



U.S. AIR FORCE



Leading the Learning Mission: Your Foundation for Squadron Leadership



Dr. Wendy Walsh
AETC- Chief Learning Officer



U.S. AIR FORCE

Learning Objectives & Competencies



1. Understand the AETC Learning Mission and competency-based learning framework
2. Apply decision-making models to leadership scenarios
3. Identify how foundational competencies connect to daily leadership practice
4. Commit to one actionable practice for leading the learning mission



Developing Self

- Accountability
- Perseverance
- Communication
- Decision Making
- Information Seeking
- Flexibility
- Resilience
- Initiative
- Self-Control

Developing Others

- Teamwork
- Develops People
- Service Mindset
- Leadership

Developing Ideas

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

Developing Organizations

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



U.S. AIR FORCE



Leadership Paradox

Management
*Doing Things
Right*

Squadron
Leadership

Leadership
*Doing the Right
Things*

Relevant Competencies: Self control, Resilience, Service Mindset, Develops People

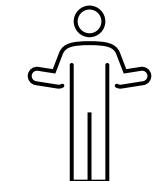


U.S. AIR FORCE

Are We Mission Ready?



Relevant Competencies: Accountability, Perseverance, Communication, Self Control, Initiation Decision-making, Information Seeking, Flexibility...



***How are you holding accountable?
Yourself?
Your Peers?
Your Squadron?
Your Leaders?***



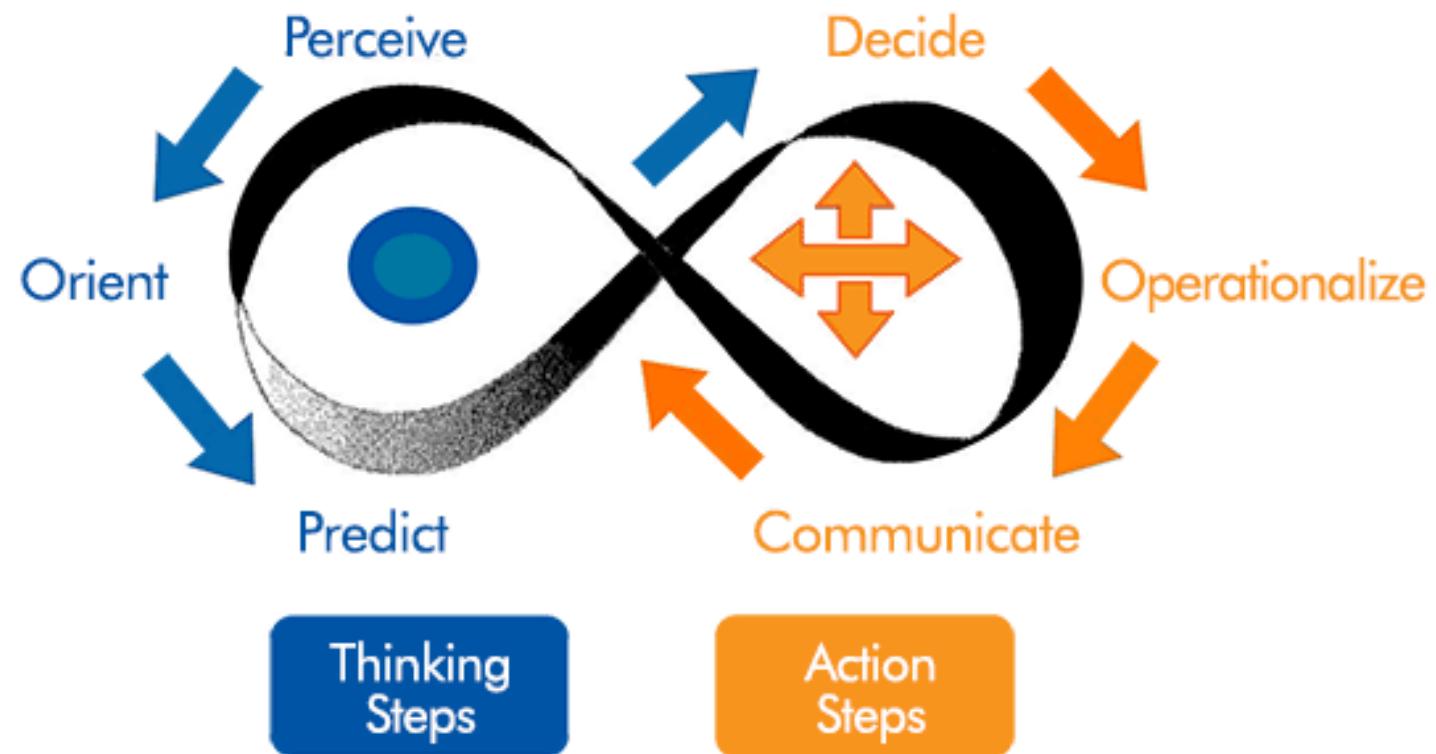
U.S. AIR FORCE



Decision Making Frameworks



The POP-DOC Loop



Source: ©2019 You're It: Crisis, Change, and How to Lead When It Matters Most

LEADERSHIP NOW



The Learning Mission – Competency-Based Learning



- We are the first command- we build a culture of learning that lasts a career!
- Develop competencies, not just complete tasks
- Create a culture where learning accelerates readiness





U.S. AIR FORCE

Foundational Competencies



Developing Self

- Accountability
- Perseverance
- Communication
- Decision Making
- Information Seeking
- Flexibility
- Resilience
- Initiative
- Self-Control

Developing Others

- Teamwork
- Develops People
- Service Mindset
- Leadership

Developing Ideas

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

Developing Organizations

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



U.S. AIR FORCE



Foundational Competencies



Foundational
Competency
Kneeboards

ACCOUNTABILITY		
Developing Self	Competency Levels	Example Observable Behaviors
	<i>Expert</i> <ul style="list-style-type: none">- Models, guides or teaches- Sustains application of competency on exceptionally complex situations- Demonstrates influence beyond the organization	<ul style="list-style-type: none">- Leads by example- Models professionalism and excellence in every endeavor- Take personal responsibility for unit performance
	<i>Advanced</i> <ul style="list-style-type: none">- Sustains application of competency over time in complex situations- Demonstrates influence across units	<ul style="list-style-type: none">- Does the right thing even when it is unpopular or difficult- Admits shortcomings and mistakes
	<i>Intermediate</i> <ul style="list-style-type: none">- Sustains application of competency over time in a variety of situations- Demonstrates influence across work center	<ul style="list-style-type: none">- Follows through on promises and commitments- Embodies the Air Force Core Values of Integrity, Service Before Self and Excellence In All We Do
	<i>Basic</i> <ul style="list-style-type: none">- Sustains application of competency over time- Demonstrates influence across individuals	<ul style="list-style-type: none">- Adheres to Air Force rules and norms- Looks after fellow Airmen and the families



Expected competency proficiency at the close of this course



Competency	General Description	Expected Proficiency Level	Observable Behavior
Communication	Effectively presents, promotes and prioritized varied ideas and issues both verbally and non-verbally thought active listening, clear messaging and tailoring information to the appropriate audience	Intermediate	
Decision Making	Makes well-informed, effective and timely decisions that weigh situational constraints, risks and benefits	Intermediate	
		Advanced	
Teamwork	Collaborates effectively with others to achieve a common goal or complete a mission task	Intermediate	
Digital Literacy	Uses technology to identify, crucially evaluate and synthesize data and information; explore, create and manage digital content; and appropriately interact in a virtual environment	Intermediate	
Strategic Thinking	Considers and organizes activities and resources to achieve a desired goal, things on a large and small scale, long and short-term	Intermediate	



U.S. AIR FORCE

Pathway to Competency Acquisition



Stability



Discipline



Transformation



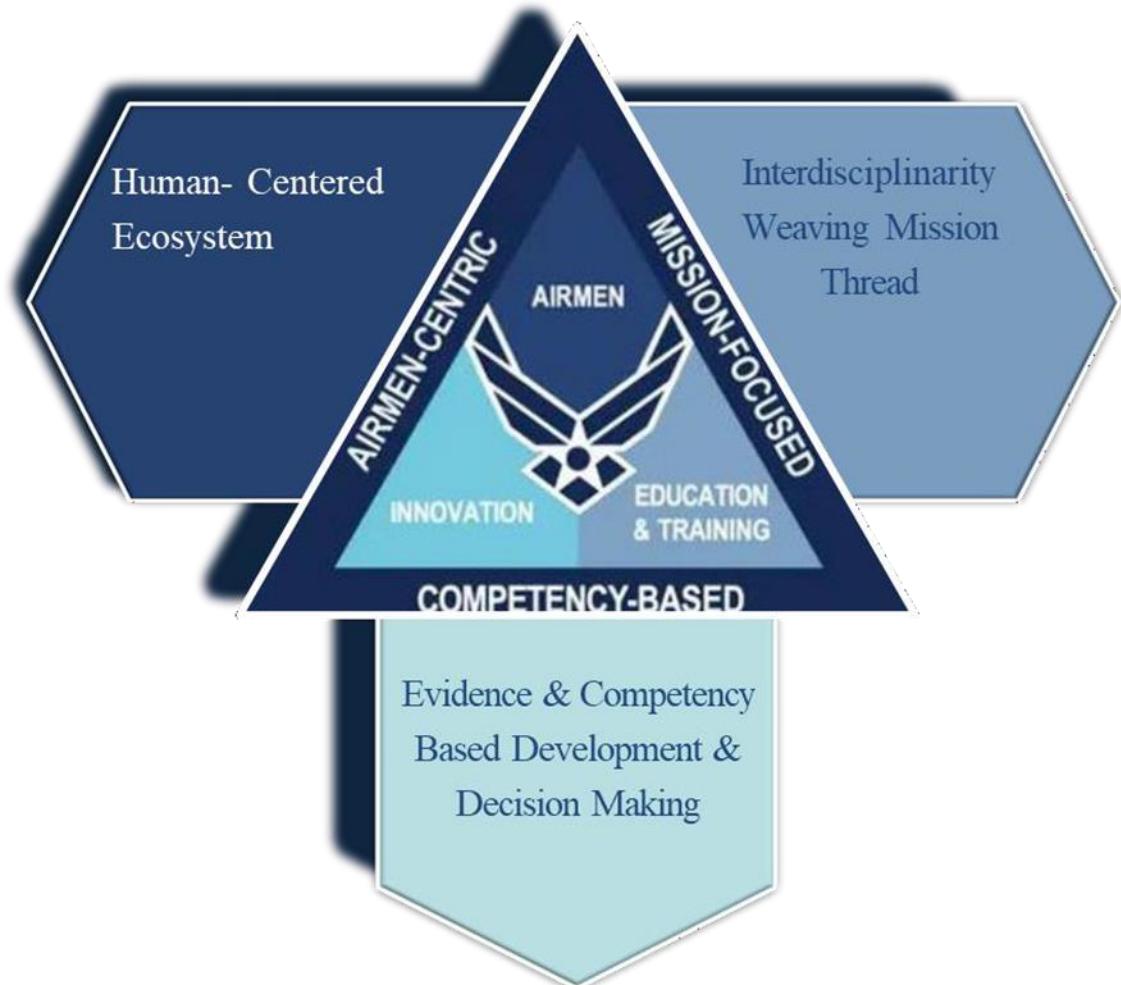
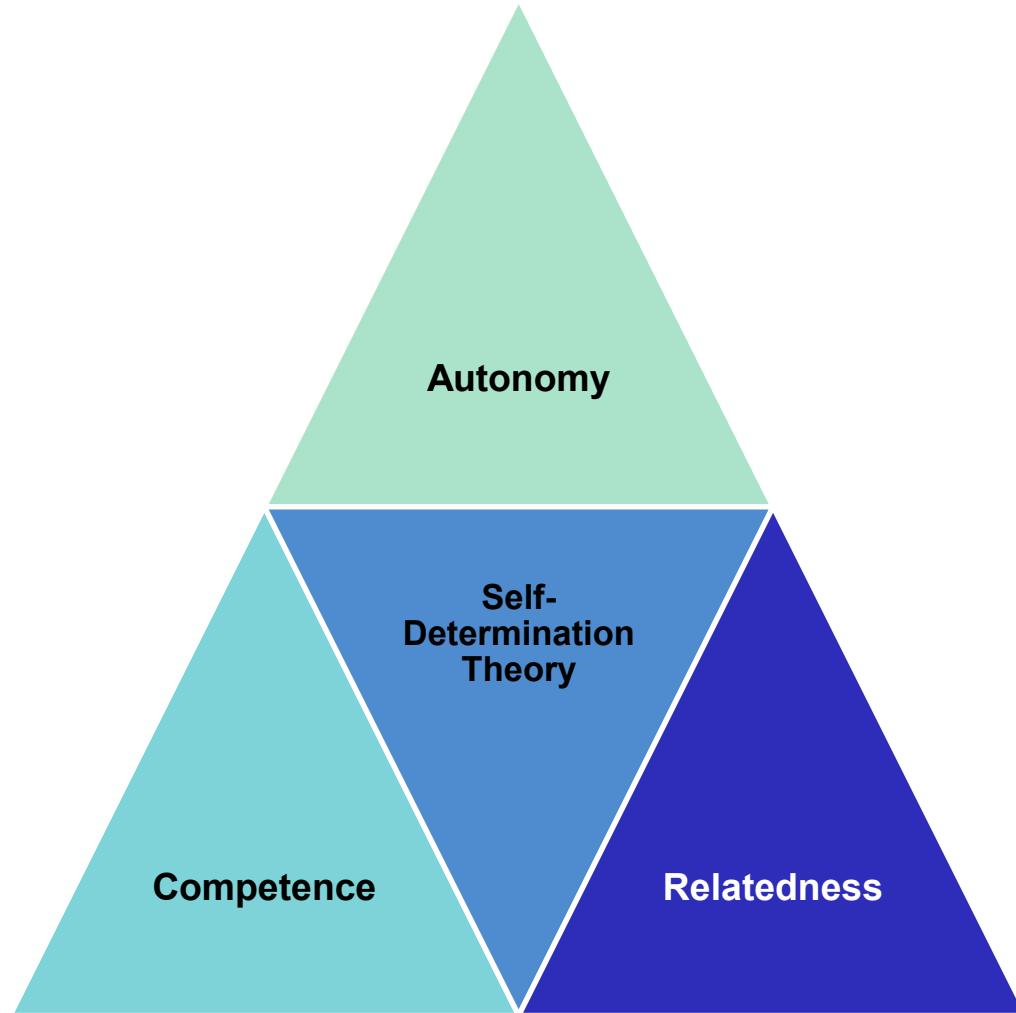


U.S. AIR FORCE

Motivation & Human Performance



Relevant Competencies: Develops People, Service Mindset, Leadership, Influence





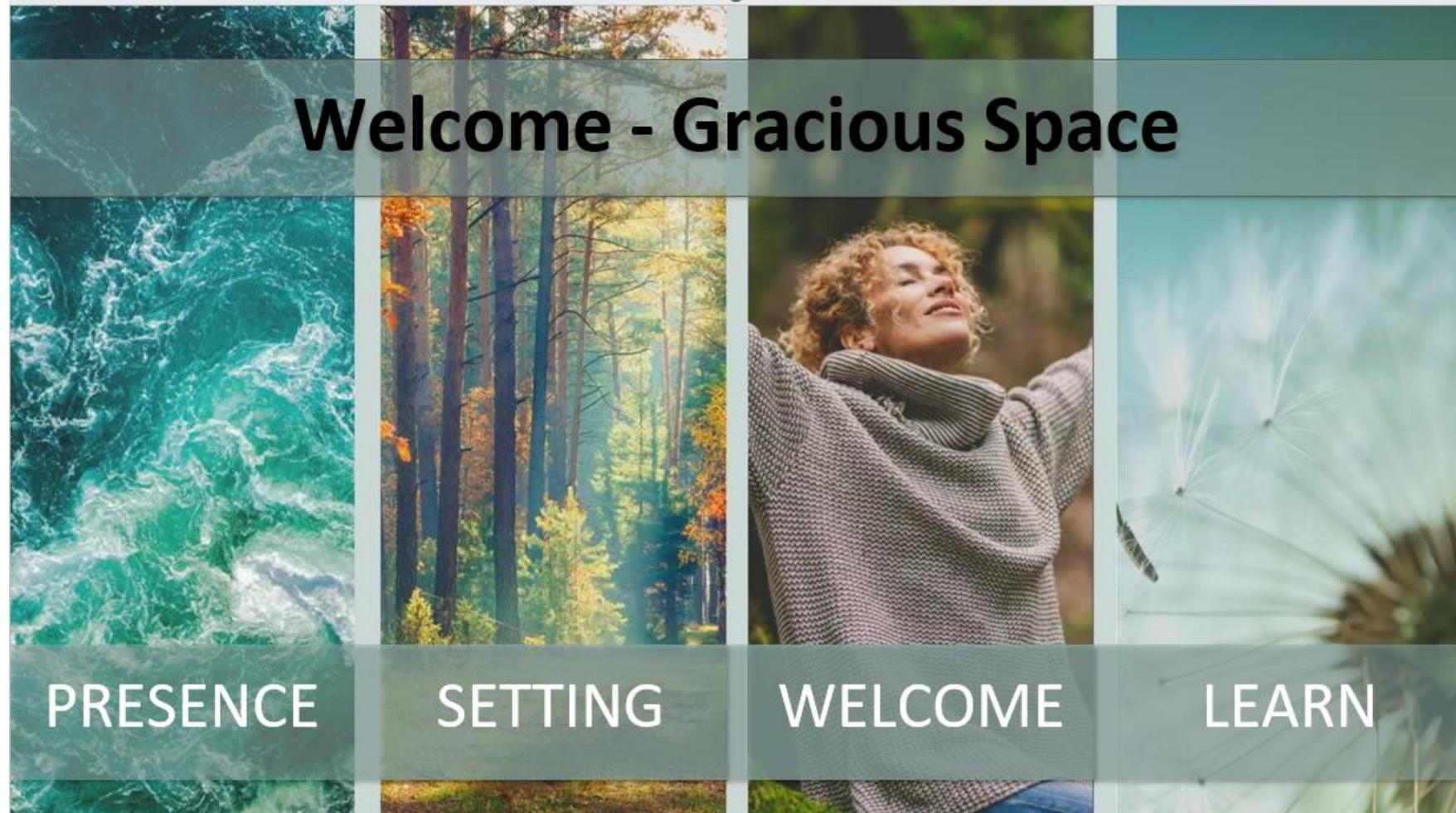
U.S. AIR FORCE

Gracious Space & Practical Leadership



Relevant Competencies: Communication, Teamwork, Service Mindset, Fostering Innovation

Center for Ethical Leadership:
Gracious Space Toolkits





U.S. AIR FORCE

Leadership as a Network





A 9-year strategy building knowledge to optimize learning & support decision making for mission readiness

CREATING SPACE TO CONVENE, LISTEN, LEARN & IMPROVE

Discovery

CPI

Implementation

Engagement Video Stories

2022



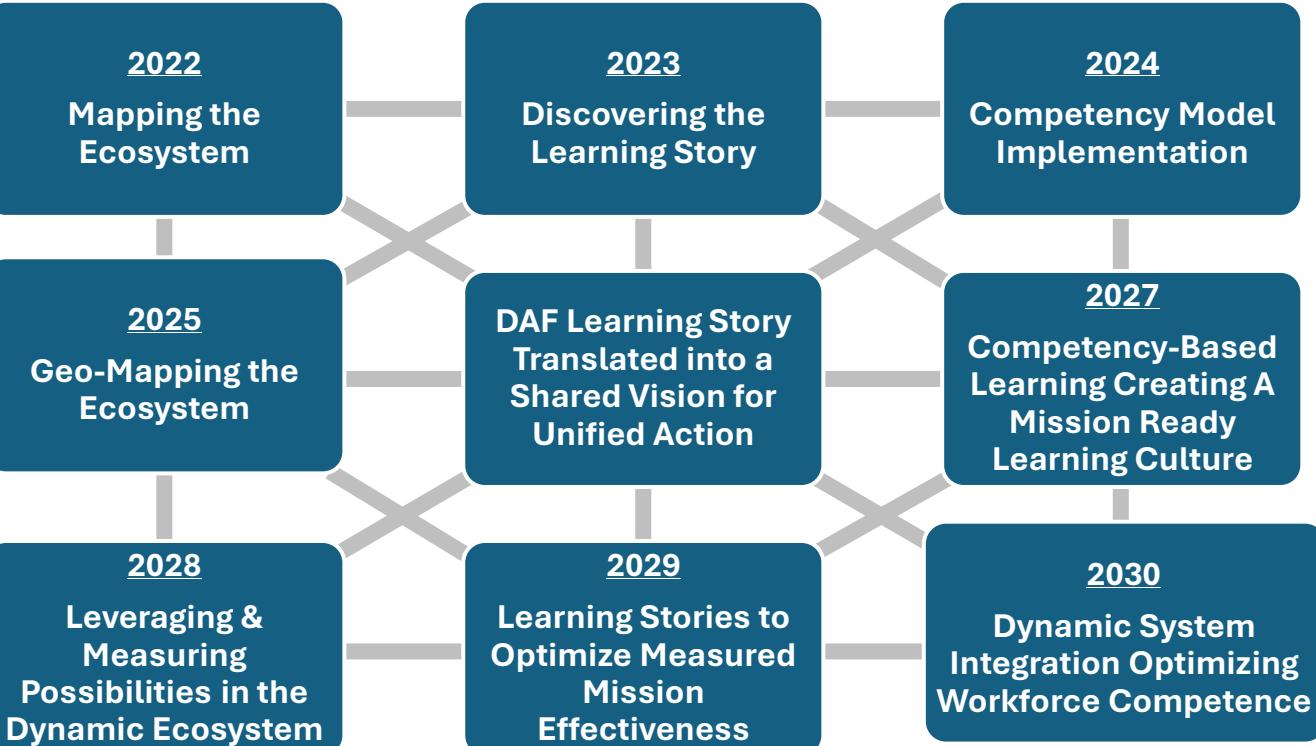
2023



2024



2025





U.S. AIR FORCE

Chief Caleb Vaden



- Airman Basic- February 13, 2001
- Airman First Class- March 30, 2001
- Senior Airman- January 30, 2003
- Staff Sergeant- August 01, 2004
- Master Sergeant- July 01, 2012
- Senior Master Sergeant- March 01, 2015
- Chief Master Sergeant- December 01, 2017

R. CALEB VADEN
HUSBAND, FATHER, AIRMAN

MY DASH ... MY WHY

FAITH



PERSONAL VALUES: INTEGRITY | LOVE | COURAGE | DISCIPLINE
I STRIVE TO HELP & INSPIRE PEOPLE ON THEIR JOURNEY

Family & **Family** centers and are the most important to me

- Amy and I have been married 25 years; and we have...
 - Four sons, Elijah (pictured here with his wife Jaeden) Noah, Christian, and Isaiah
- Hobbies: Anything physically demanding (sports, hiking, weightlifting etc...)
- Goals: Be a good man, husband, dad, Airman ... a good human
 - CARE for others and forgive often because everyone really is doing the best they can
 - Try to forget the things that are irritating but do not detract any value from people or the mission
- BTR: Breathe + Think = **RIGHT Response**

Service: Support and Defend the Constitution of the United States ... DO MY PART

- I LOVE being an Airman ... a warrior ...years! PCSs x11 & Deployments x9 yrs total away/down-range
 - 2001: Entered the Air Force as a Civil Engineer, Heavy Equipment Operator (3E2X1)

NEVER Accept or Expect

- Illegal acts | Toxicity, Ethical or Moral violations
- NEVER expect more than I give, and I never give less than my **ABSOLUTE** best!

Tomorrow is NOT Guaranteed...This May Be Your Last, MAKE IT COUNT!

- Live like it – don't have regrets – don't be stuck up, be **HARD TO KILL & have fun!**
- PRES: Live in the Present & be **Psychologically Ready & Emotionally Steady**

CONNECT WITH ME AT: [HTTPS://LINKTR.EE/CALEBVADEN](https://linktr.ee/CALEBVADEN)
OR SCAN THE QR





U.S. AIR FORCE

Building Community A Learning Squadron



Visionary

Daring

Tenacious

Resilient

“If someone truly visionary, daring, tenacious, and resilient joined your squadron, how long would their commitment last?”



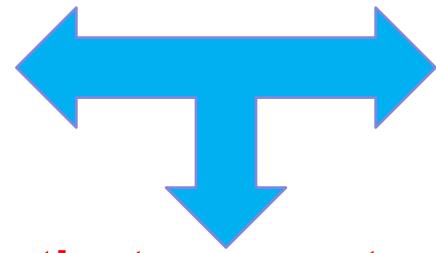
U.S. AIR FORCE

Commitment to Competency Based Learning



MANAGEMENT Focus on **COMPLETION**

- Did you complete the training?"
- "Is it checked off?"
- "Everyone finished on time?"



LEADERSHIP Focus: **DEVELOPMENT**

- "What competency did this develop?"
- "How will you apply this?"
- "Where else can you use this skill?"
- "How has your proficiency grown?"

As a squadron leader, YOU activate competency-based learning when you:



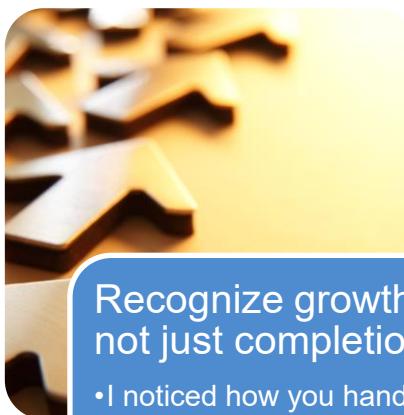
Ask Competency-focused questions

- How will you use it?
- Which of your competencies grew stronger this week?
- Where do you want to develop next



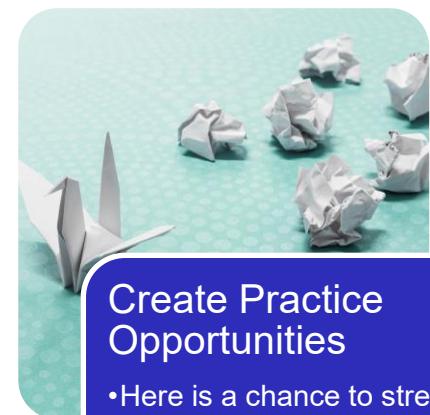
Connect tasks to competencies

- This TDY will develop your strategic thinking and adaptability
- Leading this project builds your influence and change management skills



Recognize growth not just completion

- I noticed how you handled that conflict- your communication competency is developing
- The way you approached that problem showed growth in analytical thinking



Create Practice Opportunities

- Here is a chance to stretch your decision-making competency
- Who would like to develop their leadership competency by facilitating our next meeting or attending this training?



U.S. AIR FORCE

PRACTICE: Commit to *ONE* Thing



NAME IT- One Concrete Practice

You're not adding more to your plate.

You're REFRAMING what's already on your plate through a competency lens.

That's the shift. That's leading the learning mission.



Developing Self

- Accountability
- Perseverance
- Communication
- Decision Making
- Information Seeking
- Flexibility
- Resilience
- Initiative
- Self-Control

Developing Others

- Teamwork
- Develops People
- Service Mindset
- Leadership

Developing Ideas

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

Developing Organizations

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



U.S. AIR FORCE

Thank you! Questions & Feedback

