environments.

Website: <https://www.dcpas.osd.mil/learning/seniorleaderdevelopment/apex>

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

SES/DISES members (within 1-3 years of appointment)

Provider

Office of the Secretary of Defense (OSD) Senior Executive Management Office (SEMO)

Location

Washington, D.C. and various CONUS DOD locations

Length and Frequency

2 weeks

2 sessions per year

Funding

OSD-funded expenses: Week One lodging, meals, and local travel.

Unit-funded expenses: Week Two lodging, meals, and travel to/from the course (if not local to the Washington, D.C. area). **Note:** APEX program staff will make all arrangements for hotels and transportation (ground and air).

Pre-Coursework and Special Requirements

Attendees must have at least a SECRET security clearance and submit info through DISS prior to course attendance. Week 2 includes travel to CCMDs and selected military installations.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Others

- Teamwork
- Service Mindset

Developing Organizations

- Change Management
- Resource Management

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Vision
- Resilience

Leading People

- Developing Others
- Team Building

Results Driven

- Accountability

Business Acumen

- Financial Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



ADVANCED SENIOR LEADERSHIP DEVELOPMENT PROGRAM II (ASLDPII)

The Advanced Senior Leadership Development Program II (ASLDPII) is a Chief of Staff of the Air Force (CSAF)-hosted program geared toward helping new Department of the Air Force Lieutenant Generals (Active Duty, Air Force Reserve, and Air National Guard) and newly appointed Tier 3 Senior Executive Service (SES)/Defense Intelligence Senior Executive Service (DISES) members to become more effective representatives of the Department of Defense as they assume greater leadership responsibilities at the strategic level. ASLDPII builds upon the progression of knowledge imparted first by the Senior Leader Orientation Course (SLOC), then by the Advanced Senior Leader Development Seminar (ASLDS) and provides an opportunity for DAF senior leaders to receive a top-level strategic view of the Department of Defense, Government Agencies, Defense Industrial Base, multinational partners, and key challenges impacting the strategic environment.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (newly promoted O-9s and O-9-selects), AD, AFR, and ANG
SES/DISES members (Tier 3)

Provider

AF/A1DI, AF/A1LG, SAF/MRL, Flatter, Inc., and presenters from government, academia, and private industry

Location

Washington, D.C. area (location varies)

Length and Frequency

3 days

1 session per year (seasonal schedule varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging, and all meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Portions of the course are classified. Participants must have the requisite security clearance to attend.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making
- Information Seeking

Developing Others

- Leadership
- Teamwork
- Service Mindset
- Develops People

Developing Organizations

- Resource Management
- Results Focused
- Change Management
- Strategic Thinking

Developing Ideas

- Fosters Innovation

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Developing Others

Results Driven

- Problem Solving
- Accountability

Business Acumen

- Technology Management

Building Coalitions

- Political Savvy
- Influencing/Negotiating

Enterprise Perspective

- Joint Perspective
- National Security



ADVANCED SENIOR LEADER DEVELOPMENT SEMINAR (ASLDS)

The Advanced Senior Leader Development Seminar facilitates traditional and non-traditional deep thinking to enable innovative solution sets for complex global problems. It includes knowledge and application sessions addressing the global strategic environment and financial trends, defense resourcing, the political environment, strategic messaging, innovation, and reinforcement on the ethical standards expected from Department of the Air Force Senior Leaders. Attendees also gain insight into important personal attributes, views, orientations, behaviors, and preferences using a custom battery of assessments (360, etc.), and individual sessions with executive coaches to interpret assessments and enhance individual development.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (newly promoted O-8s and O-8-selects), AD, AFR, and ANG
SES/DISES members (Tier 2)

Provider

AF/A1DI, AF/A1LG, SAF/MRL, Flatter, Inc., and presenters from government, academia, and private industry

Location

Washington, D.C. area (location varies)

Length and Frequency

5 days
2 sessions per year (seasonal schedule varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging, and all meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Program requires extensive pre-coursework (online 360-degree assessments and self-evaluations).

Portions of the course are classified. Participants must have the requisite security clearance to attend.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking
- Communication
- Decision Making
- Flexibility

Developing Others

- Leadership
- Teamwork
- Fosters Inclusion
- Service Mindset
- Develops People

Developing Organizations

- Strategic Thinking
- Change Management
- Resource Management
- Results Focused

Developing Ideas

- Analytical Thinking
- Digital Literacy
- Fostering Innovation

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External Awareness
- Strategic Thinking
- Systems Thinking
- Vision

Leading People

- Developing Others
- Team Building
- Leveraging Diversity

Results Driven

- Accountability
- Entrepreneurship
- Decisiveness
- Problem Solving

Business Acumen

- Financial Management
- Technology Management

Building Coalitions

- Political Savvy

Enterprise Perspective

- Joint Perspective
- National Security



ANTI-TERRORISM/FORCE PROTECTION LEVEL IV (ATFP4)

Anti-Terrorism/Force Protection Level IV provides DOD senior military and civilian executive leaders with the requisite knowledge to enable development of anti-terrorism program policies and facilitate oversight of all aspects of anti-terrorism programs at the operational and strategic levels. This seminar also informs senior DOD leaders how the DOD Mission Assurance (MA) strategy lays the groundwork for departmental standardization processes to conduct risk management and ensure cooperation across protection-related programs, such as the anti-terrorism program. The seminar will include focused updates, detailed briefings, and case studies. The seminar is strictly limited to the O-6 level and above or the civilian equivalent. This three-day seminar features speakers who are renowned subject matter experts.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1 and 2)

Colonels (O-6), AFR

GS-15 participants

Provider

J-33 and Booz Allen Hamilton (BAH)

Location

Tyson's Corner, VA

Length and Frequency

3 days

1 session per year (seasonal schedule varies)

Funding

J3-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses; course fee approximately \$75 per person.

Pre-Coursework and Special Requirements

Attendees must have a SECRET security clearance and information must be submitted through DISS prior to attendance. Pre-course reading is available on the website.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Organizations

- Strategic Thinking
- Change Management
- Resource Management

Executive Core Qualifications (ECQs)

Leading Change

- Vision

Enterprise Perspective

- Joint Perspective
- National Security



COMBINED/JOINT FORCE LAND COMPONENT COMMANDER (C/JFLCC) COURSE

The Combined/Joint Force Land Component Commander Course prepares general/flag officers and select senior civilians to assume the duties of Commanders or senior staff in a Joint Force Land Component Command for theater level operations conducted in joint, multinational, and interagency environments. Participants learn to formulate and execute complex land operations that provide Combatant Commanders with a full spectrum of rapid, decisive, and sustained land dominance capabilities that are critical to effective national policy accomplishment.

The program explores developing and executing functional land component command operations at the theater level in support of joint force commanders and in conjunction with air, maritime, and special operations functional commands, as well as the challenges of maintaining sustained land dominance in a complex operating environment. The program also includes a rigorous exercise that challenges participants to issue guidance and devise solutions to deploying, forming, controlling, protecting, operating, and sustaining a combined and joint land command at the theater and operational level of war.

Website: Under construction

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7 and O-8), AD and AFR

Provider

Army War College (AWC)

Location

Carlisle Barracks, PA

Length and Frequency

5 days

2 sessions per year (March and October)

Funding

AWC-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must have attended CAPSTONE prior to attending this program. On-post lodging will be arranged for all participants by Executive Services.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making
- Flexibility

Developing Others

- Leadership
- Teamwork
- Service Mindset

Developing Organizations

- Resource Management
- Strategic Thinking (Planning)

Developing Ideas

- Analytical Thinking
- Influence
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading People

- Leveraging Diversity
- Team Building

Results Driven

- Technical Credibility

Building Coalitions

- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



COMBINED/JOINT FORCE SPECIAL OPERATIONS COMPONENT COMMANDER (C/JFSOCC) COURSE

The Combined/Joint Force Special Operations Component Commander Course prepares senior warfighting leaders for theater-level SOF leadership at the operational level. The course advances senior leader understanding of the complexities of major joint, combined, interagency, and multinational activities and operations conducted by Joint SOF to accomplish strategic objectives.

The program covers several topics, including the roles and functions of the C/JFSOCC; C/JFSOCC doctrine and case studies; coalition, joint, and interagency relationships; service doctrine; theater-level strategy development; SOF in complex operations; coalition/joint special operations planning, activities, and operations with interagency partners; key C/JFSOCC processes, components, and systems; senior leader/subject matter presentations on a variety of topics that pertain to C/JFSOCC activities and operations in a multinational environment.

Website: [Course Dashboard \(jsou.edu\)](http://jsou.edu)

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7 and O-8), AD and AFR

Provider

Joint Special Operations University (JSOU), U.S. Special Operations Command (USSOCOM)

Location

MacDill AFB, FL

Length and Frequency

4.5 days

1 session per year (usually February)

Funding

USSOCOM-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

None.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making

Developing Others

- Leadership
- Teamwork
- Service Mindset

Developing Organizations

- Strategic Thinking
- Resource Management

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading People

- Team Building

Results Driven

- Technical Credibility

Building Coalitions

- Partnering
- Influencing / Negotiating

Enterprise Perspective

- Joint Perspective
- National Security



CAPSTONE

CAPSTONE is designed to reinforce new general/flag officers' comprehension of joint matters and national security strategy. The course objective is to make these individuals more effective on the planning and employment of U.S. forces in joint and combined operations to support national policy objectives. It consists of seminars, case studies, informal discussions, visits to key U.S. military commands within the continental United States, and overseas trips to Africa, Europe, the Pacific, Southwest Asia, and the Western Hemisphere. CAPSTONE provides personal interaction with Combatant Commanders, other senior U.S. commanders, and retired four-star general and flag officers. Additionally, CAPSTONE offers a unique, optional program for spouses of participants in conjunction with the final (fifth) week.

Website: <http://capstone.ndu.edu/>

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (newly promoted O-7), AD, AFR, and ANG SES/DISES members (Tiers 1 and 2) (space-available)

Provider

National Defense University (NDU)

Location

Washington, D.C., and various O/CONUS locations

Length and Frequency

5 weeks/4 sessions per year (January, April, July, and September)

Funding

NDU-funded expenses: Course tuition (includes program materials, lodging, per diem (meals and incidental expenses), course-related travel, and travel to/from the course).

Unit-funded expenses: Rental car.

Pre-Coursework and Special Requirements

Pre-reading materials are available through the program website. All AD general and flag officers must attend CAPSTONE within 2 years of Senate confirmation. All CAPSTONE participants must have appropriate U.S., NATO, and SCI security clearances as well as an official government passport with at least five blank pages. All participants must have completed SERE 100.2, ISOPREP, and AT/FP Level I for OCONUS field studies.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making

Developing Others

- Teamwork

Developing Organizations

- Strategic Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Vision

Leading People

- Team Building
- Conflict Management

Results Driven

- Problem Solving
- Technical Credibility

Business Acumen

- Financial Management

Building Coalitions

- Political Savvy
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



COMBINED FORCES AIR COMPONENT COMMANDER (CFACC) COURSE

The Combined Forces Air Component Commander Course is hosted by the U.S. Air Force, sponsored by all four services, and is attended by Service Chief-selected flag officers and international Air Force officers. The program prepares potential CFACCs with a broad perspective of the operational level of war.

Topics covered include leadership at the senior level, operational-level warfighting, military doctrine, and the application of joint and combined air combat forces, with emphasis on air and space power employment in preparation for future crises in theater-level operations.

Website: <http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7 and O-8), AD, ANG and AFR

Provider

Air University (AU), Curtis E. LeMay Center for Doctrine Development and Education

Location

Maxwell AFB, AL

Length and Frequency

6 days

3 session per year (Each course will normally have a different regional focus: (INDO-PACOM, EUCOM, CENTCOM)

Funding

AETC-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

*TDY funding is available through AETC for a limited number of attendees.

Pre-Coursework and Special Requirements

Participants must have attended CAPSTONE prior to attending this course.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Others

- Leadership
- Teamwork
- Service Mindset

Developing Organizations

- Resource Management
- Strategic Thinking

Developing Ideas

- Digital literacy

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Team Building

Results Driven

- Technical Credibility

Building Coalitions

- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



COMBINED FORCE MARITIME COMPONENT COMMANDER (CFMCC) COURSE

The Combined Force Maritime Component Commander Course provides executive-level attendees from each of the U.S. military services (including the Coast Guard), with background and perspective to exercise command and control of multinational maritime capabilities in support of the objectives of the combined force. The CFMCC develops a network of leaders focused on operational level support and cooperation in the theater oriented towards maritime security. The course helps develop and deepen relationships based upon trust and confidence among stakeholders/nations in the framework of regional challenges. It also helps to evolve CFMCC concepts and mechanisms, while advancing understanding of those security issues facing participating nations. The program addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the CFMCC capabilities to address those concerns, are the basis for discussions and study. The program also considers existing CFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of the combined force commander and supporting functional component commanders. Content is very similar to that of the Joint Force Maritime Component Commander (JFMCC) Course.

Website: <https://usnwc.edu/college-of-maritime-operational-warfare/Professional-Military-Education/Combined-Force-Maritime-Component-Commander>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7 and O-8), AD and AFR

Provider

Naval War College (NWC), Newport, RI

Location

Various locations for regional headquarters of U.S. Forces
(1 session each at Pearl Harbor, Bahrain, and TBD location)

Length and Frequency

5 days

3 sessions per year

Funding

NWC-funded expenses: Course tuition (includes program materials). **Unit-funded expenses:** Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must have attended CAPSTONE prior to attending this program.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making

Developing Others

- Leadership
- Teamwork
- Service Mindset

Developing Organizations

- Strategic Thinking

Developing Ideas

- Digital literacy

Executive Core Qualifications (ECQs)

Leading People

- Team Building

Results Driven

- Technical Credibility

Building Coalitions

- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



CONTINUOUS IMPROVEMENT & INNOVATION EXECUTIVE (CI2E)

The Continuous Improvement and Innovation Executive program augments General Officer (GO), Senior Executive Service (SES), Command Chief Master Sergeant (CCM), and Career Field Manager (CFM) leadership skills with an understanding of how to manage performance and strategically align continuous process improvement (CPI) using multiple process improvement methodologies, strategic deployment, and management strategies. The course includes an immersion in process improvement concepts and a hands-on review of an industry operation that provides first-hand exposure to CPI tools and concepts in practice. Industry senior executives complement course content with real-world experiences in applying Lean to daily, weekly, and monthly management processes.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core (CSE) and Supplemental Course (all others)

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Deputy Under Secretary of the Air Force, Management (SAF/MG)

Location

National Capitol Region (NCR); Cincinnati, OH; San Antonio, TX; or Chapel Hill, NC (course locations may change annually)

Length and Frequency

2 or 3 days (SAF/MG to determine)
Up to 5 sessions per year (seasonal schedule varies)

Funding

SAF/MG-funded expenses: Course tuition (includes program materials, course-related travel, and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form and submit a current biography.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making

Developing Organizations

- Strategic Thinking
- Change Management
- Results Focused

Developing Ideas

- Analytical Thinking

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- Strategic Thinking
- Vision
- Systems Thinking

Results Driven

- Decisiveness
- Entrepreneurship
- Customer Service
- Problem Solving

Business Acumen

- Technology Management



CYBERSPACE OPERATIONS EXECUTIVE COURSE (COEC)

The Cyberspace Operations Executive Course (COEC) provides Department of the Air Force senior leaders with an understanding of the network, its vulnerabilities, threat activity, and ongoing efforts to protect and operate within it. The objective of this program is to broaden participants' knowledge of the strategic decision-making aspects of cyber policy as they shape cyber-related Doctrine, Organization, Training, Materiel, Leadership, Education, Personnel and Facilities. Topics covered are primarily centered on the strategic decision-making aspects of cyber policy. Course format follows a small group model with an experienced senior facilitator. Instruction for the course comes from senior national-level civilians, industry, academic and military experts. Course content includes: Defining Cyberspace; Executive, Legislative, Inter-Agency, Industry and Academic Perspectives; Information Assurance; and Legal Implications.

Website: <http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 and O-8 for Junior Sessions; O-9 and O-10 for Senior Sessions), AD and AFR
SES/DISES members (Tiers 1 and 2 for Junior Sessions; Tier 3 for Senior Sessions)

Provider

Air University (AU), Curtis E. LeMay Center for Doctrine Development and Education

Location

Maxwell AFB, AL

Length and Frequency

2 days
2 sessions per year (Senior Session in April/May and Junior Session in October/November)

Funding

AETC-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirement

The Senior Session targets GOs (O-9 and O-10) and their civilian equivalents (Tier 3 SES/DISES members). The Junior Session targets GOs (O-8 and O-7) and their civilian equivalents (SES members, Tiers 1 and 2).

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Accountability

Developing Others

- Teamwork

Developing Organizations

- Resource Management
- Strategic Thinking

Developing Ideas

- Digital Literacy

Executive Core Qualifications (ECQs)

Leading People

- Team Building

Results Driven

- Accountability
- Technical Credibility

Business Acumen

- Technology Management

Enterprise Perspective

- Joint Perspective
- National Security



CIVILIAN SENIOR EXECUTIVE TRANSITION SEMINAR (CSE-Trans)

The Civilian Senior Executive Transition Seminar for Civilian Senior Leaders assists Department of the Air Force senior executives in planning for their retirement from Federal Service. Topics include financial, tax, and estate planning; Social Security and Federal retirement benefits and entitlements; insurances; post-retirement employment opportunities and restrictions; the psychological aspects of retirement; and lifetime fitness and health. Attendance is encouraged no later than one year prior to the senior leader’s projected retirement date.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

SES/DISES members (Tiers 1, 2, and 3)
ST, SL, and DISL members
Spouses of SES/DISES, ST, SL, DISL members

Provider

SAF/MRL, Flatter, Inc., and the National Institute of Transition Planning, Inc. (NITP)

Location

Washington, D.C. area (location varies)

Length and Frequency

4 days (may be extended to 5 days, as needed)
2 sessions per year (3rd session as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (two lunches included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Spouses may attend.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

- N/A

Executive Core Qualifications (ECQs)

Leading Change

- Vision
- Resiliency
- Flexibility

Results Driven

- Decisiveness
- Entrepreneurship

Business Acumen

- Financial Management



CYBERSECURITY: THE INTERSECTION OF POLICY AND TECHNOLOGY (Cybersecurity)

Cybersecurity: The Intersection of Policy and Technology is an intensive, week-long program led by a team of Harvard faculty members, policy makers, and leading practitioners in the field of cybersecurity, many of whom advise governments, agencies, and industry around the world on security and technology. The curriculum brings together technologists and policymakers and provides them with a conceptual framework for the design of both cybersecurity policy and technology. The course focuses on the technical and policy aspects of security, surveillance, and conflict. Participants come away with skills applicable to other situations in which policy and technology interact. Based on case studies drawn from recent events, participants develop techniques of risk analysis and threat-modeling applicable to a broad set of problems.

Website: <https://www.hks.harvard.edu/educational-programs/executive-education/cybersecurity>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1 and 2)
Colonels (O-6), AD and AFR

Provider

Harvard University, John F. Kennedy School of Government

Location

Cambridge, MA

Length and Frequency

6 days
2 sessions per year (January and July/August; DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, course-related travel, lodging, and some meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Nominees must submit an online application, which includes essay questions. The application requirement for an individual organizational endorsement letter is waived for DAF applicants.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Others

- Teamwork

Developing Organizations

- Strategic Thinking

Developing Ideas

- Foster Innovation
- Influence
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- Strategic Thinking
- Resilience
- Flexibility

Leading People

- Team Building

Results Driven

- Technical Credibility

Business Acumen

- Computer literacy
- Technology Management

Building Coalitions

- Partnering

Enterprise Perspective

- National Security
- Joint Perspective



ENTERPRISE LEADERSHIP SEMINAR (ELS)

The Enterprise Leadership Seminar provides a collaborative and powerfully engaging opportunity for participants to increase their effectiveness by gaining an understanding of business acumen within the context of current Department of the Air Force (DAF) issues. The program heightens awareness and deepens insights related to the DAF “business” enterprise. Participants discuss current DAF challenges and expand their DAF senior leader network. Participants also examine topics such as: strategic planning and execution, strategic innovation, individual and group decision making, negotiation and collaboration, leading change, motivating others for high performance, and ethics. The program challenges participants to test their assumptions and discover new possibilities through the use of data, sound business approaches, and best practices.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core (GO, Col, GS-15, CMSgt) and Supplemental Course (CSE)

Target Population(s)

General Officers (O-7; O-8, as needed), AD, AFR, and ANG
SES/DISES members (Tiers 1 and 2; Tier 3, as needed)

Colonels (O-6), AD, AFR, and ANG

GS-15 participants selected via the CDE process

Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

University of North Carolina (UNC), Kenan-Flagler Business School

Location

Chapel Hill, NC

Length and Frequency

5 days

Up to 5 sessions per year (seasonal schedule varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and most meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

**AFPC CDE Office centrally funds all travel costs for GS-15 attendees, excluding rental cars.*

Pre-Coursework and Special Requirements

Pre-readings will be available for download on the ELS program website three weeks prior to the course. Attendees must bring a laptop or iPad to class to access coursework.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making

Developing Others

- Leadership
- Teamwork
- Develops People

Developing Organizations

- Strategic Thinking
- Change Management
- Resource Management

Developing Ideas

- Creative Thinking
- Fosters Innovation
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- Strategic Thinking
- Vision

Leading People

- Conflict Management
- Developing Others

Results Driven

- Accountability
- Decisiveness
- Entrepreneurship
- Problem Solving

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Influencing / Negotiating



ENTERPRISE PERSPECTIVE SEMINAR (EPS)

The Enterprise Perspective Seminar gives participants executive-level insights into the inner workings of government. As we enter the third decade of the 21st century, American security concerns are broader and more multi-dimensional than at any other time in its history. In a world defined by regional disputes and big-power rivalries, Congress and the Administration face daunting political and military challenges – both domestic and international that need to be effectively addressed. Participants examine the local and global implications of congressional decisions, Administration policies and their impact on the Department of Defense (DOD), the Supreme Court and its role in policy, and issues in the economic, national security, and political arenas. Speakers at this program are high-level internationally recognized experts with extensive professional experience and insight into current issues.

Website: <http://publicpolicyseminars.com/enterprise-perspective-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Core (CMSgt) and Supplemental Course (all others)

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants selected via CDE process
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C.

Length and Frequency

4 days
Up to 3 sessions per year

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form. Pre-reading materials will be emailed to attendees.

*Great Power Competition.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Organizations

- Resource Management

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Vision

Leading People

- Conflict Management

Results Driven

- Accountability

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective



EMERGING TECHNOLOGIES (ET)

Today the United States is being challenged on many fronts. Our adversaries are fielding advanced conventional weapons and designing previously unheard of non-kinetic technological and economic capabilities. We are currently engaged in a global power competition with not only techno-powers China and Russia, but also from rogue regimes such as Iran and North Korea who are rapidly developing nuclear weapons. While China seeks to gain access to western capital and technology to ultimately challenge the United States' preeminent role in the world, a new nationalism has emerged to complicate the post-historical fantasy that many leaders and thinkers in the west had envisioned after the Soviet Union collapsed. It is not an understatement to say that the 21st century will be won by nations that effectively anticipate emerging threats and by those who are capable of quickly responding by delivering advanced technologies necessary for an effective national defense. This three-day seminar will explore emerging technologies—from cyber to computers to biotech to space—and will offer participants an opportunity to discuss with a group of specialist's new technologies and explore how they might impact the way we respond to global threats in the coming years.

Website: <http://publicpolicyseminars.com/area-studies-seminar/emerging-technologies-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.
*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Ideas

- Analytical Thinking
- Creative Thinking
- Fosters Innovation

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Results Driven

- Technical Credibility

Business Acumen

- Technology Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



EUROPE, NATO, RUSSIA, AND TURKEY SEMINAR (*Eurasia*)

Eurasia, host to the European Command, remains one of the most dynamic and consequential strategic areas on earth. There is no doubt that NATO embraces one of the most successful multilateral military alliances in history, while the European Union continues its ambitious attempt to forge a peaceful, political integration. When Russian forces pushed into Ukraine, the move reordered the Eurasian geopolitical chessboard in profound ways. While its implications are not entirely clear, the disruptions have been severe. Meanwhile, against this backdrop, China continues its rise across the world, particularly in Eurasia. Global supply chains tied to Europe are more snarled than ever, and debates about globalism and sovereignty ripple across the continent. How should the U.S view NATO and the EU in a time of great power competition? Do these two great constructs merely overlap? Or are they coming to a divergence? These are the kind of questions explored in this three-day seminar. The European states continue to be key players in the Middle East, Africa, and South Asia. Europe remains geopolitically, economically, and symbolically the ultimate strategic prize. Bringing together a distinguished group of experts, this three-day seminar will examine the key players and institutions, as well as the broad social, political, and economic forces that are shaping current and future threats and opportunities.

Website: <http://publicpolicyseminars.com/area-studies-seminar/eurasia-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Organizations

- Strategic Thinking

Developing Ideas

- Analytical Thinking
- Creative Thinking
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



EXECUTIVE COACHING (Exec-Coach-DAFSLDP)

This program provides professional executive coaching to senior leaders to both better develop individual capabilities, and to create an enhanced culture of coaching within the Department of the Air Force. Each participating leader will take part in ten (10) one-on-one remote coaching sessions with an executive coach –over the course of twelve (12) months. Each executive coach is certified at the “Professional Certified Coach” (PCC) level or above by the International Coach Federation (ICF).

Per the protocols of professional executive coaching, participating leaders will identify the topics they wish to discuss during the sessions – to meet their unique circumstances – such as challenges they are encountering, competencies they wish to strengthen, and/or goals they wish to achieve. To provide insights to each participating leader and their executive coach, participating leaders will take the online Leadership Circle Profile (LCP) followed by a remote 90-minute one-on-one feedback session with an LCP-certified coach.

Website: None

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8,), AD, AFR, and ANG
SES/DISES Members (Tiers 1, 2)
GS-15s
CMSgt, AD, AFR, and ANG

Provider

Flatter, Inc.

Location

N/A (conducted by phone and online)

Length and Frequency

Ten (10) x one (1) hour long coaching sessions conducted over a twelve-month period.

Funding

HAF-funded expenses: Course tuition (includes program materials).

Pre-Coursework & Special Requirements

Requires completion of the Leadership Circle Profile (LCP) 360 assessments, which requires feedback from approximately 10 raters (boss, peer, subordinate, etc.).

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Resilience
- Communication
- Self-Control
- Information Seeking
- Flexibility

Developing Others

- Leadership
- Develops People

Executive Core Qualifications (ECQs)

Leading Change

- Strategic Thinking
- Resilience
- Flexibility

Leading People

- Developing Others
- Conflict Management
- Leveraging Diversity
- Team Building

Building Coalitions

- Influencing/Negotiating



EXECUTIVE LEADERSHIP PROGRAM IN MANAGING FOR INCLUSION (EXEC D&I)

The Executive Diversity and Inclusion (Exec-D&I) training program provides a systems approach to understanding the field of diversity, equity, inclusion and accessibility and its relevance to our NDS and DAF Operational Readiness. The course teaches strategies for leaders to create and maintain an inclusive culture that capitalizes on the backgrounds and perspectives of all personnel, while creating an inclusive environment where leaders value and encourage all personnel to provide ideas necessary to drive innovation and mission success. Participants learn how establishing permanency by inculcating diversity, equity, inclusion, and accessibility is foundational to the DAF culture to successfully attract, recruit, develop, and retain the best people regardless of any demographic, static or dynamic identifiers. The course prepares DAF senior leaders for the potential challenges they will face as strategic leaders, supervisors, and team-builders to foster a diverse and inclusive organization. The course addresses the theoretical foundations of diversity and inclusion and how to foster inclusion by growing cultural competence, increasing bias literacy in decision making, and infusing DEIA into talent management.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (O-6 O-7, and O-8), AD, AFR, and ANG;
SES/DISES Members (Tiers 1, and 2), GS-15s
CMSgt, AD, AFR, and ANG

Provider

Georgetown University

Location

Georgetown University School of Continuing Studies

Length and Frequency

3 days
Up to 6 sessions per year (seasonal schedule varies)

Funding

SAF/DI-funded expenses: Course tuition and materials
Unit-funded expenses: None for virtual. Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses for in-person delivery.

Pre-Coursework and Special Requirements

Review video on microaggressions, complete implicit bias survey, familiarize with GT provided Dialogue and Resonance paper. Program comprises 21 contact hours, which is equivalent to 2.10 Continuing Education Units (CEUs). All courses are transcribed to provide official documentation.

COMPETENCIES

Airman's Foundational Competencies

Developing Self

- Resiliency
- Communication

Developing Others

- Leadership
- Teamwork
- Fosters Inclusion
- Develops People

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Resilience
- Flexibility

Leading People

- Leveraging Diversity
- Developing Others
- Team Building



EXECUTIVE COACHING AND 360-DEGREE LEADERSHIP ASSESSMENT PROGRAM; TREASURY EXECUTIVE INSTITUTE (TEI) (Exec-TEI)

The Executive Coaching and 360-Degree Leadership Assessment Program provides unique professional development opportunities for Senior Executive Service (SES) members and Senior Professionals (SL/ST) across the Department of Defense (DOD). Executive coaching (sometimes called leadership coaching) is the process of working one-on-one with an executive coach in a thought-provoking and creative process to help individuals develop their personal and professional potential. The 360-degree leadership assessment is a developmental tool utilizing assessments from superiors, peers, subordinates, and self to create a balanced circle of feedback.

Participants may choose to participate in executive coaching only or combine it with a 360-degree leadership assessment. During executive coaching sessions, participants work directly with an executive coach for ten (10) hours of personalized leadership coaching. If participants opt for the 360-degree assessment, Treasury Executive Institute (TEI) assists participants in interpreting the assessment data. TEI offers 360-degree assessment areas that include leadership, emotional intelligence, communication, group dynamics, personality and strengths, conflict, change, and influence.

Website: Participants will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course (CSE only)

Target Population(s)

SES/DISES members (Tiers 1, 2, and 3)
GS-14/15

Provider

Treasury Executive Institute (TEI)

Location

N/A (conducted by phone and online)

Length and Frequency

Continuous

Funding

HAF-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Local travel (if required).

Pre-Coursework and Special Requirements

Register for access to TEI programs via OMB MAX. Once you self-register for an OMB MAX account at <https://max.gov/maxportal/>, contact TEI (TEI@treasury.gov) and request access to the TEI Community. Once added, you can log in at <https://tei.treasury.gov> with your OMB Max credentials to create a new profile and register for 360 Leadership Assessment session and/or Executive Coaching.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Resilience
- Communication
- Self-Control
- Information Seeking
- Flexibility

Developing Others

- Leadership
- Develops People

Executive Core Qualifications (ECQs)

Leading Change

- Strategic Thinking
- Resilience
- Flexibility

Leading People

- Developing Others
- Conflict Management
- Leveraging Diversity
- Team Building

Building Coalitions

- Influencing/Negotiating



FOUNDATIONS OF ARTIFICIAL INTELLIGENCE (FAI)

The Foundations of Artificial Intelligence (FAI) course provides Department of the Air Force senior leaders with no math, no code explanations of the fundamentals of AI all the way up to the absolute frontiers, how AI systems work, malicious use of AI and AI accident risks, available options to mitigate risks associated with AI, and how to avoid action based on invalid assumptions about AI capabilities. FAI is designed from the ground up by technical AI specialists with strong relationships with frontier AI labs. Instructors include the former Director of Strategy and Policy at the U.S. Department of Defense's Joint AI Center, and experienced AI startup founders, whose companies have been backed by top Silicon Valley Venture Capital Firms. The course was developed following extensive consultations with world-leading AI policy experts, including the heads of AI policy at the U.S. Department of Defense, Open AI, Anthropic, and the World Economic Forum. FAI is designed for non-technical and technical operational commanders, strategists, planners and programmers, and staff officers. No technical experience or prior understanding of AI is required.

Website: <https://www.gladstone.ai/course>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG

SES/DISES members (Tiers 1,2, and 3)

Colonels (O-6), AD, AFR, and ANG

GS-15 participants

Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Gladstone AI

Location

Asynchronous Training

Length and Frequency

3 weeks: Self-paced

Funding

HAF-funded expenses: Course tuition (includes program materials).

Pre-Coursework and Special Requirements

Nominees must submit an online application

COMPETENCIES

Airman's Foundational Competencies

Developing Self

- Decision Making
- Information Seeking

Developing Organization

- Strategic Thinking
- Precision
- Change Management

Developing Ideas

- Analytical Thinking
- Creative Thinking
- Digital Literacy
- Fosters Innovation

Executive Core Qualifications

Leading Change

- Creativity and Innovation
- Strategic Thinking

Results Driven

- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Building Acumen

- Technology Management
- Computer Literacy

Enterprise Perspective

- Joint Perspective
- National Security



NATO GENERALS, FLAG OFFICERS, AND AMBASSADORS' COURSE (GFOAC)

The GFOAC is a high-level course aiming to reinforce mutual understanding on current politico-military issues, NATO's interests and capabilities among Generals, Flag Officers, and high-ranking civilians, including ambassadors from NATO, the Partnership for Peace (PfP), the Mediterranean Dialogue (MD), the Istanbul Cooperation Initiative (ICI), Partners across the Globe and China. The GFOAC also provides unique opportunities for networking between one- to three-star officers and civilians of equivalent rank on current and prospective issues facing NATO.

Website: <http://www.ndc.nato.int/education/courses.php?icode=11#>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG SES/DISES members (Tiers 1, 2, and 3)

Provider

NATO Defense College

Location

Rome, Italy (Week 1) and Brussels, Belgium (Week 2)

Length and Frequency

9 days

2 sessions per year (spring and fall)

Funding

OCJCS-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants are to have completed the online reply form available on the academic portal and provide a NATO Secret personnel security clearance certificate or memo of a NATO clearance.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Ideas

- Influence

Developing Organizations

- Strategic Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Vision
- Flexibility

Leading People

- Conflict Management
- Team Building

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- National Security
- Joint Perspective



GENERAL OFFICER TRANSITION ASSISTANCE PROGRAM (GO TAP)

The General Officer Transition Assistance Program helps Department of the Air Force senior officers prepare for retirement and plan for their transition to the civilian workforce. Topics addressed during the program include planning for a career transition, the Survivor Benefit Plan (SBP), post-retirement employment considerations (ethics), establishing a value proposition for employment, resume building, interview skills, salary negotiation, LinkedIn usage, financial/income tax/estate planning, post-retirement benefits and entitlements, TRICARE medical coverage, and VA benefits.

Website: Participants will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (O-7, O-8, O-9 and O-10), AD and AFR/ANG who qualify for AD retirement (Space-available)
Spouses of General Officer attendees (space-available)

Provider

AF/A1LG, Flatter, Inc. and various speakers

Location

Washington, D.C. area (location varies)

Length and Frequency

5 days
5 sessions per year

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

**Spouses may attend on a space-available basis, travel expenses covered, per diem is not authorized.*

Pre-Coursework and Special Requirements

General Officers are required to attend this course within two years of promotion to O-7.

Note: AFR General Officers who qualify for reserve retirement should attend Reserve GO TAP (contact AF/REG for additional information).

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

- N/A

Executive Core Qualifications (ECQs)

- N/A

DOD TAP Compliance Requirements

- DOD Day (Managing Your Transition, Veteran’s Affairs, MOC Crosswalk and Financial Planning for Transition)



RESERVE GENERAL OFFICER TRANSITION ASSISTANCE PROGRAM (GO TAP-AFR)

The Reserve General Officer Transition Assistance Program prepares Air Force Reserve senior officers for retirement. Topics addressed during the program include the Reserve Survivor Benefit Plan (RSBP), financial/income tax/estate planning, post-retirement benefits and entitlements, TRICARE medical coverage, VA benefits, Social Security and Medicare, branding and marketing yourself to a Board of Directors, and LinkedIn.

Website: Participants will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AFR, who qualify for retirement
Spouses of General Officer attendees (space-available)

Provider

AFRC, Flatter, Inc., and various speakers

Location

Washington, D.C. area (location varies)

Length and Frequency

4 days (may be extended to 5 days, as needed)
1 session per year

Funding

AFR-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

**Spouses may attend on a space-available basis, travel expenses covered, per diem is not authorized.*

Pre-Coursework and Special Requirements

General officers are required to attend the course within one year of promotion to O-7. Course attendance does not indicate promotion potential but allows reserve general officers time to prepare for military retirement.

Note: AFR General Officers who qualify for AD retirement should attend AD GO TAP (contact AF/A1LG for additional information).

COMPETENCIES

Airman's Foundational Competencies (AFCs)

- N/A

Executive Core Qualifications (ECQs)

- N/A



GLOBALISM VS SOVEREIGNTY SEMINAR (GVS)

We live in a high-speed, fluid, hyper-connected global economy. As such, the mantra of the past three decades has been more and more connectivity, building webs of trade agreements and supranational institutions that govern the global economy. Globalization’s logic is intimately tied to markets. Capital searches for highest returns as manufacturing searches for the least expensive labor. All of this comes with costs, and a backlash from both the left and right has spawned significant challenges to what has come to be called the globalist mindset. As economic or physical threats emerge, societies revert to a sovereign, self-protective mode, withdrawing to a nationalist mentality. Today there is an intensifying desire to assert or reassert sovereign control, and the evidence is everywhere. These movements are becoming a dominant feature of the world order, as are the movements geared to protecting the globalist view. The result, in many areas of the world, is a form of civil war, or polarization, which will continue to constrict unified national thinking. What is national sovereignty and what is globalism in the modern age? Such questions now drive the world’s powers due to the tension between economic globalization and the nationalism rising among their peoples. This conflict between those seeking greater national sovereignty and those ensconced in the “globalist mindset” will shape defense planning and operations for several decades.

Website: <http://publicpolicyseminars.com/area-studies-seminar/globalism-vs-sovereignty-seminar>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

- Developing Self
 - Information Seeking
- Developing Organizations
 - Strategic Thinking
- Developing Ideas
 - Analytical Thinking
 - Creative Thinking
 - Influence

Executive Core Qualifications (ECQs)

- Leading Change
 - External Awareness
 - Strategic Thinking
- Building Coalitions
 - Political Savvy
 - Influencing / Negotiating
 - Partnering
- Enterprise Perspective
 - Joint Perspective
 - National Security



UNITED KINGDOM HIGHER COMMAND AND STAFF COURSE (HCSC)

The U.K. Higher Command and Staff Course is a combined, joint and inter-agency defense and security course delivered at the post graduate level. The course represents the pinnacle of staff training delivered by UK defense and, although most students are UK military, overseas military officers and key partners from other British government departments also attend. Although it is underpinned by the study of the global context and the formulation of strategy, the course is centered around a full spectrum approach to command at the operational level of conflict. HCSC is a post-graduate level course featuring a combination of lectures, staff-led discussions, exercises and visits to a range of government departments and military headquarters. It culminates with a 'staff ride' which uses the setting of the battlefields of northern France and Belgium to bring together and evaluate the course themes and learning objectives. Attendees learn/develop: an understanding of the Defense contribution to national strategy; to study and demonstrate effective military decision making and operational design in crisis situations; to evaluate the enduring characteristics of high command and leadership in current and future context.

Website: [Higher Command and Staff Course | DAMOD](#)

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7), AD
SES/DISES members (Tier 1)

Provider

United Kingdom Joint Services Command and Staff College

Location

Shrivenham, United Kingdom

Length and Frequency

17 weeks (in-residence)
1 session per year (January-April)

Funding

HAF-funded expenses: Course tuition.

Unit-funded expenses: Travel expenses; funding details will be communicated to attendees by their selecting office.

Pre-Coursework and Special Requirements

International personnel are normally drawn from NATO or "5-eyes" partner nations. U.S. personnel must be cleared to at least NATO secret. A broad range of pre-reading material will be sent prior to the start of the course.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making
- Initiative

Developing Others

- Leadership
- Teamwork

Developing Organizations

- Strategic Thinking

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Leading People

- Conflict Management
- Team Building

Results Driven

- Problem Solving

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



HALIFAX INTERNATIONAL SECURITY FORUM (HISF) PEACE WITH WOMEN FELLOWSHIP

The Halifax International Security Forum's Peace with Women Fellowship brings together senior active-duty, female military officers from NATO member and partner countries for a 3-week executive tour of the political and technological capitals of the United States and Canada. Increasing women's leadership roles in international security affairs is central to safeguarding democracies. To that end, the Peace with Women Fellowship is designed to challenge participants by engaging with senior government, military, corporate, and academic leaders to discuss and better understand the world's leading security issues. Fellows also engage with each other, forging relationships with other leaders across the NATO Alliance. The program endeavors to not only ensure that the Fellows can talk about the problems and ideas with which they interact, but also that they can propose innovative solutions and apply what they learn in their home countries. Through the Fellowship, participants deepen their understanding of how a number of subjects, including technology, climate, the role of civil society, gender perspectives, and others, affect cooperation among democracies.

Website: <https://halifaxtheforum.org>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

Colonels (O-6), AD

Provider

Halifax Security Forum

Location

Various cities in the U.S. and Canada

Length and Frequency

3 weeks

Annual, 1 cohort per year (October-November)

Funding

HAF-funded expenses: Course tuition (includes program lodging, most meals, and most travel).

Unit-funded expenses: Partial per diem (meals not in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Applicants must request an endorsement memo from their service through their senior leader management team and submit it along with documents required for Halifax International Security Forum's application and indicate who is funding the course, if not already funded in the DAFSLDP catalog. Additionally, applicants must apply through the Halifax Security Forum. Application includes an application form, supplemental materials, a Letter of Affirmation, a CV or Resume, a short biography and answer essay questions. More information is available on the website.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Information Seeking

Developing Others

- Leadership
- Teamwork
- Fosters Inclusion

Developing Organizations

- Strategic Thinking

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Leveraging Diversity

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Results Driven

- Problem Solving

Enterprise Perspective

- National Security



IMPACT IMMERSIVE EXPERIENCE (IIE)

The Impact Immersive Experience is a 2.5-day course that provides participants with an understanding and experience of the Human Energy System to achieve sustained high performance. The interconnected system that consists of our Mind (storytelling), Body (physiology), Spirit (purpose), and Heart (emotional regulation) drives both performance and resilience. Participants gain greater awareness of how to optimize energy, recover more effectively from stress and anxiety, while increasing the frequency of moments where they are being at their best. Individuals and/or teams work side-by-side with highly skilled experts in performance psychology, nutrition, and exercise physiology. This multi-disciplinary approach helps practitioners to become physically energized, emotionally and mentally resilient, and completely aligned with whatever objective is most important.

Website: [Impact Human Performance](#)

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Impact Human Performance (IHP)

Location

Washington, D.C. area, Tampa, FL, Denver, CO, or custom delivery to suit client’s requirements

Length and Frequency

2.5 days
Multiple sessions per year (DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form. Program requires pre-coursework (online assessments and evaluations).

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Resilience
- Self-Control

Developing Organizations

- Results Focused

Executive Core Qualifications (ECQs)

Leading Change

- Resilience



CHINA AND THE INDO-PACIFIC SEMINAR (INDO-PACOM)

China has massively altered the strategic calculations of every nation on the perimeter of the Pacific and Indian Oceans, and beyond. Despite the rise of the Chinese state as a global economic power and political force, there is no doubt that Beijing faces numerous existential challenges that are often misunderstood by the West. Yet China faces its own profound economic, cultural, and environmental challenges which are often overlooked or misunderstood in the West. For the United States the paramount foreign policy challenge is to understand and respond to the inevitable changes sweeping through the Indo-Pacific over the coming decades. Drawing upon the knowledge and experience of a diverse group of prominent experts on China as well as East and South Asia this three-day area studies seminar will offer attendees the opportunity to discuss regional issues of the moment in an informal off-the-record setting. This program will address in detail the current changes sweeping through China and the Indo-Pacific and address, through discussions with a group of experts, the security challenges facing the United States Department of Defense in the coming years.

Website: <http://publicpolicyseminars.com/area-studies-seminar/china-and-the-far-east/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.
*Joint Tracking Talent Management (JTTM) credit eligibility.
*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Ideas

- Analytical Thinking
- Creative Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



INTERNATIONAL WOMEN'S FORUM (IWF) LEADERSHIP FOUNDATION FELLOWS PROGRAM

The International Women's Forum Leadership Foundation Fellows Program, executed in partnership with Harvard Business School and INSEAD, offers customized leadership training for female senior executives on their path to the C-suite that is academic, behavioral, and technical. The Fellows Program offers creative, multidisciplinary training aimed at developing leadership and strategic management capabilities. In addition to leadership training, Fellows are matched with an IWF member who serves as a mentor and coach during the program year. Through the mentoring experience, participants gather personal insights and advice from women at the top of their field. Fellows also take part in IWF's annual World Leadership Conference, which brings together 850+ female executives from more than 40 nations. To amplify the impact of the program, Fellows implement a Legacy Project that applies the skills learned in a relevant way. Previous Legacy Projects include: a career conference series aimed at female university students in Mexico, a breakfast roundtable for women in the U.S. military in Washington, D.C., and mentoring circles to foster a pipeline of women leaders in the aviation industry.

Website: [Fellows Program | International Women's Forum \(iwforum.org\)](http://Fellows Program | International Women's Forum (iwforum.org))

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7), AD
Colonels (O-6), AD

Provider

International Women's Forum in partnership with INSEAD and Harvard Business School

Locations

Detroit, MI; IWF World Leadership Conference
Fontainebleau, France; INSEAD Business School
Boston, MA; Harvard Business School

Length and Frequency

20 days over 3 separate sessions (October, February, & July)
Annual, 1 cohort per year

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging and most meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online application and be sponsored/endorsed by HQ USAF.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Accountability
- Communication
- Self-Control
- Information Seeking
- Flexibility

Developing Others

- Leadership
- Teamwork

Developing Organizations

- Strategic Thinking
- Change Management

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External Awareness
- Strategic Thinking
- Vision
- Flexibility
- Resilience

Leading People

- Leveraging Diversity
- Team Building

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- National Security



JOINT FORCE MARITIME COMPONENT COMMANDER (JFMCC) COURSE

This Joint Force Maritime Component Commander Course prepares future Maritime Component Commanders to plan and execute complex maritime operations. Attendees from each of the military services (including the U.S. Coast Guard) are selected by their service headquarters. As the senior executive component of the Navy's Professional Military Education (PME) continuum, and part of the Senior Joint PME continuum, the JFMCC Flag Course addresses the practical challenges confronting the maritime operational commander. Topics covered include actual regional concerns and the JFMCC capabilities to address those concerns. The course considers existing JFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of joint force commanders as well as supporting functional component commanders. Content is very similar to that of the Combined Force Maritime Component Commander (CFMCC) program.

Website: <https://usnwc.edu/college-of-maritime-operational-warfare/Professional-Military-Education/Joint-Force-Maritime-Component-Commander>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7 and O-8), AD and AFR

Provider

Naval War College (NWC)

Location

Newport, RI

Length and Frequency

5 days

1 session per year (seasonal schedule varies)

Funding

NWC-funded expenses: Course tuition (includes program materials, course-related travel, and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must have attended CAPSTONE prior to attending this program.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making
- Flexibility

Developing Others

- Leadership
- Teamwork
- Service Mindset

Developing Organizations

- Resource Management
- Strategic Thinking

Developing Ideas

- Analytical Thinking
- Influence
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Team Building

Results Driven

- Technical Credibility

Building Coalitions

- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



JOINT FLAG OFFICER WARFIGHTING COURSE (JFOWC)

The Joint Flag Officer Warfighting Course prepares future theater Commanders and Joint Task Force (JTF) Commanders with a broad perspective of the strategic and operational levels of war. Instruction for the course comes from senior national-level civilian and military representatives, flag officers serving as Combatant Commanders, and retired, battle-tested officers who draw from their Combatant and Component Commander experience to lead war-gaming scenarios focused on various parts of the world, across the continuum of conflict. Topics include warfighting, synchronization of interagency operations, military doctrine, and the application of unified, joint, and combined combat forces at the strategic and operational levels of war. Part of the curriculum is devoted to campaign planning, with senior leader perspective presentations and discussion groups led by senior mentors on three recent Task Forces.

Website: <http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population

General Officers (O-7 and O-8), AD, ANG and AFR

Provider

Air University (AU), Curtis E. LeMay Center for Doctrine Development and Education

Location

Maxwell AFB, AL

Length and Frequency

5 days

2 sessions per year (March and September)

Funding

AETC-funded expenses: Course tuition (includes program materials, lodging, per diem (meals and incidental expenses), course-related travel, and travel to/from the course).

Unit-funded expenses: Partial per diem (meals not included in tuition) and miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must have attended CAPSTONE at least one year prior to attending this program. A current SF-86 must be submitted 30 days prior to the course start date.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making

Developing Others

- Leadership
- Teamwork

Developing Organizations

- Strategic Thinking

Developing Ideas

- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Leading People

- Conflict Management
- Team Building

Results Driven

- Accountability
- Decisiveness
- Problem-Solving
- Technical Credibility

Building Coalitions

- Political Savvy
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



KEYSTONE (KEYSTONE)

KEYSTONE is the enlisted parallel to the CAPSTONE course for new General Officers tailored for the specific challenges of the Senior Enlisted Leader (SEL). The course is designed for Command Senior Enlisted Leaders (CSELs) currently serving in or slated to serve in a general or flag officer level joint headquarters or service headquarters that could be assigned as a joint task force. Participants visit several Combatant Commands, Joint Task Forces (JTFs), and both officer and enlisted senior leaders in the Washington, D.C. area to explore the relationships and challenges of operating in a joint environment. The course covers the very special relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander. The course also includes a three-day Joint Operations Module (JOM) conducted by the Director of the Joint Staff (J7) at the Joint Coalition War Fighting Facility in Suffolk, VA.

Website: <http://keystone.ndu.edu/>

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population

Chief Master Sergeants (E-9), AD, AFR, and ANG (CMSgts serving in/projected to serve in Joint Positions, Command Chiefs/projected Command Chiefs, and Career Field Managers)

Provider

National Defense University (NDU)

Location

Washington, D.C. and other CONUS locations

Length and Frequency

2 weeks

2 sessions per year (January/March and June)

Funding

NDU-funded expenses: Course tuition (includes program materials, lodging, per diem (meals and incidental expenses), course-related travel, and travel to/from the course).

Unit-funded expenses: None.

Pre-Coursework and Special Requirements

Pre-requisite: Senior Enlisted Joint Professional Military Education II (SEJPME-II) Course (previously SNCO-JPME). Pre-reading materials available through program website. Attendees must submit security clearance information through JPAS prior to course attendance.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Others

- Leadership
- Teamwork

Developing Organizations

- Strategic Thinking

Developing Ideas

- Analytical Thinking
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Team Building

Results Driven

- Entrepreneurship
- Technical Credibility

Business Acumen

- Financial Management

Building Coalitions

- Political Savvy
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



LEADERSHIP AT THE PEAK (LAP)

Leadership at the Peak is an opportunity for senior-most leaders to delve into the specific and complex challenges of leading at the top. The program focuses on key executive skills, such as creating and articulating a vision, executive image, developing a leadership and talent strategy aligned with business strategy, leading beyond organizational boundaries, communication, influence, and self-awareness. In addition to developing these skills, participants are provided with a comprehensive view of leadership that enables them to handle the pressures and demands of enterprise-level leadership. Participants are able to link leadership behaviors, perception, and best practices with executive image, vision, and personal health. The program is designed to help senior leaders begin behavioral changes that have long-term career value while interacting with other participants to broaden their network of executive colleagues.

Website: [Leadership at the Peak \(LAP\) | C-Suite Executive Training | CCL](#)

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (O-9), AD, AFR, and ANG
SES/DISES members (Tier 3)

Provider

Center for Creative Leadership (CCL)

Location

Colorado Springs, CO, Saint-Nicolas de Véroce, France

Length and Frequency

5 days
Multiple sessions per year (AF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Program requires extensive pre-coursework (online 360-degree assessments, self-evaluations, and coaching calls). If pre-coursework is not completed by the deadline, AF may be charged for rescoring late assessments and attendees may be deferred to a later session.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Self-Control
- Information Seeking
- Resilience
- Communications

Developing Others

- Teamwork
- Develops People
- Leadership
- Fosters Inclusion

Developing Organizations

- Strategic Thinking
- Change Management
- Results Focus

Developing Ideas

- Analytical Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Vision
- Resilience

Leading People

- Developing Others
- Team Building

Results Driven

- Accountability
- Problem Solving

Building Coalitions

- Partnering



LATIN AND SOUTH AMERICA SEMINAR (*Latin America*)

The three-day Latin America Seminar will make a 360-degree examination across the broad spectrum of issues animating Latin America's future. From domestic divisions to geopolitics, from economic development to social transformations, Latin America is experiencing profound changes that will reverberate across the Americas and the world. Some parts of Central and South America are emerging as major players on the global economic stage, while others are resisting this historical transformation. Failure to reform assures the continuation of internal instability; increased immigration; the proliferation of global terrorism; and provides opportunities for influence from countries such as Russia, China, and Iran, whose aspirations are generally incompatible with U.S. national and international security interests. A prestigious group of regional experts, foreign policy specialists, and political/economic commentators will explore the impact and implications of these trends for United States policy and strategy. This special foreign policy program will also highlight key political, economic, and security issues that are of particular concern to those senior managers and executives in attendance from the Department of Defense.

Website: <http://publicpolicyseminars.com/area-studies-seminar/latin-america-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Organizations

- Strategic Thinking

Developing Ideas

- Analytical Thinking
- Creative Thinking
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



LEADING CHANGE AND INNOVATION (LCI)

Leading Change and Innovation addresses the question, “How do we create an environment where change and innovation become ‘stickier’?” This highly impactful three-day workshop explores four critical skills for leading change and innovation, including seeing the bigger picture, challenging the status quo, seeing what others do not see, and thinking and acting differently. Skills for leading change and creating an environment for innovation are required of every SES leader in the Department of the Air Force today. Although often treated separately, change and innovation are in fact closely intertwined and represent a continuous cycle. Typical large organizations have undertaken five (5) enterprise changes in the last three (3) years, and 75% of those change efforts are not successful. Clearly, a different approach is required.

Website: None.

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

SES/DISES members (Tier 1, others as needed)
GS-15 participants

Provider

Office of Personnel Management, Center for Leadership Development

Location

Washington, D.C. (or Virtual Delivery)

Length and Frequency

3 days (Multiple sessions per year)

Funding

OPM-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Program requires some pre-coursework (reading and online assessments). Pre-reading materials will be emailed to attendees. Upon completion of the LCI program, a graduate program may accept the LCI program hours for graduate credit. The LCI program does not maintain an accreditation. However, the program is 160 hours in length and the FEI registrar can provide LCI graduates with a letter certifying successful completion of the program.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Others

- Leadership
- Teamwork

Developing Ideas

- Creative Thinking
- Fosters Innovation

Developing Organizations

- Strategic Thinking
- Change Management

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- Vision
- Systems Thinking

Results Driven

- Entrepreneurship
- Problem-Solving

Building Coalitions

- Influencing / Negotiating
- Partnering



LEADING DATA AND AI-ENABLED ORGANIZATIONS (LDAO)

Artificial Intelligence (AI) technologies promise to be the most powerful tools in generations for expanding knowledge, increasing prosperity, and enriching the human experience. AI will fuel competition between governments and companies racing to field it, and it will be employed by nation-states to pursue their strategic ambitions. The Leading Data and AI-Enabled Organizations (LDAO) suite of courses provides Department of Defense senior leaders with a foundational understanding of AI, what AI means for national security, and how to take advantage of AI. With a focus on the organizational and managerial implications of these technologies, grounded in the technical aspects, participants leave these programs armed with the knowledge they need to lead the successful integration of AI into national security. Informed senior leaders will lead the change necessary to help manifest the promise of AI for the DOD and transform how the nation and its strategic goals are defended.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

COMPETENCIES

SLD Course Category

Targeted Course

Target Population(s)

General Officers (O-7 to O-9), AD, AFR, and ANG SES/DISES members (Tiers 1-3)

Course Provider

Massachusetts Institute of Technology (MIT)
 Johns Hopkins University Applied Physics Laboratory (JHU/APL)
 Naval Postgraduate School of Stanford University (NPS/Stanford)

Course Location

Cambridge, MA (MIT)
 Laurel, MD (JHU/APL)
 Monterey, CA (NPS/Stanford)

Length and Frequency

3 days (Multiple sessions per year)

Course Funding example:

CDAO-funded expenses: Course tuition (includes program materials, some meals, and course-related travel).
Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework & Special Requirements

Participants must complete an online registration form.
 *Joint Tracking Talent Management (JTTM) credit eligibility.
 *Great Power Competition

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making
- Information Seeking

Developing Organizations

- Change Management
- Strategic Thinking

Developing Ideas

- Analytical Thinking
- Digital Literacy
- Creative Thinking
- Fostering Innovation

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- Strategic Thinking
- Systems Thinking

Results Driven

- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen

- Technology Management
- Computer Literacy

Enterprise Perspective

- Joint Perspective
- National Security



LEADERSHIP DECISION MAKING (LDM) PROGRAM

The Leadership Decision Making Program uses theories and evidence from psychology, behavioral economics, and neuroscience to teach leaders how to answer tough questions, improve the accuracy of their estimates, and structure effective negotiations. It also helps leaders design better decision environments by providing tools to reduce bias and inaccuracy, which can help make organizations smarter. This program gives participants the opportunity to examine both the scientific basis and the practical aspects of judgment and decision making and learn how to build lasting leadership skills that incorporate this knowledge. Topics covered include communicating risk effectively, designing optimal decision environments, reducing biases, and negotiating effectively. The program also includes an opportunity for self-assessment in the Harvard Decision Science Laboratory, a state-of-the-art facility featuring cutting-edge technologies that enable researchers to analyze the link between human physiology and decision-making behaviors. Using the Laboratory, participants learn more about their own biases, their attitudes toward risk, their ability to regulate emotions, and other key personal insights that can sharpen decision-making.

Website: <https://www.hks.harvard.edu/educational-programs/executive-education/leadership-decision-making>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

Colonels (O-6), AD, AFR, and ANG

Provider

Harvard University, John F. Kennedy School of Government

Location

Cambridge, MA

Length and Frequency

Residential: 6 days

Virtual: 2 weeks, Monday to Friday, 9 a.m. - 12 p.m. ET.

3 sessions per year (January, June, and October; DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Nominees must submit an online application, which includes essay questions. The endorsement letter requirement is waived for DAF applicants.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Resilience
- Decision Making
- Flexibility
- Fosters Inclusion

Developing Others

- Leadership
- Teamwork

Developing Ideas

- Creative Thinking

Executive Core Qualifications (ECQs)

Leading Change

- Strategic Thinking
- Resilience
- Flexibility

Leading People

- Conflict Management
- Team Building

Results Driven

- Accountability
- Decisiveness
- Problem Solving

Building Acumen

- Technology Management

Building Coalitions

- Influencing / Negotiating
- Partnering



LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS)

Leadership for a Democratic Society uses the United States Constitution as the principal guide in understanding the diverse goals of the Government and the citizens it serves. During this program, participants learn to operate in a 21st-century world while remaining connected to the Constitutional principles forged in the 18th century. The themes of this program reflect and enhance the Constitutional underpinning of Federal Government work. Participants build skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape Government agendas.

Website: <https://leadership.opm.gov/programs.aspx?c=5>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

GS-15 participants

Provider

Office of Personnel Management (OPM), the Federal Executive Institute (FEI)

Location

Charlottesville, VA

Length and Frequency

4 weeks

Multiple sessions (DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging, and some meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Program requires some pre-coursework (reading and online assessments). Pre-reading materials will be mailed to attendees.

Upon completion of the LDS program, a graduate program may accept the LDS program hours for graduate credit. The LDS program does not maintain an accreditation. However, the program is 160 hours in length and the FEI registrar can provide LDS graduates with a letter certifying successful completion of the program.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Self-Control
- Information Seeking

Developing Others

- Leadership
- Teamwork
- Develops People

Develops Organizations

- Strategic Thinking
- Change Management
- Resource Management

Developing Ideas

- Creative Thinking

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External Awareness
- Strategic Thinking
- Vision

Leading People

- Conflict Management
- Developing Others
- Team Building

Results Driven

- Accountability
- Entrepreneurship

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- National Security



PROGRAM FOR EXECUTIVES IN LOGISTICS AND TECHNOLOGY (LOGTECH)

The Program for Executives in Logistics and Technology facilitates the transformation of logistics in DOD by introducing participants to leading-edge developments in logistics thinking in academia and industry. The course advances the critical interchange of current ideas and initiatives between the military services, government agencies and private sector partners. The curriculum is geared toward experienced logistics leaders who set strategic direction and vision for their organizations and must deal with complex logistics and organizational transformation. Key topic areas covered during this program include the impact of globalization, speed of technological change, and strategic ability; organizational transformation and culture change; customer-driven structures, partnerships, and alliances; product life cycle and supply chain management; and technology and organizational innovation (smart supply chains).

Website: [LOGTECH EXECUTIVE | Institute for Defense & Business \(idb.org\)](http://LOGTECH EXECUTIVE | Institute for Defense & Business (idb.org))

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1 and 2)

Provider

University of North Carolina (UNC), Kenan-Flagler Business School, Institute for Defense and Business (IDB), LOGTECH Center for Excellence in Logistics and Technology

Location

Chapel Hill, NC

Length and Frequency

5 days
1 session per year (June)

Funding

Fully funded by Army to include travel and per diem. No expense to Air Force.

Pre-Coursework and Special Requirements

None.

Credits include:

- 2.8 Continuing Education Units (CEUs) from the University of North Carolina at Chapel Hill.
- 28 Continuous Learning Points (CLPs) from Defense Acquisition University.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Others

- Teamwork

Developing Organizations

- Change Management
- Strategic Thinking
- Resource Management
- Results Focused

Developing Ideas

- Analytical Thinking
- Fosters Innovation
- Influence
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External Awareness

Leading People

- Team Building

Building Coalitions

- Partnering



LEADING STRATEGICALLY (LS)

Leading Strategically helps leaders move beyond simply having a strategy to achieving successful execution, the key to results that matter. The program provides leaders with skills to handle complexity, bridge boundaries, and shape organizational culture to be successful. This program develops the skills to think, act, and influence strategically. Participants learn to align leadership and organizational strategies, identify key drivers for leadership and organizational strategies, understand implications of culture on strategic leadership, leverage conflicting organizational priorities, and create direction, alignment, and commitment across organizational boundaries.

Website: <https://www.ccl.org/open-enrollment-programs/leading-strategically/>

COURSE INFORMATION

SLD Program Structure Category

Core (GO, Col, GS-15, CMSgt) and Supplemental Course (CSE)

Target Population(s)

General Officers (O-7), AD, AFR, and ANG

SES/DISES members (Tier 1)

Colonels (O-6), AD, AFR, and ANG

GS-15 participants selected via CDE process

Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Center for Creative Leadership (CCL)

Location

Colorado Springs, CO

Length and Frequency

5 days

Up to 4 sessions per year (seasonal schedule varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Program requires extensive pre-coursework (online 360-degree assessment, self-evaluation, and coaching call). If pre-coursework is not completed by the deadline, AF may be charged for rescoring late assessments and attendees may be deferred to a later session.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Information Seeking
- Resilience

Developing Organizations

- Strategic Thinking
- Change Management
- Resource Management
- Results Focused

Developing Ideas

- Analytical Thinking
- Creative Thinking
- Influence

Developing Others

- Teamwork
- Develops People
- Fosters Inclusion

Executive Core Qualifications (ECQs)

Leading People

- Leveraging Diversity
- Developing Others
- Team Building

Leading Change

- Creativity and Innovation
- Strategic Thinking
- Vision
- Resilience

Building Coalitions

- Influence/Negotiating
- Partnering



LEADING SUCCESSFUL PROGRAMS (LSP): USING EVIDENCE TO ASSESS EFFECTIVENESS

Leading Successful Programs: Using Evidence to Assess Effectiveness challenges participants to rethink their programs' goals and reassess how they gather, evaluate, and use data to determine their effectiveness. This program considers many types of evaluations—including design, process, and impact—as well as a wide range of methodologies. Special attention is paid to the use of data from evaluations and other types of evidence to help participants provide better leadership and make more effective decisions about their programs. During this one-week executive program, participants and their peers will be immersed in a highly engaging, evidence-based learning environment that features a range of interactive activities, including case studies, discussions, exercises, presentations, and readings. The curriculum provides an in-depth look at key aspects of understanding and implementing evidence-based strategies.

Website: [Leading Successful Programs: Using Evidence to Assess Effectiveness | Harvard Kennedy School](#)

COURSE INFORMATION

SLD Program Structure Category
Supplemental Course

Target Population(s)
Colonels (O-6), AD, AFR, and ANG

Provider
Harvard University, John F. Kennedy School of Government

Location
Cambridge, MA

Length and Frequency
Five (5) days
2 sessions per year (DAF participation varies)

Funding
HAF-funded expenses: Course tuition (includes program materials, lodging, and some meals).
Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements
Nominees must submit an online application

COMPETENCIES

Airman’s Foundational Competencies

Developing Self

- Resiliency
- Decision Making
- Flexibility

Developing Others

- Leadership
- Teamwork

Developing Ideas

- Creative Thinking

Executive Core Qualifications

Leading Change

- Strategic Thinking
- Resilience
- Flexibility

Leading People

- Conflict Management
- Team Building

Results Driven

- Accountability
- Decisiveness
- Problem Solving

Building Acumen

- Technology Management

Building Coalitions

- Influencing / Negotiating
- Partnering



MIDDLE EAST AND SOUTH ASIA SEMINAR (Mid-East-Asia)

The countries across the Middle East and South Asia region pose unique challenges and opportunities for U.S. policymakers. In the broader Middle East region, traditional allies from Egypt to Saudi Arabia to Israel face new and complex challenges, while adversaries like Iran continue to assert political and military influence from Syria and Iraq to Yemen. Across South Asia, the persistent problems of poverty and the lack of development remain. The promise of India’s rise has yet to materialize, and Pakistan increasingly falls under the shadow of China. At the same time an assertive China, while vying for dominance in South Asia, has moved strategically into the Middle East, investing and trading robustly across the region. The demographic weight of the Middle East and South Asia—nearly 2.5 billion people—coupled with its economic challenges ensures that the fate of those key countries will continue to affect the world. The specter of America’s great power competition dominating this important region, is a reality that cannot be ignored. The three-day Middle East Seminar will offer attendees the opportunity to discuss and examine the key players and institutions in the area—as well as the broad social, political, and economic forces—that are shaping current and future regional threats and opportunities.

Website: <http://publicpolicyseminars.com/area-studies-seminar/the-middle-east-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.
*Joint Tracking Talent Management (JTTM) credit eligibility.
*Great Power Competition.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

- Developing Self
 - Information Seeking
- Developing Organizations
 - Strategic Thinking
- Developing Ideas
 - Analytical Thinking
 - Creative Thinking
 - Influence

Executive Core Qualifications (ECQs)

- Leading Change
 - External Awareness
 - Strategic Thinking
- Building Coalitions
 - Political Savvy
 - Influencing / Negotiating
 - Partnering
- Enterprise Perspective
 - Joint Perspective
 - National Security



HARVARD SEMINAR FOR NEW PRESIDENTS (*New-Pres*)

The Harvard Seminar for New Presidents provides first-time college and university presidents with a practical and conceptual orientation to the presidency. Productive, articulate, responsive leadership is expected as soon as a new president assumes office. Multiple institutional pressures do not permit the luxury of learning on the job. This program helps new presidents overcome these challenges by familiarizing them with the opportunities and hazards they will likely face in the first months and years of their presidency, with intensive sessions that address a range of topics, including board governance, fundraising, academic leadership, strategic planning, the digital president, and the public role of the presidency. It also provides a chance for new presidents to reflect on their own situations and to consult with experts about their special concerns and circumstances. Most importantly, the seminar introduces presidents to an extraordinary peer group of colleagues from around the country.

Website: <http://www.gse.harvard.edu/ppe/program/harvard-seminar-new-presidents>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD (newly selected leaders of DAF educational institutions, as appropriate) and AFR (Mobilization Assistants to Air Force educational institutions, MAs to the AETC/CC, AU/CC, LeMay Center CC)

Provider

Harvard University, Graduate School of Education (GSE)

Location

Cambridge, MA

Length and Frequency

6 days

1 session per year (July; DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, and some meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Nominees must submit an online application, which includes a letter of interest and current resumé.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Resilience
- Decision Making
- Information Seeking
- Flexibility

Developing Others

- Teamwork
- Fosters Inclusion

Developing Organizations

- Strategic Thinking
- Resource Management

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External awareness
- Strategic Thinking
- Vision
- Resilience
- Flexibility

Leading People

- Team Building

Results Driven

- Decisiveness
- Entrepreneurship
- Problem Solving

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Partnering

Enterprise Perspective

- National Security



NATIONAL AND INTERNATIONAL SECURITY LEADERSHIP SEMINAR (NISLS)

When the late British Prime Minister Harold Macmillan was once asked by a young journalist the most difficult part about being a statesman, he retorted: “Events, my dear boy, events.” Today’s leaders must contend with an even more complex array of both predictable and unpredictable “events.” The modern world is increasingly interconnected. Everything from terrorist attacks to pandemics, from financial collapses to refugee crises, from the rise of China to the decline of a rules-based international order, such “events” are an ever-present component in the day of a policymaker. It is an incessant struggle not to be overwhelmed. Ranging from geopolitics and geo-economics to regional hot spots and environmental challenges, this National and International Security Leadership Seminar will also examine the latest regional risk assessments, inter-governmental initiatives, and America’s ongoing external commitments. Bringing together a distinguished group of experts, this five-day seminar will offer attendees the opportunity to discuss in an off-the-record setting, the critical national security threats facing America and their implications to the U.S. national interests and DoD policies in the coming years.

Website: <http://publicpolicyseminars.com/national-international-security-leadership-seminar/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants selected via CDE process
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C.

Length and Frequency

5 days
Up to 3 sessions per year (seasonal schedule varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.
*Joint Tracking Talent Management (JTTM) credit eligibility.
*Great Power Competition.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

- Developing Self
 - Information Seeking
- Developing Organizations
 - Strategic Thinking
- Developing Ideas
 - Analytical Thinking
 - Creative Thinking
 - Influence

Executive Core Qualifications (ECQs)

- Leading Change
 - External Awareness
 - Strategic Thinking
 - Vision
- Building Coalitions
 - Political Savvy
 - Influencing / Negotiating
 - Partnering
- Enterprise Perspective
 - Joint Perspective
 - National Security



NATIONAL SECURITY MANAGEMENT COURSE (NSMC)

The National Security Management Course explores the range of management challenges in the field of national security. Effective managers dealing with a myriad of national security matters must be familiar with the process and implementation considerations that can often determine the success or failure of public policy initiatives. Management in this area involves the central and interrelated responsibilities of allocating scarce resources and dealing with complex institutional relationships, both internal and external to an organization. These responsibilities have profound implications in determining national security strategy and are the primary focus during the program. Lectures, case studies, simulations, and group discussions are all designed to create a thorough understanding of major topics of concern in the art and science of national security, covering both the "traditional" concerns as well as the newest issues that are increasingly becoming important, such as terrorism and counterterrorism, globalization, global business, public policy, and crisis management. Participants examine these elements through the strategic context of national security, global economics, interagency coordination, collective defense arrangements, and public and private sector perspectives.

Website: [National Security Studies \(syr.edu\)](http://NationalSecurityStudies(syr.edu))

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

Colonels (O-6), AD, AFR, and ANG
GS-15 participants

Provider

Syracuse University, Maxwell School of Citizenship and
Public Affairs

Location

Syracuse, NY

Length and Frequency

2 weeks
1 session per year (April/May; DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, some meals, and course-related travel).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making

Developing Others

- Teamwork
- Develops People

Developing Organizations

- Resource Management
- Strategic Thinking

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Developing Others
- Team Building

Results Driven

- Decisiveness
- Problem Solving
- Technical Credibility

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Political Savvy
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



PINNACLE (PINNACLE)

PINNACLE helps prepare prospective Joint/Combined Force Commanders to lead Joint and Combined Forces and builds upon the progression of knowledge imparted first by CAPSTONE and then by the Joint Flag Officer Warfighting Course (JFOWC). The course is conducted through interactive classroom seminars guided by retired three- and four-star Generals and equivalent interagency senior mentors and reinforced by video teleconferences with Commanders in the field and high-level guest speakers. The course provides prospective Joint/Combined Force Commanders an understanding of national policy and objectives with attendant international implications, and the ability to operationalize those objectives and policies into integrated campaign plans.

Website: <http://pinnacle.ndu.edu/>

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population

General Officers (O-9), AD, AFR and ANG in Tier 1 or Tier 2 positions

Provider

National Defense University (NDU)

Location

Washington, D.C. and Norfolk, VA

Length and Frequency

5 days

2 sessions per year (March/April and September)

Funding

NDU-funded expenses: Course tuition (includes program materials, lodging, per diem (meals and incidental expenses), course-related travel, and travel to/from the course).

Unit-funded expenses: None.

Pre-Coursework and Special Requirements

Program requires special security clearance requirements; see program website for full details. Pre-readings are available through the program website. Mandatory for all flag officers occupying Tier 1 or Tier 2 positions, as defined by Chairman of the Joint Chiefs of Staff Instruction (CJCSI).

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making

Developing Others

- Teamwork

Developing Organizations

- Strategic Thinking
- Resource Management

Developing Ideas

- Fostering Innovation
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External Awareness
- Strategic Thinking
- Vision

Leading People

- Team Building

Results Driven

- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Political Savvy
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



SPACE EXECUTIVE COURSE (SEC)

The Space Executive Course is a two-day familiarization course providing an executive space overview for senior members of the Department of Defense (DOD), other U.S. government agencies, and allied nations. The course provides a primer on space fundamentals (including space environment and orbital mechanics) and in-depth overviews of space law/policy/doctrine; capabilities/limitations/vulnerabilities of DOD, National, civil, and commercial space systems; and space integration into multi-domain terrestrial operations. This course provides senior personnel with an awareness of unique space capabilities providing combat effects for warfighters. It also helps senior leaders understand key provisions of U.S. space treaties, law, policy, and doctrine which shape our current organizations, structure, and missions; identify threats to U.S. space systems and explore the means to mitigate those threats; familiarize themselves with characteristics of the space domain and the basic capabilities, limitations, and vulnerabilities of specific USSPACECOM and NRO space systems and how they support combatant command operations; and understand space integration in terrestrial operations.

Website: [NSSI Public Center \(spaceforce.mil\)](http://spaceforce.mil)

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

United States Space Force, Space Operations Command

Location

The Moorman Space Education and Training Center (SETC),
Peterson AFB, CO

Length and Frequency

2 days
5 sessions per year (as needed, seasonal schedule varies)

Funding

SpOC-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Per diem, travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Attendees must register online via the National Security Space Institute (NSSI) website.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making

Developing Others

- Leadership
- Teamwork
- Service Mindset

Developing Organizations

- Strategic Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Team Building

Results Driven

- Technical Credibility

Building Coalitions

- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



SENIOR ENLISTED LEGAL ORIENTATION REQUIREMENTS COURSE (SELO)

The Senior Enlisted Legal Orientation (SELO) course provides advanced legal training for new Command Chief Master Sergeants. The 3-day course is held at the Air Force Judge Advocate General's School and is designed to prepare Command Chief Master Sergeants to advise Commanders in exercising Uniform Code of Military Justice (UCMJ) authority and navigating civil and operational law issues. This course combines lectures and seminars to allow students to freely discuss legal concepts and share experiences with the faculty and fellow students. Throughout the course, each class also receives mentoring from a current senior Command Chief Master Sergeant and Senior Enlisted Advisor to the JAG Corps. Amongst other topics, this course covers Military Justice, Ethics, the First Amendment, and Installation Law. SELO is designed to complement the Senior Officer Legal Orientation (SOLO) course which provides legal training to Wing, Vice and Group commanders.

Website: [AF Judge Advocate General's School](#)

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

Chief Master Sergeants (E-9), AD, AFR, & ANG

Provider

The Air Force Judge Advocate General's School

Location

Maxwell AFB, AL

Length and Frequency

3 Days

4 sessions per year

Funding

AFJAGS expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

None.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Accountability
- Communication
- Decision Making
- Self-Control

Developing Others

- Leadership
- Teamwork
- Develops People
- Fosters Inclusion

Developing Organizations

- Results Focused

Developing Ideas

- Analytical Thinking
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Conflict Management
- Developing Others

Results Driven

- Accountability
- Decisiveness
- Problem Solving

Business Acumen

- Human Capital Management

Building Coalitions

- Influencing/Negotiating
- Partnering



SEMINAR XXI (SEM-XXI)

Seminar XXI is an educational program for senior military officers, Government and Non-Governmental Organization (NGO) officials, and executives in the national security policy community. The program's objective is to provide future leaders of that community with enhanced analytic skills for understanding foreign countries and the relations among them. The program explores key policy issues by examining countries and problems critical to American interests through a variety of paradigmatic lenses. Eminent speakers present alternative perspectives from which the given country or problem can be understood, providing concrete frameworks for examining how different paradigms suggest fundamentally different, even conflicting, answers to the questions American policymakers must resolve.

Website: <https://semxxi.mit.edu>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

Colonels (O-6), AD and AFR

GS-15 participants

Provider

Massachusetts Institute of Technology (MIT)

Location

Washington, D.C. and Warrenton, VA

Length and Frequency

8 sessions over 9 months

1 course per year (September-May; AF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging (for weekend sessions), and meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Nominees must submit an online application and be selected by the Seminar XXI Admissions Board, which meets in June each year (application deadline is April). Program meets monthly for 9 months. Five of the monthly meetings are single-evening sessions, and three of the sessions are weekend events (Friday-Sunday). It is recommended that potential candidates be assigned to the National Capital Region (NCR) for the duration of the program.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making
- Information Seeking

Developing Organizations

- Strategic Thinking

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Results Driven

- Decisiveness
- Entrepreneurship
- Problem Solving

Business Acumen

- Technology Management

Enterprise Perspective

- Joint Perspective
- National Security



SENIOR EXECUTIVES IN NATIONAL AND INTERNATIONAL SECURITY (SENIS)

Senior Executives in National and International Security provides a setting for senior leaders to deepen their understanding of current security issues and exercise their evaluation and decision-making skills in a group of their peers, while contributing their own ideas and perspectives. The curriculum format includes formal classes, discussion groups, interactive seminars, hands-on exercises, guest speakers, and informal conversations with faculty, colleagues, students, and staff. Topics addressed during the program include the global terrorist threat, U.S. security policy and security policy development, global economic forces and their impact on national economic policies, regional security issues from around the globe, business decision-making for Senior Security Managers, negotiation and leadership, non-traditional missions and interventions, ethics and professional responsibility, and legislative, press, and civilian-military relations.

Website: <https://www.hks.harvard.edu/educational-programs/executive-education/senior-executives-national-and-international-security>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1 and 2)

Provider

Harvard University, John F. Kennedy School of Government

Location

Cambridge, MA

Length and Frequency

2 weeks

2 sessions per year (August and December; DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials, lodging, and some meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Nominees must submit an online application, which includes essay questions. Endorsement letter requirement is waived for DAF applicants. Pre-reading materials will be emailed to attendees.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Information Seeking

Developing Others

- Leadership

Developing Organizations

- Change Management
- Strategic Thinking

Developing Ideas

- Influence

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- External Awareness

Results Driven

- Accountability
- Technical Credibility

Business Acumen

- Financial Management

Building Coalitions

- Political Savvy

Enterprise Perspective

- Joint Perspective
- National Security



SENIOR JOINT INFORMATION OPERATIONS APPLICATIONS COURSE (SJIOAC)

The Senior Joint Information Operations Application Course is hosted by the U.S. Air Force, sponsored by all six services, and is attended by Service Chief-selected flag officers and civilian equivalents. The purpose of SJIOAC is to prepare attendees to apply informational power across the competition continuum to deliberately leverage the inherent informational aspects of operations, activities, and investments, as well as plan and execute operations in the information environment. SJIOAC's primary methodology is a combination of informal lecture, interactive seminar discussion, demonstration, and case studies. Speakers are senior national-level civilian and military leaders, representing national agencies and organizations, and combatant commands.

Website: <http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1 and 2)

Provider

Air University (AU), Curtis E. LeMay Center for Doctrine
Development and Education

Location

Maxwell AFB, AL

Length and Frequency

5 days
2 sessions per year (April and December)

Funding

AETC-funded expenses: Course tuition (includes program materials).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

**TDY funding is available through AETC for a limited number of attendees.*

Pre-Coursework and Special Requirements

Participants must have attended CAPSTONE prior to attending this program.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making
- Information Seeking

Developing Organizations

- Strategic Thinking

Developing Ideas

- Influence
- Analytical Thinking
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- Systems Thinking
- Strategic Thinking

Results Driven

- Technical Credibility

Building Coalitions

- Political Savvy

Enterprise Perspective

- Joint Perspective



SENIOR LEADER ORIENTATION COURSE (SLOC)

The Senior Leader Orientation Course is a Chief of Staff of the Air Force (CSAF)-hosted program geared toward helping new Brigadier Generals (Active Duty, Air Force Reserve, and Air National Guard) and newly appointed Senior Executive Service (SES)/Defense Intelligence Senior Executive Service (DISES) members become more effective representatives of the Department of the Air Force as they assume greater leadership responsibilities. SLOC provides an opportunity to receive a top-level strategic view of the institutional Department of Air Force. Additionally, the course incorporates sessions designed to fulfill the requirements for the Office of the Secretary of Defense (OSD)-required Senior Executive Equal Opportunity Seminar (SEEOS). SLOC attendance is mandatory for new Active Duty and Air Force Reserve Brigadier Generals and newly appointed career SES and DISES members. Spouses are invited to attend.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

General Officers (newly promoted O-7), AD, AFR, and ANG SES/DISES members (newly appointed Tiers 1 and 2)
Spouses of General Officers and SES/DISES members

Provider

AF/A1LG, SAF/MRL, AF/REG, NGB/HRT, Flatter, Inc. and speakers from defense, industry, and academia

Location

Washington, D.C. area (location varies)

Length and Frequency

5 days
2 sessions per year (November/April)-may be adjusted as required based on CSAF guidance

Funding

HAF-funded expenses: Course tuition (includes program materials, and some meals).
Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form and submit a current biography. Flatter, Inc. will provide participants access to the program website. Portions of the course are classified. Participants must have the requisite security clearance to attend.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Resiliency
- Communication
- Self-Control
- Perseverance
- Accountability

Developing Others

- Leadership
- Teamwork
- Develops People
- Fosters Inclusion
- Service Mindset

Developing Organizations

- Strategic Thinking
- Resource Management
- Results Focused

Developing ideas

- Fostering Innovation
- Digital Literacy

Executive Core Qualifications (ECQs)

Leading Change

- Strategic Thinking
- Vision
- Resilience
- External Awareness

Leading People

- Leveraging Diversity
- Developing Others
- Team Building
- Conflict Management

Results Driven

- Accountability
- Technical Creditability
- Decisiveness

Business Acumen

- Technology Management
- Computer Literacy

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



SENIOR LEADER SECURITY SEMINAR (SLSS)

The Senior Leader Security Seminar is an anti-terrorism course designed for DAF General Officers, Senior Executive Service Civilians, Senior Field Grade Officers, and select Senior Enlisted Advisors who have been assigned to, or who frequently travel through, medium to critical threat areas. Deploying JTF, Wing/Group CCs and Command Chiefs may also attend. Other senior officers may attend based on individual circumstances. The seminar emphasizes recognition and avoidance of potentially hazardous situations and techniques to effectively respond if caught in such situations. The curriculum includes analysis of actual terrorist attacks to derive methods of predicting and preventing attacks, weapons familiarization (including live fire), instinctive driving training, which includes accident avoidance, high-speed driving skills, attack recognition, and evasive tactics.

Website: None.

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD and AFR
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

USAF Special Investigations Academy (USAFSIA)

Location

Dahlgren, VA

Length and Frequency

2 days
Up to 4 sessions per year (seasonal schedule varies)

Funding

OSI-funded expenses: Course tuition (includes program materials and course-related travel).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Self-nominations should be sent to MAJCOM Training Office for consideration. MAJCOMs will forward nominees to their respective Senior Leader Management Team (SLMT; AF/A1LG, SAF/MRL, AF/A1LO, etc.) at HAF for registration with the school POC. Casual attire is appropriate for all aspects of the seminar including any dinner arrangements.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication
- Decision Making
- Self-Control

Developing Others

- Teamwork

Executive Core Qualifications (ECQs)

Leading People

- Team Building

Building Coalitions

- Partnering



SENIOR MANAGER COURSE IN NATIONAL SECURITY LEADERSHIP (SMCNSL)

The Senior Manager Course in National Security Leadership provides valuable insight into working with Congress, understanding the U.S. national security budget, counterterrorism and counterinsurgency strategy, energy security, critical infrastructure protection, cyberwarfare, regional conflict and instability, and more. Participants learn to analyze multidimensional challenges, evaluate policy options, communicate and negotiate with allies and rivals, and build effective coalitions, including interagency and multinational partners. Highlights of the program include lectures from internationally renowned national security and foreign policy experts, case studies and collaborative exercises, complex and multidimensional simulations concerning threats to the homeland and abroad, briefings with senior-level officials in the U.S. Departments of Defense and State, as well as others, site visits to neighboring embassies and agencies, and networking events with top policymakers and peers.

Website: <https://nssp.elliott.gwu.edu/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

Colonels (O-6), AD, AFR, and ANG

GS-15 participants

Provider

George Washington University (GWU), Elliott School of International Affairs

Location

Washington, D.C.

Length and Frequency

2 weeks

2 sessions per year (March and June; DAF participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online application.

Graduates of the program who complete a research paper on a topic related to the course are eligible to receive 3 graduate credits.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Resilience
- Communication
- Flexibility

Developing Others

- Leadership
- Teamwork
- Develops People

Developing Ideas

- Creative Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Resilience
- Flexibility

Leading People

- Conflict Management
- Team Building

Results Driven

- Accountability
- Entrepreneurship
- Technical Credibility

Business Acumen

- Financial Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



SENIOR MANAGERS IN GOVERNMENT (SMG)

Senior Managers in Government offers Federal government participants new perspectives on public policy and management practices, strengthened leadership skills, the opportunity to explore trends in managerial practice, and networking with other General Officer and Senior Executive Service-level executives. The course focuses on several complex management issues faced by senior managers, including policy development, mobilizing support in an environment of shared responsibility, performance management, organizational design, strategy implementation, managing risk, negotiation, and leadership. Participants work through real-life public management situations, discussing problem solving and potential solutions. The diversity of the group brings a wealth of different perspectives and experiences to the table, and helps to foster new conceptions of a problem, new insights into the motivation and goals of the players, and new recommendations for proper action.

Website: [Senior Managers in Government / Harvard Kennedy School](#)

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7 and O-8), AD and AFR
SES/DISES members (Tiers 1 and 2)

Provider

Harvard University, John F. Kennedy School of Government

Location

Cambridge, MA

Length and Frequency

2 weeks
1 session per year (October; DAF Participation varies)

Funding

HAF-funded expenses: Course tuition (includes program materials and light refreshments).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Nominees must submit an online application, which includes essay questions. The endorsement letter requirement is waived for DAF applicants. Pre-reading materials will be emailed to attendees.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communications
- Decision Making

Developing Others

- Leadership
- Teamwork
- Develops People

Developing Organizations

- Strategic Thinking
- Resource Management

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness

Leading People

- Conflict Management
- Developing Others
- Team Building

Results Driven

- Accountability
- Decisiveness
- Problem Solving

Business Acumen

- Financial Management
- Technology Management
- Human Capital Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- National Security



STRATEGIC MINDSET SEMINAR (SMS)

The Strategic Mindset Seminar helps enhance attendees' ability to understand, model and resolve complex business issues. Attendees learn to develop the "mental elasticity" needed to anticipate the intended and unintended consequences of today's decisions and understand how those decisions will lead to organizational successes or failures in the future. This program helps attendees understand the challenges of their organization from a systems perspective and design solutions that leverage their strengths, anticipate the intended and unintended consequences of today's decisions, use Causal Loop Diagrams (the principal tool of Systems Thinking) to properly diagnose and solve the most critical and complex issues within their organizations, and view their organizations as interrelated and interdependent systems rather than a collection of separate entities.

Website: Attendees will receive access to the course website upon selection.

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

Colonels (O-6), AD, AFR, and ANG
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Stimson Associates, Inc. (SAI)

Location

Washington, D.C. area (location varies)

Length and Frequency

2.5 days
Up to 4 sessions per year

Funding

HAF-funded expenses: Course tuition (includes program materials and light refreshments).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Resilience
- Decision Making
- Flexibility

Developing Organizations

- Strategic Thinking

Executive Core Qualifications (ECQs)

Leading Change

- Creativity and Innovation
- Strategic Thinking
- Vision
- Resilience
- Flexibility
- Systems Thinking

Results Driven

- Decisiveness
- Entrepreneurship
- Problem Solving

Business Acumen

- Technology Management



SES SUPERVISORY COURSE (SUPC)

The SES Supervisory Course delivers critical skills to executives through the focus on four Managerial Skills, as identified in the DOD 2019 Managerial and Supervisory Learning and Evaluation Framework, March 5, 2019: mentor employees; improve employee performance and productivity; conduct performance appraisals; and handle unacceptable performance. The course also includes a competency-based assessment of mandatory supervisory skills in which ten (10) DOD Supervisory Skills are assessed, including: performance goals, objectives and appraisals; mentoring and motivating employees; fairness, respect, equal opportunity and quality of work; handling unacceptable performance; hostile environment, reprisals, harassment; merit system principles; prohibited practices; labor relations and employee rights; and workforce incentives. Required portions of this course fulfill federal executive supervisory training per 5 CFR 412.202, NDAA 2010 and OPM.

Website: <https://www.airuniversity.af.edu/Eaker-Center/CLDS/Supervisor-Manager/>

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population

Newly appointed SES members (within one year of appointment)

Provider

Air University, Department of the Air Force Civilian School, Maxwell AFB, AL

Location

Online, in a facilitated webinar format

Length and Frequency

Approximately 3-4 hours
3 sessions per year

Funding

No cost.

Pre-Coursework and Special Requirements

No pre-coursework.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Others

- Leadership
- Teamwork
- Develops People

Develops Organizations

- Strategic Thinking

Executive Core Qualifications (ECQs)

Leading People

- Leveraging Diversity
- Developing Others
- Team Building

Results Driven

- Accountability

Business Acumen

- Human Capital Management



TRANSNATIONAL ISSUES SEMINAR (*Transnational*)

The world has been interdependent for millennia, although the last three decades have witnessed an acceleration of technologically driven globalization which has transformed politics, societies, economies, the environment, and cultures. Foreign policy and national strategy are not only the product of the balance of power, but also of those forces which cut across national boundaries and shape power, national interests, and values. The biggest global problems do not have passports; they ignore national boundaries. Information technology has accelerated the speed of change and amplified the global “market” in such areas as weapons, ideas, crime, and terrorism. Massive efforts of governments to limit the flow of information have failed to secure state cyberspace boundaries. Indeed, governments themselves have exploited the permeability of states to influence opinion, elections, and political movement, as well as to steal technological, sociological, and economic data. If it is difficult to assert sovereign control over information flows, it is proving equally difficult to curb the physical movement of people, money, weapons, and goods. This seminar will address great power rivalries and regional conflicts as they are shaped by such social, political, economic, and even environmental forces.

Website: <http://publicpolicyseminars.com/area-studies-seminar/transnational-issues/>

COURSE INFORMATION

SLD Program Structure Category

Supplemental Course

Target Population(s)

General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
SES/DISES members (Tiers 1, 2, and 3)
Colonels (O-6), AD, AFR, and ANG
GS-15 participants
Chief Master Sergeants (E-9), AD, AFR, and ANG

Provider

Alan L. Freed Associates

Location

Washington, D.C. area

Length and Frequency

3 days
1 session per year (as needed)

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete an online registration form.

*Joint Tracking Talent Management (JTTM) credit eligibility.

*Great Power Competition.

COMPETENCIES

Airman’s Foundational Competencies (AFCs)

Developing Self

- Information Seeking

Developing Organizations

- Strategic Thinking

Developing Ideas

- Analytical Thinking
- Creative Thinking
- Influence

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



UPGRADING YOUR EXECUTIVE LEADERSHIP APPROACH (UEL)

The Upgrading Your Executive Leadership Approach course engages participants in activities which promote deep self-reflection, reconnecting to their purpose, and identifying individual characteristics that may lead to derailment. Attendees participate in the 360-degree assessment instrument and a 90 minute debrief at the conclusion of the course. As a leader gains additional responsibility and accountability, it becomes important to continuously upgrade one's "operating system" to avoid executive derailment. Self-awareness impacts how a leader sees their role and how they operate becomes a key link to integrating the feedback and perceptions of others into building a successful executive leadership approach.

Website: None.

COURSE INFORMATION

SLD Program Structure Category

Targeted Course

Target Population(s)

SES/DISES members (Tier 1, others as needed)
GS-15 participants

Provider

Office of Personnel Management, Center for Leadership Development

Location

William F. Bolger Center, Potomac, MD

Length and Frequency

2.5 days
2 sessions per year

Funding

HAF-funded expenses: Course tuition (includes program materials and some meals).

Unit-funded expenses: Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Registration/application information and other relevant information: Participants must complete a 360-degree leadership assessment (self and evaluators). Pre-reading materials are emailed to attendees.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Accountability
- Resilience
- Self-Control
- Flexibility

Developing Others

- Leadership

Executive Core Qualifications (ECQs)

Leading Change

- Vision
- Resilience
- Flexibility

Results Driven

- Accountability



VANGUARD SENIOR EXECUTIVE DEVELOPMENT PROGRAM (VNGRD)

The Vanguard Senior Executive Development Program is the Department of Defense's (DOD) enterprise executive development program designed to equip Senior Executive Service (SES) members with tools to effectively collaborate among Components, Federal agency partners, and mutual stakeholders toward successful mission accomplishment. The 6-day/5-night in-residence program focuses on enhancing the ability of SES members to serve as enterprise leaders in a joint and interagency environment. Vanguard offers SES members the unique opportunity to form strategic partnerships with top-level executives and to build upon their leadership capability to overcome evolving challenges such as constrained resources, and to mitigate increasingly varied threats to national security. Program content is designed to prepare executives to overcome challenges, such as constrained resources, and to mitigate increasingly varied threats to national security. Learning objectives include: gain a fuller understanding of the structure and processes of the Office of the Secretary of Defense, the Joint Staff, and Military Departments; explore strategies to lead by way of broad exposure to the whole of government and knowledge of the high degree of departmental interconnectedness; and learn more about resolving challenges through interagency cooperation and collaboration.

Website: <https://www.dcpas.osd.mil/learning/seniorleaderdevelopment/vanguard>

COURSE INFORMATION

SLD Program Structure Category

Core Course

Target Population(s)

SES/DISES members (Tiers 2 and 3) with at least five years executive experience

Provider

Office of the Secretary of Defense (OSD)

Location

William F. Bolger Center Potomac, MD

Length and Frequency

6 days (5 nights)

2 sessions per year (seasonal schedule varies)

Funding

OSD-funded expenses: Course tuition (includes program materials, lodging, and some meals).

Unit-funded expenses: Partial per diem (meals not in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

A 360° leadership assessment focused on joint and interagency competencies and pre-reading selected by Vanguard speakers will be distributed to all participants six weeks before the course.

*Joint Tracking Talent Management (JTTM) credit eligibility.

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Decision Making

Developing Others

- Leadership
- Teamwork

Developing Organizations

- Change Management
- Resource Management
- Strategic Thinking

Executive Core Qualifications (ECQs)

Leading Change

- External Awareness
- Strategic Thinking
- Vision

Leading People

- Team Building

Results Driven

- Accountability

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Political Savvy
- Influencing / Negotiating
- Partnering

Enterprise Perspective

- Joint Perspective
- National Security



CSIS WOMEN'S GLOBAL LEADERSHIP PROGRAM (WGLP)

The CSIS Women's Global Leadership Program (WGLP) is a year-long program designed for rising women leaders who wish to deepen their understanding of critical geopolitical trends in order to thrive in a complex and competitive global environment. Women nominated by their organizations will join a select network of senior-level professionals in seminars on global issues and participate in executive leadership and communication training. WGLP focuses on women in senior positions and provides training in the following leadership and communication topics: Media training to prepare for speeches and interviews with confidence, leadership coaching to reach professional goals and address personal challenges, communications workshops to create effective messaging and present ideas persuasively, and interactive simulations to exercise negotiation, strategy, and collaboration.

Website: [Women's Global Leadership Program | Center for Strategic and International Studies \(csis.org\)](http://www.csis.org/women)

COURSE INFORMATION

SLD Course Category

Targeted Course

Target Population(s)

Colonels (O-6), AD, AFR, and ANG

Course Provider

Center for Strategic and International Studies (CSIS)

Course Location

Washington, D.C. area

Length and Frequency

One year fellowship (February-December). In-person sessions (1 week session and 2-day conferences in the spring and fall) and virtual monthly conference calls (11 months)

Course Funding example:

HAF-funded expenses: Course tuition (includes program materials, lodging and most meals).

Unit-funded expenses: Partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework & Special Requirements

COMPETENCIES

Airman's Foundational Competencies (AFCs)

Developing Self

- Communication

Developing Others

- Teamwork
- Leadership
- Fosters Inclusion

Developing Organizations

- Strategic Thinking

Developing Ideas

- Creative Thinking
- Fostering Innovation
- Influence

Executive Core Qualifications (ECOs)

Leading Change

- Creativity and Innovation
- External Awareness
- Flexibility

Leading People

- Leveraging Diversity

Building Coalitions

- Political Savvy
- Influence/Negotiating

Results Driven

- Problem Solving

Enterprise Perspective

- National Security