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Transferring Leadership Knowledge with Follow-On Training for Enlisted Airmen

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Transferring leadership knowledge with follow-on training for enlisted airman

Michael Caracoglia

MS in Leadership Development

Winter 2017

Leadership Development

- **Why do we develop leaders?**
- **Leadership development as an event rather than a process**
- **People only use 10% to 30% of the content they studied**
(Holton, 2012)
- **USAF EPME: The enlisted members' leadership courses**
 - ALS 3-6 years
 - NCOA 7-12 years
 - SNCOA 12-18 years

(AFI 36-2301, 2010)



Knowledge Transfer/Learning Retention

- **Short-term → Long-term memory--revisit 6Xs**

(Pike, 2017)

- **Segmenting the Development Process**

- Phase 1: Consists of activities before a learning event
- Phase 2: Describes the learning event
- Phase 3: Follow-thru training after the learning event

(Zenger and Folkman, 2009)

- **Leadership Development Funding**

- Phase 2 receives 85% of learning dollars
- Phase 3 provides 50% of the training value

(Zenger and Folkman, 2009)



Leadership Follow-on Training

- **Purpose of follow-on training**
- **Three components to Air Force Specialties OJT process**
 - Job Knowledge: Enhanced through CDCs
 - Job Proficiency: Hands-on Training with a trainer & STS
 - Job Experience: Build confidence and experience

(United States Department of the Air Force (AFI 36-2201), 2010)

- **Reinforcement of learned skills/maintains task standards**
- **Leadership Follow-on Training Proposal for the USAF**
 - Leverage the investment made from PME or Phase 2
 - Incorporate a training standard based on lessons in PME
 - Assign a coach after a PME course



**“Tell me and I forget,
teach me and I may remember,
involve me and I learn.”**

-Benjamin Franklin

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