

Leadership, Teamwork, and Organizational Management

The vision of the United States Air Force Academy (USAFA) is to be the Air Force's premier institution for developing Air Force and Space Force officers who are leaders of character. USAFA provides an immersive developmental experience preparing cadets to succeed amidst challenges of the 21st century. Over 47 months, cadets participate in education, training, and experiences founded in the Leader of Character Framework and Core Values to bring to life the roles and responsibilities they will face on active duty. By aligning USAFA's leadership development and assessment activities to USAFA Manual 36-3526, the Air Force's four major performance areas, foundational competencies, and Airman Leadership Qualities, USAFA builds and reinforces a character foundation exposes cadets to officer performance metrics and encourages them to develop a culture of personal and organizational responsibility, innovation, and continuous improvement. This approach prepares cadets to succeed in the face of rapid change, advance the mission, and pursue the best version of themselves and the organizations in which they serve. Through this intentionality, cadets grow and strive to become leaders of character and serve as officers who live honorably, lift others, and elevate performance.

Proficiency 1: Develop the Foundations of Character & Leadership within the Major Performance Areas

USAFA graduates will be able to:

Quality 1: Demonstrate humility, respect, dignity, and integrity in their leadership, followership, team member, and organizational roles.

Quality 2: Articulate the role of leaders as architects of the system and behaviors within it.

Quality 3: Understand that people are complex and greater diversity adds competency, capability and value.

Quality 4: Guide organizations as shifting coalitions of people with diverse interests and align group and individual interests with organizational goals.

Quality 5: Apply theories, frameworks, and tools, to understand and influence organizations as complex systems that produce what they are deliberately or inadvertently designed to produce.

Proficiency 2: Executing the Mission

Demonstrate effective planning and use of systems and processes to manage resources and align individuals toward organizational goals in complex environments

USAFA graduates will consider the following as a minimum when working to execute the mission:

Quality 6: Demonstrate strategic mindset to identify coherent actions that support organizational strategy.

Quality 7: Demonstrate the implementation of steps and integration of coherent actions that are coordinated with one another to execute and support the mission.

Quality 8: Demonstrate independent initiative in adapting to the changing conditions of a complex environment to accomplish the mission.

Proficiency 3: Leading People

Exhibit sound decision-making while appreciating and motivating others with respect and empathy.

USAFA will consider the following as a minimum when leading people:

Quality 9: Exhibit effective team leadership by exercising emotional intelligence rooted in self-awareness and empathy in appropriately managing relationships to create a culture of teamwork and inclusion.

Quality 10: Develop communication strategies to successfully lead people to accomplish the mission

Proficiency 4: Managing Resources

Develop and implement valid performance measures to manage resources to provide accountability and fairly respond to affect mission accomplishment.

USAFA graduates will consider the following as a minimum when managing resources:

Quality 11: Develop expectations and proactive accountability systems for the organization and its members.

Quality 12: Justly respond to the needs of the mission while holding themselves and others responsible for their actions and behaviors.

Quality 13: Demonstrate responsible stewardship and management of assigned resources including time, equipment, people, funds and facilities.

Proficiency 5: Improving the Unit

Understanding that organizations are complex systems, demonstrate unit improvement by using and creating tools to influence and develop others and facilitate responsible innovation.

USAFA graduates will consider the following as a minimum when working to improve the unit:

Quality 14: Engage in strategic, informed, and ethical decision-making that considers constraints, risks, and benefits of their decisions.

Quality 15: Develop people and tools to facilitate individual and unit improvement and innovation.

Quality 16: Apply foundational principles of teamwork to maximize mission accomplishment.