

## Leadership

Leadership training is a key core activity of the SSCF program. All activities relate to leadership in acquisition and implement the Army's "Be-Know-Do" model. The fellowship first helps the each student understand themselves better within the "Be" portion of the Army Leadership model. Therefore, the focus of early offerings is on understanding leadership tenets and skills. These courses include Crucial Conversations, 360° feedback, Ethics, MBTI and Strategic Leadership.

**Crucial Conversations** workshop is a results-oriented communications effectiveness seminar. It is specifically designed to equip participants with the skills necessary to handle conversations when opinions are diverging, the stakes are high, and emotions are running strong. The seminar takes place in a classroom setting over a two day period and includes video presentations, extensive student participation, and facilitated discussion. Fellows identify and practice a short list of practical conversation skills that will serve them well in their professional lives as well as their personal ones.

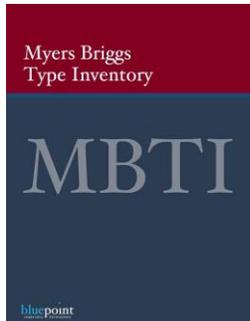
**Crucial Accountability** workshop teaches a step-by-step process for enhancing accountability, improving performance, and ensuring execution. By learning how to talk about violated expectations in a way that solves problems while improving relationships, the fellows will improve individual, team, and organizational effectiveness. This one-day course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment. It uses video, group discussions, skill practice, and real-life application to make the course both entertaining and engaging.

**Influencer** workshop provides proven strategies for successfully uprooting entrenched habits, driving sustained improvement, and executing change initiatives. Fellows will learn how Influencer training can help them: successfully lead change initiatives; transform corporate culture; improve compliance with safety regulations; become empowered to solve problems within their team; learn to diagnose the real causes behind problems and create real solutions; and learn to influence across the organization with or without formal authority.

The **Leading at the Speed of Trust** workshop will focus on several aspects of trust including self trust, relationship trust, and organizational trust. Long dismissed as a moral or "soft" issue, trust is now recognized for its power to increase speed and reduce operating costs, which drives profits up. As a member of a four-person team, the simulation will demonstrate why building a high-trust work environment is as essential as any other measurable organizational goal.

The **Ethics Module** focuses on a variety of ethical concerns which face acquisition executives today. Fellows are base-lined in ethics through regulatory guidance and defense department directives; they also will engage in readings on current ethical concerns through articles and case studies. Fellows will interact with ethicists in seminar and through a variety of media formats, ethical issues are brought into the classroom where fellows can reflect, analyze, and discuss their viewpoints through critical thinking.

Fellows also complete the **Myers-Briggs Type Indicator (MBTI)** assessment. The MBTI assessment is a well-known psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions. With this insight, fellows learn to improve the dynamics and cohesion of teams by understanding that individuals within a team approach problems differently and that this very difference can be used to strengthen the team. This understanding should lead to the differences not only being tolerated, but welcomed.



The “Know” portion of the Army Leadership model includes three DAU courses targeted at senior leaders: Leading in the Acquisition Environment (ACQ 450), Forging Stakeholder Relationships (ACQ 452), and Leader as Coach (ACQ 453).

**ACQ 450** is an action-based learning course which provides an overview of the competencies and skills needed to lead in an acquisition environment. Experiential activities include role playing, simulation, communication, and critical thinking exercises; examination of a leadership challenge; completion of a 360° feedback instrument; and an executive coaching session to develop action plans related to the feedback provided by the 360° survey. Fellows will learn to apply strategies for leading up, down, and across in an acquisition organization.

**ACQ 452** is another action-based learning course. It introduces the Fellows to the methods and skills necessary to identify, assess, and promote the building of stakeholder relationships required for success in the acquisition environment. Experiential activities include a pre-course stakeholder assessment as well as simulation, communication, and critical-thinking activities that facilitate the development of tailored stakeholder action plans. At the end of ACQ 452 Course, participants are able to build ownership of acquisition outcomes across the enterprise.

**ACQ 453** is a resident course that focuses on the thinking, behaviors, skills and strategies needed to accomplish a paradigm shift from managers that primarily direct and evaluate subordinates to a paradigm that encourages and rewards innovation, agility, listening, collaboration, continuous and purposeful growth, results and accountability. As a leader Fellows will develop greater personal awareness and increase the impact of your energy and the energy of your organization. Fellows will do this through the learning and application of the principles and behaviors of effective performance coaches.

Further information on the specific objectives, target attendees, prerequisites, and course length for these three DAU courses may be found in the most current DAU Course Catalog: <http://icatalog.dau.mil>

**Empowering Yourself** workshop offers lessons on “The Best Kept Corporate Secrets Revealed.” This one day training focuses on current business challenges by teaching fellows how to read the business environment and develop an effective business image. Fellows will be imbued with a greater ability to manage change and planning, organizing, delegating and controlling skills. Additionally, fellows will increase their stress management capabilities.

**PMT 401**, the **Distinguished Guest Speaker Program**, and the **National Security Module** (all addressed later) are other elements in the “Be-Know-Do” model. They have applications throughout the “Be-Know-Do” model and sessions for these programs are scheduled all through the year.