

The National Guard Senior Enlisted Leadership Bench Program



Executive-Level Education Portfolio

EXECUTIVE-LEVEL EDUCATION



General and Flag Officer Homeland Security Executive Seminar (GFOS)
Keystone Course
Leadership in Homeland Security Seminar (LHS)



Enterprise Leadership Seminar
Executive Coaching
Executive Leadership Program in Managing Inclusion
GFOS
Keystone Course
Leading Data and AI-Enabled Organizations
LHS
Leading Strategically
United States Air Force Wing Command Team Course

Note: Courses are subject to change. This includes, but not limited to availability, location, and consideration for additional opportunities throughout the calendar year. The Command Senior Enlisted Leadership Advisory Board (CSELAB) and National Guard Bureau Senior Leader Management Office (NGB-SL) continue to work towards cultivating and broadening a Joint portfolio to better serve tomorrow's leaders.

Funding: All development opportunities are subject to availability of funds and some courses are unit funded.

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Foreword

The deliberate development of Army National Guard (ARNG) and Air National Guard (ANG) E9s is a critical requirement that involves the education, training, and experience to properly prepare senior enlisted leaders to effectively lead in today's highly complex and dynamic strategic environment.

Executive-level education opportunities are designed to produce Soldiers and Airmen who possess the tactical expertise, operational competence, and strategic vision to enable the Department of the Army (DA), Department of the Air Force (DAF), and the National Guard Bureau (NGB) to meet the requirements established in the National Defense Strategy.

The National Guard Senior Enlisted Leadership Bench Program (Senior Enlisted Bench) is administered by NGB-SL, and targets Command Sergeants Major and Sergeants Major, and Command Chief Master Sergeants and Chief Master Sergeants to deliver focused and deliberate developmental education opportunities. These opportunities, collectively known as executive-level education opportunities, are courses and learning programs available to a select group of ARNG and ANG senior enlisted leaders capable of serving at the highest level of leadership in the National Guard.

Nominees may specify the courses you are interested in under the 'Special Considerations' of the 'CY24-25 Senior Enlisted Bench Application Worksheet,' as well as on the 'Letter of Intent;' however, nominees are selected from the Senior Enlisted Bench through the CSELAB who manages their respective senior enlisted leader population. The CSELAB targets senior leaders for the right development opportunities at the right time in their careers to meet the current and future needs of the DA, DAF, and NGB.

Not all senior leaders can be developed equally; more specifically, executive-level education opportunities must be targeted to maximize effectiveness and utilize limited resources appropriately. Therefore, NGB-SL and CSELAB requests that organizations and senior leaders guarantee availability when selected for developmental education opportunities and prioritize attendance accordingly.

This Executive-Level Education Portfolio is designed with the most relevant training content available at any given time and will continue to grow with courses and seminars. Questions on deliberate development processes may be directed to the office identified in the enclosed point of contact list.

Point of Contact

Senior Leader Management Office
Herbert R. Temple Jr. Army National Guard Readiness Center (TARC)
111 S. George Mason Drive
Arlington VA 22204
ngb.hr.seniorleaderdevorg@us.af.mil

ENTERPRISE LEADERSHIP SEMINAR (ELS)

The Enterprise Leadership Seminar provides a collaborative and powerfully engaging opportunity for participants to increase their effectiveness by gaining an understanding of business acumen within the context of current Department of the Air Force (DAF) issues. The program heightens awareness and deepens insights related to the DAF “business” enterprise. Participants discuss current DAF challenges and expand their DAF senior leader network. Participants also examine topics such as: strategic planning and execution, strategic innovation, individual and group decision making, negotiation and collaboration, leading change, motivating others for high performance, and ethics. The program challenges participants to test their assumptions and discover new possibilities with data, sound business approaches, and best practices.

Website: Attendees will receive access to the course website upon selection.

Target Population(s)

Command Chief Master Sergeants
Chief Master Sergeants

Provider

University of North Carolina (UNC), Kenan-Flagler Business School

Location

Chapel Hill, NC

Length, Frequency, Seats

Five Days

Up to five sessions per year (seasonal schedule varies)

Funding

HAF-Funded Expenses: Course tuition (includes program materials and most meals).

Unit-Funded Expenses

Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Pre-readings will be available for download on the ELS program website three weeks prior to the course. Attendees must bring a laptop or iPad to class to access coursework.

EXECUTIVE COACHING (Exec-Coach-DAFSLDP)

This program provides professional executive coaching to senior leaders to both better develop individual capabilities, and to create an enhanced culture of coaching within the Department of the Air Force. Each participating leader will take part in ten (10) one-on-one remote coaching sessions with an executive coach –over the course of twelve (12) months. Each executive coach is certified at the “Professional Certified Coach” (PCC) level or above by the International Coaching Federation (ICF).

Per the protocols of professional executive coaching, participating leaders will identify the topics they wish to discuss during the sessions - to meet their unique circumstances - such as challenges they are encountering, competencies they wish to strengthen, and/or goals they wish to achieve. To provide insights to each participating leader and their executive coach, participating leaders will take the online Leadership Circle Profile (LCP) followed by a remote 90-minute one-on-one feedback session with an LCP-certified coach.

Target Population(s)

Command Chief Master Sergeants
Chief Master Sergeants

Provider

Flatter, Inc.

Location

Conducted by phone and online.

Length, Frequency, Seats

Ten (10) x one (1) hour long coaching sessions conducted over a twelve-month period.

Funding

HAF-Funded Expenses: Course tuition (includes program materials).

Pre-Coursework and Special Requirements

Requires completion of the Leadership Circle Profile (LCP) 360 assessments, which requires feedback from approximately 10 raters (boss, peer, subordinate, etc.).

EXECUTIVE LEADERSHIP PROGRAM IN MANAGING INCLUSION (EXEC D&I)

The Executive Diversity and Inclusion (Exec-D&I) training program provides a systems approach to understanding the field of diversity, equity, inclusion and accessibility and its relevance to our NDS and DAF Operational Readiness. The course teaches strategies for leaders to create and maintain an inclusive culture that capitalizes on the backgrounds and perspectives of all personnel, while creating an inclusive environment where leaders value and encourage all personnel to provide ideas necessary to drive innovation and mission success. Participants learn how establishing permanency by inculcating diversity, equity, inclusion, and accessibility is foundational to the DAF culture to successfully attract, recruit, develop, and retain the best people regardless of any demographic, static or dynamic identifiers. The course prepares DAF senior leaders for the potential challenges they will face as strategic leaders, supervisors, and team-builders to foster a diverse and inclusive organization. The course addresses the theoretical foundations of diversity and inclusion and how to foster inclusion by growing cultural competence, increasing bias literacy in decision making, and infusing DEIA into talent management.

Target Population(s)

Command Chief Master Sergeants
Chief Master Sergeants

Provider

Georgetown University

Location

Georgetown University School of Continuing Studies

Length, Frequency, Seats

Three Days
Up to eight Sessions Annually

Funding

SAF/DI-Funded Expenses: Course tuition, materials, and some meals.

Unit-Funded Expenses

Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Review video on microaggressions, complete implicit bias survey, familiarize with GT provided Dialogue and Resonance paper. Program comprises 21 contact hours, which is equivalent to 2.10 Continuing Education Units (CEUs). All courses are transcribed to provide official documentation.

GENERAL AND FLAG OFFICER HOMELAND SECURITY EXECUTIVE SEMINAR

The General & Flag Officer Executive Seminar (GFOS) is a four-day course consisting of case studies and group discussions. The program is designed specifically for the National Guard and their partner organizations. It will provide senior leaders with the resources and capabilities necessary to produce an effective response to 21st century homeland security emergencies. This seminar specifically focuses on the strategic role of the National Guard in their capacity as force providers during Defense Support to Civil Authorities (DSCA) missions in conjunction with their inter-service and inter-agency partners.

Harvard Program Website: <https://www.hks.harvard.edu/general-and-flag-officer-homeland-security-executive-seminar>
Homeland Security Institute Website: www.HSI-pme.org

Target Population(s)

Command Senior Enlisted Leaders
Command Sergeants Major
State Command Chief Master Sergeants
Other Nominative Level General Officer (GO) Level E9s

Provider

Harvard University

Location

Harvard Kennedy School, Cambridge, Massachusetts

Length, Frequency, Seats

Four Days
Two Courses Annually
Approximately Ten Seats Annually

Funding

HAF-Funded Expenses: Course tuition.

Unit-Funded Expenses

Lodging, per diem, travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must register online.

KEYSTONE COURSE

Keystone is the enlisted parallel to the CAPSTONE course for new General Officers tailored for the specific challenges of the Senior Enlisted Leader (SEL). The course is designed for Command Senior Enlisted Leaders (CSEs) currently serving in or slated to serve in a general or flag officer level joint headquarters or service headquarters that could be assigned as a joint taskforce. Participants visit several Combatant Commands, Joint Task Forces (JTFs), and both officer and enlisted senior leaders in the Washington, D.C. area to explore the relationships and challenges of operating in a joint environment. The course covers the very special relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander. The course also includes a three-day Joint Operations Module (JOM) conducted by the Director of the Joint Staff (J7) at the Joint Coalition War Fighting Facility in Suffolk, VA.

Website: <http://keystone.ndu.edu/>

Target Population(s)

Command Senior Enlisted Leaders

State Command Sergeants Major and Sergeants Major Serving In/Projected to Serve in Joint Positions

State Command Chief Master Sergeants and Chief Master Sergeants Serving In/Projected to Serve in Joint Positions

Provider

National Defense University (NDU)

Location

Washington, D.C., and various CONUS Locations

Length, Frequency, Seats

Two Weeks

Two Sessions Annually (January/March and June)

Funding

NDU-Funded Expenses: Course tuition (includes program materials, lodging, per diem (meals and incidental expenses), course-related travel, and travel to/from the course).

Unit-Funded Expenses

None

Pre-Coursework and Special Requirements

Pre-Requisite: Senior Enlisted Joint Professional Military Education II (SEJPME-II) Course (previously SNCO-JPME). Pre-reading materials available through program website. Attendees must submit security clearance information through JPAS prior to course attendance.

**Joint Tracking Talent Management credit eligibility.*

LEADING DATA AND AI-ENABLED ORGANIZATIONS (LDAO)

Artificial Intelligence (AI) technologies promise to be the most powerful tools in generations for expanding knowledge, increasing prosperity, and enriching the human experience. AI will fuel competition between governments and companies racing to field it, and it will be employed by nation-states to pursue their strategic ambitions. The Leading Data and AI-Enabled Organizations (LDAO) suite of courses provides Department of Defense senior leaders with a foundational understanding of AI, what AI means for national security, and how to take advantage of AI. With a focus on the organizational and managerial implications of these technologies, grounded in the technical aspects, participants leave these programs armed with the knowledge they need to lead the successful integration of AI into national security. Informed senior leaders will lead the change necessary to help manifest the promise of AI for the DOD and transform how the nation and its strategic goals are defended.

Website: Attendees will receive access to the course website upon selection.

Target Population(s)

Command Chief Master Sergeants
Chief Master Sergeants

Provider

Massachusetts Institute of Technology (MIT) MIT Lincoln Laboratory

Location

Cambridge, MA

Length, Frequency, Seats

Three Days
Six Sessions Annually

Funding

HAF-Funded Expenses: Course tuition (includes program materials, some meals and course-related travel).

Unit-Funded Expenses

Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Participants must complete online registration.

LEADERSHIP IN HOMELAND SECURITY SEMINAR

Leadership in Homeland Security Seminar is a five-day course consisting of case studies and group discussions. The program is designed specifically for the National Guard and their partner organizations. It will provide senior leaders with the resources and capabilities necessary to produce an effective response to 21st century homeland security emergencies. This seminar specifically focuses on the operational role of the National Guard in their capacity as force providers during Defense Support to Civil Authorities (DSCA) missions in conjunction with their inter-service and inter-agency partners.

Harvard Program Website: <https://www.hks.harvard.edu/general-and-flag-officer-homeland-security-executive-seminar>
Homeland Security Institute Website: www.HSI-pme.org

Target Population(s)

Command Senior Enlisted Leaders
State Command Sergeants Major
State Command Chief Master Sergeants
Other Nominative GO-Level E9s

Provider

Harvard University

Location

Harvard Kennedy School of Government, Cambridge, Massachusetts

Length, Frequency, Seats

Five Days
Two Sessions Annually
Approximately Ten Seats Annually

Funding

NGB will fund course tuition.

Unit-Funded Expenses

Lodging, per diem, travel to/from course, ground transportation, miscellaneous expenses. Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders. Once the course roster is full, HSI will send out the travel MOI along with course schedule to all registered participants.

LEADING STRATEGICALLY

Leading Strategically helps leaders move beyond simply having a strategy to achieving successful execution, the key to results that matter. The program provides leaders with skills to handle complexity, bridge boundaries, and shape organizational culture to be successful. This program develops the skills to think, act, and influence strategically.

Participants learn to align leadership and organizational strategies, identify key drivers for leadership and organizational strategies, understand implications of culture on strategic leadership, leverage conflicting organizational priorities, and create direction, alignment, and commitment across organizational boundaries.

Website: <https://www.ccl.org/open-enrollment-programs/leading-strategically/>

Target Population(s)

Command Chief Master Sergeants

Chief Master Sergeants

Provider

Center for Creative Leadership (CCL)

Location

Colorado Springs, CO

Length, Frequency, Seats

Five Days

Four Sessions Annually (Seasonal Schedule Varies)

Funding

HAF-Funded Expenses: Course tuition (includes program materials and some meals).

Unit-Funded Expenses

Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

Program requires extensive pre-coursework (online 360-degree assessment, self-evaluation, and coaching call). If pre-coursework is not completed by the deadline, AF may be charged for rescoring late assessments and attendees may be deferred to a later session.

USAF WING COMMAND TEAM COURSE (MLMDC 800)

The Wing Command Team course is a fastpaced, synergistic course designed to encourage an exchange of ideas, experiences, problems, and solutions with a wide variety of successful leaders and guest experts.

Students and speakers compare their experiences, personal values, theories, and command-unique practices with other leaders who share the same professional concerns. The curriculum and supporting learning outcomes are designed to ensure commanders, vice commanders, and command chiefs receive a sound foundation and tools needed to execute the mission, manage resources, improve the unit, and lead people.

Website: [Air University-Eaker Center](#)

Target Population(s)

Chief Master Sergeants selected for first Tier I CCM assignment.

Provider

Air University (Eaker Center)

Location

Montgomery, AL

Length, Frequency, Seats

Five Days

Five sessions per year (February thru June)

Funding

RAF-Funded Expenses: Course tuition (includes program materials and some meals).

Unit-Funded Expenses

Lodging, partial per diem (meals not included in tuition), travel to/from course, ground transportation, miscellaneous expenses.

Pre-Coursework and Special Requirements

The Course Director will email reporting instructions.