



Lesson Guide

Organizational Heritage

10 May 2022



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Purpose

This lesson guide is designed to support the local development of Flight Commander Leadership Course materials. Selected facilitators should use this guide as they prepare presentation materials. For more information on how lessons are structured, or how to use them in the course, see the **Course Director's Handbook** or online Facilitator Resources.

Scope

Every Department of the Air Force wing, delta or garrison has been created to fulfill a certain need. Over time, shifts in technology, new practices, and emerging threats have changed the needs of the Air Force, to include creating a new Service, the United States Space Force. Every member of a wing (or equivalent) shares and impacts the organization's legacy and culture. It is important to recognize where the wing has been, the people who have shaped it, and their sacrifices which have formed its culture.

An organization's culture is driven at the CGO and NCO levels. It is vital to understand why the wing (or equivalent) was created and what purpose it serves so that leaders, such as CGOs and NCOs, can create a culture that resonates with the members of their team while honoring those who have gone before and preparing the environment for those who will take the reins after.

Recommended Objectives

By the end of this lesson, the participant should be able to:

1. Recognize the role the organization performed in the past and how/why it was created.
2. Explain how evolving missions and the needs of the DAF have shaped the organization.
3. Comprehend the Flt/CC's role and impact in driving where the organization will go in the future.

Recommended POC / Presenter

- Wing Historian (if available)
- Squadron-level leader (DO, CC or equivalent)

Recommended Length:

- 25 minutes (inclusive of questions)

Recommended Approach

- Informal briefing and discussion

Lesson Connections

- **Mission Command**-a clear commander's intent allows for Airmen to be flexible in dealing with challenges and innovate to meet emerging needs evidenced by the actions of Army Air Corps, Air Force, and Space Force pioneers. Strategic thinkers like Hap Arnold, Curtis LeMay, Daniel "Chappie" James, and John Boyd changed the very nature

of the Service. Visionary leaders such as Bernard Schriever helped evolve the entire military weather, warning, reconnaissance, and communication satellite systems as well as integrate nuclear ballistic weapons into the DAF. Combatant commanders such as Lori Robinson highlight how developing young officers across career fields and mission spectrums can grow the next generation leaders. Groups who profoundly changed the way the DAF missions were conducted such as Women 's Air force Service Pilots (WASPs) and the Tuskegee Airmen broke barriers for those who would later follow in their footsteps have storylines connecting them to organizational heritage. *CGOs and NCOs should be encouraged to discover their organizational heritage ties to these leaders.*

- **Organizational Structure and the Mission**-emerging threats and technology shifts throughout history have driven a corresponding shift in the structural makeup of our wings and driven the need to create a new Service, as well as update unit missions. The very nature of the Department of the Air Force is one of evolution and change to meet the Nation's needs.