AIR FORCE LEADERSHIP DEVELOPMENT MODEL

Tactical – Utilizing the AF Leadership Competencies in order to lead within the flight, branch, division, and squadron levels. Leading self and influencing peers and subordinates up to the squadron level. Learning about yourself as a leader/follower and your impact on others as a leader/follower. Gaining a broad understanding of team leadership and an appreciation for institutional leadership.

Operational – Utilizing the AF Leadership Competencies in order to lead within and across the division, squadron, directorate and wing levels. Leading self and teams up to the wing level. Based on a thorough understanding of yourself as a leader/follower and how you influence others, you apply a high-level understanding of organization/team dynamics. Continuing to develop a high-level understanding of personal leadership while developing your institutional leadership competencies.

Strategic - Utilizing the AF Leadership Competencies in order to lead within and across the wing, department, agency and international levels. Leading self, teams and the organization up to the international level. Based on a thorough understanding of yourself as a leader/follower, how you influence others, and how you apply organization/team dynamics, you apply a high-level understanding of leadership at the institutional level. Continuing to develop a high-level understanding of personal and team leadership while mastering your institutional leadership competencies.

Personal Leadership

• Exercising Sound Judgment - Developing and applying broad knowledge and expertise in a disciplined manner, when addressing complex issues; identifying interrelationships among issues and implications for other parts of the Air Force; and taking all critical information into account when making decisions

• Adapting - Maintaining composure in stressful situations; working constructively and resourcefully under pressure; demonstrating flexibility and resilience; seeking and accepting constructive criticism; and balancing change and continuity

• Inspiring Trust - Establishing open, candid, and trusting relationships; treating all individuals fairly and with respect; maintaining high standards of integrity; placing mission success over personal gain; and demonstrating loyalty to the unit, the mission, and the chain-of-command

• Leading Courageously - Displaying both moral and physical courage; maintaining and projecting confidence in all situations; projecting credibility and poise even when challenged; showing a willingness to take risks and act independently; taking personal responsibility for actions; and maintaining focus, intensity and persistence, even under adversity

• Demonstrating Tenacity - Taking persistent, repeated action to overcome an obstacle; keeping with a difficult task even after meeting rejection; and being resilient

• Leading by Example - Managing and publicly demonstrating personal and professional priorities that are consistent with Air Force Core Values and
Competencies; showing subordinates that actions and words support one another; embracing and demonstrating qualities of excellent followership

- **Assessing Self** - Developing a personal leadership development plan that motivates leaders to pursue further improvement; based on an increased awareness of personal strengths and weaknesses, values, performance, preferences, and styles; understanding how these impact decisions and relationships with others

**Leading People/Teams**

- **Inspiring, Empowering and Exercising Authority** - Creating a climate that fosters personal investment and excellence; nurturing commitment to a common vision and shared values; giving people opportunity and latitude to grow and achieve; setting high expectations; conveying confidence in others’ ability to achieve them; and creating a work environment that encourages continuous learning and creative thinking

- **Influencing & Negotiating** - Promoting ideas and proposals persuasively; providing compelling rationales for arguments; building a broad base of support; and negotiating win/win solutions

- **Attracting, Developing & Retaining Talent** - Identifying the competencies needed in the workforce; attracting high-caliber people; accurately appraising strengths and weaknesses of others; providing constructive feedback, mentoring and coaching; developing successors and talent pools; and addressing career-development and work-environment issues that affect retention, encourage physical and mental health

- **Fostering Teamwork & Collaboration** - Promoting collaboration and teamwork across organizational boundaries; breaking down polarized perspectives; collaborating as a team player; understanding systems/processes; encouraging and facilitating cooperation; fostering group identity; working with others to achieve mutual goals; and sharing credit for success

- **Building Relationships** - Cultivating an active network of relationships inside and outside the Air Force; relating to others in an approachable manner; responding to the needs and concerns of others; and accepting and accommodating a variety of interpersonal styles
• **Fostering Effective Communication** - Promoting a free flow of information and communication (upward, downward, and across); listening actively; encouraging open expression of ideas and opinions; and expressing ideas clearly, concisely, and with impact

• **Mentoring** - Cultivating a relationship in which a senior member guides a less-experienced member in current and long-term aspirations and possibilities, based on Air Force requirements and personal knowledge of the talents, skills, and aspirations of the less experienced member, while promoting a climate of mutual trust

**Leading the Institution**

• **Commanding** - Achieving the mission by connecting people, supplies, and equipment; having responsibility for the mission, people, equipment, and supplies; modeling commitment and team spirit; encouraging and facilitating integrity, cooperation, and group identity

• **Creating and Demonstrating Vision** - Clearly defining and expressing a future for the group/organization based on both environmental (external) factors and Air Force institutional (internal) requirements

• **Shaping Strategy** - Understanding strengths, weaknesses, opportunities, threats, external developments, and trends; developing strategies to achieve advantage; identifying critical goals and success factors; and pursuing initiatives based on their fit with broader strategies

• **Translating Strategy** - Communicating broad strategies into specific objectives and action plans; creating or modifying structures, processes, and systems to support strategic priorities; integrating efforts across functions and locations; obtaining and allocating needed resources; and assigning clear authority and accountability

• **Driving Transformation** - Setting and pursuing aggressive goals; driving for results; demonstrating a strong commitment to organizational success; working to do what is best for the Air Force mission; and pursuing both short- and long-term success

• **Thinking/Working Across Boundaries** - Working effectively across internal and external boundaries to provide integrated solutions; leveraging cross-disciplinary knowledge

• **Applying Resource Stewardship** - Prioritizing, acquiring and administering human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission; using new
technology to enhance decision making; and understanding and applying general management principles

- **Driving Execution** - Monitoring mission performance; providing resources and support to ensure that key strategies and results are achieved; improving effectiveness; holding people accountable for achieving their goals; tackling problems before they become crises; and resolving them efficiently and effectively

- **Driving Continuous Improvement** - Creating an environment that supports innovation, continuous improvement, and risk taking; leading efforts to improve or streamline processes; and investigating and adopting best practices

- **Integrating Systems** - Comprehending doctrinal concepts and procedures necessary to effectively assimilate diverse mission elements across varying environments to meet situational requirements; appreciating the tight linkages between people, process and technology