

# LEADERSHIP, TEAMWORK, AND ORGANIZATIONAL MANAGEMENT

The vision of the United States Air Force Academy is to be the Air Force's premier institution for developing leaders of character<sup>i</sup>. The Academy develops leaders through implementation of the Officer Development System, particularly the PITO model<sup>ii</sup>, which organizes leadership capabilities into four broad categories of:

- Personal Leadership (i.e., leading oneself in ways that enhance mission accomplishment);
- Interpersonal Leadership (i.e., leading one or more other people);
- Team Leadership (i.e., leading an interdependent group toward accomplishment of a common goal); and
- Organizational Leadership (i.e., guiding an organization to success while understanding that it is embedded within a larger institution and environment).

In order to build cadets' capabilities in each of these areas, the Academy provides an integrated set of developmental experiences that include all mission elements and encompasses all aspects of cadets' lives.

USAFA GRADUATES WILL BE ABLE TO:

## ***Personal Leadership***

Proficiency 1: Show self-awareness by describing one's own background, values, skills, and interests, as well as how these characteristics impact one's interactions with others.

Proficiency 2: Apply foundational principles of personal leadership to evaluate the strengths and weaknesses of self and others.

Proficiency 3: Exhibit effective personal leadership. (Includes the Air Force Commissioning Education Learning Outcomes (CELOs) listed under sub-competencies A2.1.2: Followership and A2.1.4: Develops Self).

## ***Interpersonal Leadership***

Proficiency 4: Apply foundational principles of interpersonal leadership to evaluate the strengths and weaknesses of self and others.

Proficiency 5: Exhibit effective interpersonal leadership (Includes the Air Force Commissioning Education Learning Outcomes (CELOs) listed under sub-competencies A2.3.1: Developing and Inspiring Others and A2.3.2: Taking Care of People).

## ***Team Leadership***

Proficiency 6: Apply foundational principles of team leadership to evaluate the strengths and weaknesses of oneself and of teams.

Proficiency 7: Exhibit effective team leadership. (Includes the Air Force Commissioning Education Learning Outcomes (CELOs) listed under sub-competency A2.4.1: Builds Teams and Coalitions).

## ***Organizational Leadership***

Proficiency 8: Apply foundational principles of organizational leadership to evaluate the strengths and weaknesses of oneself and of organizations

Proficiency 9: Exhibit effective organizational leadership (Includes the Air Force Commissioning Education Learning Outcomes (CELOs) listed under sub-competencies [A2.7.1: Vision](#), [A2.8.1: Resource Stewardship](#), [A2.8.2: Change Management](#), [A2.4.2: Negotiating](#) and [A2.8.3: Continuous Improvement](#)).

---

<sup>i</sup> USAFA Strategic Plan (2015)

<sup>ii</sup> USAFA Pamphlet 36-3527: The Officer Development System. The four categories of the PITO model mirror the organization of AFI 36-2014: Commissioning Education Program, which groups the institutional competencies into broad categories of Individual Skills, Leading People and Teams, and Organizational Leadership.