

DIVISION CHIEFS' CURRICULUM



Division Chiefs' Curriculum

The **Division Chiefs' Curriculum** is designed to allow current Family and MWR Division Chiefs to explore and strengthen leadership and management skills necessary to manage a garrison level Family and MWR Division. The Curriculum consist of three (3) Virtual courses, eLearning prerequisites, and will culminate with a one (1) week Resident Classroom Course. The entire Curriculum will focus on organizational challenges and opportunities for leaders. Major topics include financial management, marketing, leveraging resources, property, organizational awareness, and information management. Students will examine their own leadership styles and organizations to ensure knowledge is applied to real-life challenges that impact the programs within Family and MWR. Students will be challenged to think critically and apply lessons learned throughout the curriculum during the resident phase.

Curriculum Goal: The Division Chiefs' Curriculum is a practical hands-on curriculum designed to explore and strengthen leadership and management skills necessary to manage a garrison level Family and MWR Division.

Curriculum Target Audience: Current/Acting Family and MWR Division Chiefs or personnel performing similar duties at GS 11-13 or NAF 4-5 grade levels.

Curriculum Enrollment Procedures: Students who are interested in completing the Division Chiefs' Curriculum **MUST** first request enrollment in their respective Leadership and Management for Division Chiefs' Resident Classroom course. Applicants must then ensure completion of the curriculum prerequisites and then the Curriculum Core Courses prior to attendance to the Residential Course.

Curriculum Prerequisites: Students who wish to participate in the Division Chiefs' Curriculum must complete the following prerequisites prior to requesting enrollment in any of the curriculum core courses:

- Applied Financial Planning Suite (Online):
 - Breakeven Analysis
 - Forecasting
 - Income Statement Analysis
 - Retail Sales Accountability
- Budgeting in the NAF System (Online)
- Budgeting in APF System (Online)
- Foundation Courses
- Introduction to the Virtual Classroom

Curriculum Core Courses: Courses listed below can be completed in any order. Once

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the Core courses have been completed, the student is ready to attend the residential course. Students must complete The Division Chiefs' Curriculum in the same fiscal year they began the curriculum. NOTE: Curriculum Core Courses may have additional prerequisites prior to requesting enrollment.

The three (3) Core Courses will be taken using Defense Connect Online (DCO) as a Virtual Classroom Course. Multiple sections and times are available for enrollment.

- Myers Briggs Type Indicator (MBTI)
- Situational Leadership II
- Overcoming Ineffective Habits for Division Chiefs

NOTE: If you have already attended a Division Level Course prior to 2013, but did not have an opportunity to complete the three (3) Core Courses listed above, students may then apply independent of the curriculum based off the following priority and space available: A) Sitting/Acting Division Chief, B) Division Chiefs who previously completed the Division Level Residential Course, but did not get virtual courses, C) Sitting Director of FMWR, D) IMCOM G9 Supervisors.

Curriculum Core Course Descriptions

Myers Briggs Type Indicator* (Virtual) — The Myers Briggs Type Indicator® is the most widely used personality instrument in the world. When validated and professionally interpreted it can help learners understand themselves and their preferred learning style and assess their leadership skills. It can also help identify strengths and areas for development in communication, handling conflict, interactions with others, and self management. Temperament theory, which is based on the results of the MBTI®, provides further exploration of observable differences in behavior. It focuses on the strengths these differences bring to the table. It can also help to increase individuals' confidence in the gifts and strengths they bring to the workplace and recognize how to use the gifts and strengths of others to create a more satisfying and effective workplace environment. In this VIRTUAL classroom, learners will complete the MBTI® instrument on line, validate their type and temperament, and examine their personal leadership style and its influence on the organization. Based on self awareness, they will identify actions to adjust leadership style to improve team outcomes.

Course Details:

Duration: 2 weeks (2 DCO Sessions)
Estimated number of Pre-work and Homework hours: 7
IACET CEUs: (Scheduled for review Fall 2013)

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Situational Leadership II* (Virtual)—Situational Leadership II (SLII) is a model for developing individuals, over time, so they can reach their highest level of performance on a specific goal or task. It is a process for helping individuals become self-motivated and self-directed. SLII is based on the relationship between an individual's development level on a specific goal or task and the leadership style (direction and support) the leader provides. Effective leadership lies in matching the appropriate leadership style to the individual's development level. Students will complete the Leadership Behavioral Analysis II (LBAII) online assessment that measures participant's leadership style as it relates to flexibility and effectiveness. In this VIRTUAL classroom students will 1) Discover ways to open up communication—increase the frequency and quality of conversations about performance and development, 2) Help others develop competence and commitment, 3) Teach others how to provide their own direction and 4) Value and honor differences.

Course Details:

Duration: 2 weeks (3 DCO Sessions)
Estimated number of Pre-work and Homework hours: 6
IACET CEUs: (Scheduled for review Fall 2013)

Overcoming Ineffective Habits for Division Chiefs (Virtual)—This course is based on the book *What Got You Here Won't Get You There* by Marshall Goldsmith. Students will explore the twenty leadership habits in the book and how these habits impact on an organization. Students will then relate those same habits to their own leadership attributes and the impact on leading teams by analyzing and communicating strengths and areas for development.

Course Details:

Duration: 1 week (1 DCO Session)
Estimated number of Pre-work and Homework hours: 4
IACET CEUs: (Scheduled for review Fall 2013)

Resident Classroom Courses: Students MUST request enrollment in their respective Residential Leadership and Management Division Level Course prior to requesting enrollment in any of the Curriculum Core Courses. These courses have been recommended for college credit by the American Council on Education.

Leadership and Management for ACS Directors: In the upper-division baccalaureate degree category, three (3) semester hours in Business Administration, Leadership, or Military Science (This course will not be offered in FY14).

Leadership and Management for Business Operations Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in Leadership or



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Management.

Leadership and Management for CYS Services Coordinators: In the lower division baccalaureate/associate degree category, three (3) semester hours in Supervision or Communications.

Leadership and Management for Recreation Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in Recreation and Park administration, Public Administration, Leadership, or Organizational Development.

Leadership and Management for Support Services Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in leadership or management.

NOTE: See Calendar for schedule of Division Chiefs' Curriculum course dates and times.

*Students who have taken MBTI or Situational Leadership II in another course can request course credit. Students requesting credit will be required to show proof of course completion and pass a course exam/final project. Contact the Schools Registrar for more information at 210-466-1050.

Division Chiefs' Curriculum Steps

1. Request enrollment in your Divisions respective Leadership and Management for Division Chiefs' Residential Classroom course.
2. Ensure completion of all Curriculum Prerequisites
3. Request enrollment and complete Curriculum Core Courses.
4. Attend Residential classroom course



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