

SNCO Foundations Course 700 Syllabus

MISSION

The mission of the SNCOFC700 is to prepare SNCOs for increased responsibilities by developing their leadership capabilities and expanding their understanding of the military profession to achieve national strategic objectives.

FOUNDATIONAL OUTCOMES

1. Articulate leadership objectives and influence the trajectory of future endeavors with clarity and precision.
2. Merge the capabilities, proficiencies, and aptitudes of subordinates with those of other teams to collectively achieve mission objectives.
3. Integrate competencies essential to operate effectively at the senior non-commissioned level.
4. Formulate effective approaches to cultivate and provide guidance for the growth of subordinates, colleagues, and disciplined teams.

CURRICULUM OVERVIEW

The SNCOFC700 is 28.5 hours of informal lecture, guided discussion classroom methodology and experiential exercises. The course is designed to meet specific objectives associated to each of the four course learning outcomes.

<u>Course Hour Breakdown</u>	<u>Hours</u>
Airman's Time/Program Orientation:	2
Sharpening Organizational Culture:	7
Strategic Alignment:	8.5
Team Building Activity:	2
Reflective Time:	2
CAPSTONE:	2
End of Day	4
DA Admin/Course Wrap-up	1
Total	28.5

COURSE REQUIREMENTS

1. PRE-READINGS

Before each lesson, students may be assigned read-ahead documents to prepare for the next lesson.

2. CLASSES

Students will attend class for guided discussions, experientials, case studies, & interactive activities. These discussions and activities will complement the readings and students are expected to contribute positively to the classroom environment.

3. PARTICIPATION

Student participation in classroom discussions and activities is vital to the success of the course. Students must prepare for each lesson by completing all the assigned readings. Each student is expected to contribute to the discussion.

4. REFLECTIVE QUESTIONS

These questions are intended to encourage students to think beyond the core concepts and apply the ideas in a broader and more practical sense. They promote self-awareness, personal responsibility, and a forward-looking mindset, which are all valuable for leadership development. While the SNCO tier is a critical part of leading teams to contribute to Air Force mission execution, there is value in ensuring our SNCOs continue their own self-development and consider ways to apply these lessons to their units.

Reflective questions will be administered at the end of Day of Education (DOE) 1 and DOE 2.

5. TEAM BUILDING ACTIVITY

At the end of DOE 2, students will participate in a team building activity. This is meant to build comradery and esprit de corps and apply lesson concepts from DOE 1 and DOE 2. SNCOs play a unique and critical role in ensuring team success and this activity is an opportunity to relate competencies with team dynamics and resiliency.

6. CAPSTONE INSTRUCTIONS

On DOE 4, students will complete a CAPSTONE project. The CAPSTONE requires students to work as a group and reflect on course principles and concepts to build a strategic plan using a given scenario.

7. END OF COURSE SURVEY

The survey is administered to 100 percent of the student body after the entire curriculum is delivered to determine the overall effectiveness of SNCOFC700.

Lessons, Readings, and Objectives

Airman's Time

Method of Engagement: Open Discussion

FOUNDATIONAL OUTCOME: Connect, build relationships, share experiences, and discuss current events.

Program Orientation

Method of Engagement: Informative, Group Activity

FOUNDATIONAL INTENT & OUTCOME:

Intent: This orientation's intent is to familiarize students with the SNCOFC700 lessons, ensuring they understand the content and structure that will support their professional growth.

Outcome: Students will have a clear understanding of the SNCOFC700 outline. They will establish meaningful connections with peers, fostering a supportive network that promotes collaboration, knowledge sharing, and enhanced engagement.

LESSON OBJECTIVES:

- Understand the SNCOFC700 schedule and course expectations.
- Be familiar with the classroom and building.
- Participate in a networking activity.

MAIN POINTS:

1. Welcome and Introduction
2. Expectations and Responsibilities
3. Networking Activity

REQUIRED READINGS: None

Sharpening Organizational Culture

LESSON 1: Mission Command

Method of Engagement: Informal Lecture

FOUNDATIONAL INTENT & OUTCOME:

Intent: This lesson's intent is to equip SNCOs with a deep understanding of mission command and its principles to enhance their leadership effectiveness in dynamic and complex environments. The lesson will foster skills in balancing centralized command with decentralized execution, enabling SNCOs to exercise disciplined initiative and make effective decisions under commander's intent.

Outcome: Students will be able to articulate the principles of mission command, and understand the distinctions and applications of centralized command, distributed control, and decentralized execution.

LESSON OBJECTIVES:

- Identify and explain the six principles of mission command.

- Distinguish between centralized command, distributed control, and decentralized execution.

MAIN POINTS:

1. Principles of Mission Command
2. Centralized Command, Distributed Control, Decentralized Execution

REQUIRED READINGS: None

LESSON 2: Leaning into Leadership

Method of Engagement: Guided Discussion, Group Work

FOUNDATIONAL INTENT & OUTCOME:

Intent: This lesson's intent is to inspire SNCO to embrace their leadership roles with confidence and responsibility, emphasizing the importance of leading through adversity. It will highlight the pivotal role SNCOs play in shaping the future of their teams, while encouraging them to actively develop their leadership legacy.

Outcome: Students will have a deeper understanding of their critical leadership responsibilities and how to navigate difficult situations, often when guidance is lacking or unclear.

LESSON OBJECTIVES:

- Understand the importance of communication and understanding.
- Comprehend key roles a SNCO should possess to effectively lead and influence their team.
- Develop a Leadership Legacy Statement.

MAIN POINTS:

1. Pivotal Roles of a SNCO
2. Building a Leadership Legacy

REQUIRED READINGS: None

LESSON 3: Conflict Management

Method of Engagement: Guided Discussion, Experientials

FOUNDATIONAL INTENT & OUTCOME:

Intent: This lesson's intent is to equip SNCOs with the knowledge, skills, and strategies necessary to effectively manage conflict within their teams, fostering a mission-focused cohesive, and professional environment.

Outcome: Students will gain the confidence and capability to effectively manage conflict in a way that strengthens team cohesion and enhances mission readiness.

LESSON OBJECTIVES:

- Identify mental and physical responses to conflict and how it impacts the team.
- Understand neutral intervention and coaching techniques and strategies.
- Recognize when high accountability techniques are appropriate.

MAIN POINTS:

1. The Challenge of Self-Regulation
2. Neutral Intervention and Coaching Strategies
3. High Accountability Intervention

REQUIRED READINGS: None**LESSON 4:** Leading Through Change**Method of Engagement:** Guided Discussion, Group Activity**FOUNDATIONAL INTENT & OUTCOME:**

Intent: The intent of this lesson is to prepare SNCOs to effectively lead their team through change by exploring their role in the process, identifying challenges, and developing practical strategies for managing transitions. By analyzing real-world scenarios, SNCOs will gain hands-on experience in creating an actionable plan to address upcoming changes within their organization.

Outcome: SNCOs will be able to navigate and lead their teams through change. They will have the tools and strategies to address challenges that arise during organizational transitions and will be capable of developing and implementing plans to manage change effectively within their units.

LESSON OBJECTIVES:

- Understand the SNCOs role in leading through change at the organizational level
- Identify effective strategies for managing and leading change
- Analyze scenarios and develop a plan to address change

MAIN POINTS:

1. The Role of a SNCO
2. Challenges and Strategies
3. Group Activity – Scenario

REQUIRED READINGS: None

Strategic Alignment

LESSON 5: National Strategies and Partnerships**Method of Engagement:** Informal Lecture, Guided Discussion, Group Activity**FOUNDATIONAL INTENT & OUTCOME:**

Intent: The intent of this lesson is to provide SNCOs with an understand of national strategies and the importance of partnerships in achieving national security objectives. The lesson will focus on how the Air Force contributes to the joint team through the execution of the five core missions, fostering collaboration and strategic alignment across military and national efforts.

Outcome: SNCOs will have a clear understanding of national strategies and their role in supporting these strategies through the five core missions. They will be equipped to contribute to the joint team's success by leveraging their knowledge of national priorities and aligning their leadership efforts with broader strategic goals.

LESSON OBJECTIVES:

- Understand the purpose and interrelationship of the NSS, NDS, and NMS
- Be familiar with the Air Force's role in supporting the joint force

MAIN POINTS:

1. National Strategies Overview
2. Supporting the Joint Team

REQUIRED READINGS: None**LESSON 6:** Force Generation**Method of Engagement:** Informal Lecture, Guided Discussion**FOUNDATIONAL INTENT & OUTCOME:**

Intent: This lesson's intent is to equip SNCOs with a comprehensive understanding of the AFFORGEN model and Units of Action, enabling them to effectively lead and integrate these components within their operational environments. The lesson aims to develop their ability to align force generation, mission execution, and support roles to ensure mission readiness and success in dynamic and complex environments.

Outcome: Students will have a basic understanding of the AFFORGEN model, its role in force generation, and the readiness cycles that drive Air Force operations. They will grasp the structure and purpose of Air Task Forces (ATFs), including mission-specific elements and other units of action that contribute to operational success.

LESSON OBJECTIVES:

- Explain the AFFORGEN cycle
- Identify Units of Action

MAIN POINT:

1. AFFORGEN and Units of Action

REQUIRED READINGS: None.**LESSON 7:** Strategic Planning**Method of Engagement:** Informal Lecture, Guided Discussion, Small Group Discussion**FOUNDATIONAL INTENT & OUTCOME:**

Intent: This lesson's intent is to equip new SNCOs with a comprehensive understanding of strategic planning and its critical role in mission success. By exploring the Air Force's strategic planning framework, leaders will learn how to set clear, actionable goals and make informed decisions that align with the broader defense objectives, ensuring effective resource use and operational readiness.

Outcome: Students will be able to conduct a SWOT analysis and understand the importance of developing SMART objectives and how to prioritize those objectives. They will understand how to apply these concepts to enhance mission effectiveness and be better prepared to adapt to evolving challenges while contributing to long-term Air Force goals.

LESSON OBJECTIVES:

- Understand the fundamentals of strategic planning and the role of SNCOs
- Comprehend the Air Force strategic planning process and its alignment with the National Defense Strategy
- Conduct a SWOT analysis
- Set and prioritize SMART objectives

MAIN POINTS:

1. Strategic Planning Fundamentals
2. Air Force Strategic Planning Process
3. SWOT Analysis
4. Setting and Prioritizing Objectives

REQUIRED READINGS: None

LESSON 8: Resource Management: Budgeting and Defense Funding

Method of Engagement: Guided Discussion, Group Research, Group Work

FOUNDATIONAL INTENT & OUTCOME:

Intent: This lesson’s intent is to provide SNCOs with a comprehensive understanding of the unit annual budget process and the Department of Defense budget framework. By grasping these concepts, SNCOs will be better equipped to manage and advocate for their unit’s financial needs, strategically align budget requests with broader defense priorities, and effectively utilize allocated resources. This lesson also aims to strengthen their ability to critically analyze funding mechanisms, such as the colors of money, and understand how defense resources are allocated and managed.

Outcome: SNCOs will be able to effectively participate in and contribute to their unit’s budget planning process. They will understand how to align short-term financial needs with long-term strategic objectives, demonstrate the ability to advocate for their unit’s requirements using evidence-based justifications, and develop a deeper comprehension of the overall DoD budget framework and funding sources.

LESSON OBJECTIVES:

- Understand the unit annual budget process.
- Explain the importance of accurately assessing and prioritizing resource needs
- Recognize critical financial planning documents in the Department of Defense Budget Framework.
- Identify the “colors of money” used in defense budgeting.

MAIN POINTS:

1. Unit Annual Budget
2. Understanding the Budget Framework

3. Group Activity – Colors of Money

REQUIRED READINGS: None

LESSON 9: Resource Management: Manpower

Method of Engagement: Informal Lecture, Guided Discussion

FOUNDATIONAL INTENT & OUTCOME:

Intent: This lesson’s intent is to provide SNCOs with a comprehensive understanding of manpower management at the Air Force and unit level, enabling them to effectively align personnel resources with mission requirements and advise senior leaders.

Outcome: Students will develop the knowledge and skills necessary to assist senior leaders with manpower management. They will be able to analyze manpower data, advocate for resources, and make informed decisions to optimize utilization within their units.

LESSON OBJECTIVES:

- Provide an overview of Manpower Requirements and Authorizations
- Understand key terms associated with the Unit Manpower Document (UMD)
- Recognize processes and resources that influence manpower
- Understand how to communicate manpower deficiencies and needs

MAIN POINTS:

1. Manpower Authorizations and Requirements
2. Understanding Manpower at the Unit Level

REQUIRED READINGS: None

LESSON 10: Navigating Strategic Influence

Method of Engagement: Guided Discussion, Group Activity

FOUNDATIONAL INTENT & OUTCOME:

Intent: This lesson’s intent is to equip SNCOs with a comprehensive understanding of the instruments of national power (DIMEFIL) and the competition continuum, enhancing their ability to analyze and assess how these elements support United States national strategies.

Outcome: Students will be able to identify, explain, and apply the instruments of national power within the competition continuum to hypothetical and real-world scenarios, demonstrating a foundational understanding of their strategic implications.

LESSON OBJECTIVES:

- Define the components of DIMEFIL and describe how each element influences United States national power
- Explain the competition continuum and identify where DIMEFIL instruments play a role in shaping national objectives across cooperation, competition, and conflict stages
- Analyze real-world case studies to determine how different instruments of national power have been applied in specific situations

- Demonstrate the ability to apply DIMEFIL and the competition continuum through group research and scenario-based activities

MAIN POINTS:

2. DIME-FIL
3. Competition Continuum
4. Group Activity – Strategic Playbook: Power in Action

REQUIRED READINGS: None

LESSON 11: Capstone

Method of Engagement: Group Work

FOUNDATIONAL INTENT & OUTCOME:

Intent: The intent of this lesson is to provide students with an opportunity to apply the knowledge and concepts they have learned throughout the course by developing a SWOT analysis and creating a strategic plan on a given scenario. This exercise will help students synthesize their learning, think critically, and develop practical skills for strategic decision-making and planning in real-world situations.

Outcome: Students will be able to conduct a SWOT analysis, identify key factors influencing strategic decisions, and create a plan that addresses both short-term and long-term goals. Students will enhance their ability to apply course concepts to real-world challenges and demonstrate a deeper understanding of strategic thinking and planning.

LESSON OBJECTIVES:

- Apply concepts from SNCOFC700 to develop a SWOT Analysis and Strategic Plan

MAIN POINTS:

1. Analysis and Plan Development
2. Student Presentations