

The PITO Model

United States Air Force Academy PITO Model

2nd Lieutenant – A leader of character
Officer with Responsibilities, Skills and Knowledge



1° Organizational Leader – Lead the Cadet Wing while Developing, Shaping and Inspiring all cadets.

1. Continue to develop and practice Team, Interpersonal and Personal leadership
2. Create an environment where all members of the organization can reach their full potential
3. Drive organizational norms for high performance and professional standards
4. Integrate efforts of small units toward broader objectives
5. Influence procedures and policy to improve the Cadet Wing

ORGANIZATIONAL

2° Tactical/Team Leader – Lead teams in support of the mission while enhancing subordinate development.

1. Continue to develop and practice Interpersonal and Personal leadership
2. Build positive group identity for cohesiveness, confidence and cooperation
3. Use knowledge and skills to support common squadron, wing and institutional goals
4. Applies team dynamics to focus efforts in unit goals
5. Employ effective decision making
6. Prepare to develop and practice Organizational leadership

TEAM

3° Wingman – Excel as wingman and coach the 4° in the ways of the loyal follower.

1. Continue to develop and practice Personal leadership
2. Promote effective communication through attentive listening, articulate speaking and clear writing
3. Coach others to develop and achieve their Personal objectives in all aspects of Cadet Life
4. Promote mutual respect, fairness and dignity in interactions
5. Commit to the well being (health, morale, safety, training) of others
6. Prepare to develop and practice Tactical/Team leadership

INTERPERSONAL

4° Follower – Learn and live loyalty to values, mission, chain of command, and Air Force Standards.

1. Master primary Responsibilities, Skills and Knowledge
2. Build personal awareness of strengths, developmental needs and impact on others
3. Operate and comply with the intent of policies and directives
4. Hone followership abilities
5. Learn about leadership techniques
6. Set the example
7. Prepare to develop and practice Wingman leadership

PERSONAL

Expectation and Inspiration + Instruction + Feedback + Reflection = Growth

New Cadet
Citizen
to Airman
Transformation

By carefully mapping the leadership objectives for each cadet, the ODS provides a progressive, deliberate process tailored to meet individual needs. This deliberate approach enriches the interaction for all cadets, accelerating the developmental process. The progressive nature of developing officer competencies mirrors the Force Development architecture for the Air Force, which is based on the premise of the personal leadership, leading people, leading teams, and organizational leadership and is designed to complement the Air Force ICL to develop Airmen throughout a career.