

**KNOWLEDGE SKILLS ABILITIES AND CORE COMPETENCIES**

The Strategic Leader Paradigm depicts Knowledge, Skills and Abilities (KSAs) as a single platform from which strategic leaders develop and integrate their training, assignments, experiences, education and self-development activities to become strategic thinkers and leaders. Developing KSAs that support each of the six Core Competencies shown in the paradigm is vital to developing a solid platform from which to think strategically.



**STRATEGIC LEADER PARADIGM**

The Core Competencies are those areas that leaders must be able to master in order to be effective at the strategic level. Core Competencies are the fields in which Department members and employees should build their KSAs in order to develop a strategic perspective. The Strategic Leader Paradigm depicts how the Core Competencies overlay on KSAs.



**FOREWARD**

Strategic thinkers analyze issues based on a detailed knowledge of their organization and a thorough consideration of how their decisions may affect the organization and external entities. Strategic leaders in the California Military Department (CMD) understand how the department operates and are mindful of how it fits into the state and national environment. Their decisions help shape the future of the CMD and are pivotal to ensuring the CMD remains a vital, relevant resource for state and federal leaders.

Our state and nation rely upon the CMD to perform a wide range of essential roles and responsibilities. To maximize our effectiveness, we need strategic thinkers in senior CMD positions to lead the department, and we need leaders at every level who can make critical decisions based on a strategic perspective.

There is no single pathway to becoming a strategic leader. Acquiring the necessary skills and knowledge requires a combination of training, experience, education, assignments and self-development in one's military and civilian lives. It is imperative that the CMD's current leadership identify and mentor our best junior officers, NCOs and civilians to be the strategic leaders of tomorrow. More importantly, I charge our Soldiers, Airmen, junior officers, NCOs and civilian employees to take the steps needed to become strategic leaders.

Dynamic strategic leadership will shape the CMD's future and directly affect our readiness, morale and operational relevancy. We must develop service members and employees today who can lead at the strategic level tomorrow.

- Major General David S. Baldwin  
The Adjutant General



**THE CALIFORNIA MILITARY DEPARTMENT**



**STRATEGIC LEADER DEVELOPMENT**





## TRAINING AND EDUCATION

Training and education for strategic thinkers and strategic leaders must come from a variety of sources in both military and civilian life. The need goes well beyond the military's institutional training and may include civilian education, acquiring the knowledge and certifications needed for secondary career fields, seminars, conferences, certifications as well as optional military education. Members and employees must obtain training and education throughout their career in order to stay relevant and build competencies.

Training and education are critical to broadening the base of potential strategic thinkers and strategic leaders. Members and employees should tie training and education to at least one of the six core competencies shown in the Strategic Leader Paradigm. Doing so will determine whether the training or education develops strategic thinking. Developing strategic capabilities early in one's career allows members and employees to begin viewing the organization from a strategic perspective.



## ASSIGNMENTS, EXPERIENCES, SELF-DEVELOPMENT

Members and employees who desire to become strategic leaders need to complete both key developmental assignments, to advance in their career fields, and additional assignments, to develop their strategic perspective. There are many ways to become a strategic leader and personnel from every segment of the CMD can learn to think strategically and potentially become a strategic leader. Following the Career Development Chart is not a guarantee for being selected for a leadership position at the strategic level. However, following the Career Development Chart and compiling career, educational and self-development experiences into a single platform from which individuals can analyze information and make decisions is the basis for becoming a successful strategic thinker and leader.

## CAREER DEVELOPMENT

Level of Leadership	Tactical / Direct	Operational / Organizational	Strategic	Policy
Officer	O1-O3 / W1-W3	O3-O5 / W3-W5	O4-O7 / W5	O6-O8
Non Commissioned Officer (NCO)	E4-E6	E6-E8	E8-E9	E9
Civilian Equivalent	Manager / Foreman / Technician / Admin	Manager / Analyst / Supervisor	Manager / Executive	Executive
Operational Assignments	Unit Leadership	Staff Officer / NCO	Command Staff or Senior Staff	Command Staff or Senior Staff
Professional Military Education Army	Officer: BOLC / WOBC / WOAC	CCC / WOSC	ILE / WC WOSSC	
	NCO: WLC / ALC	SLC	SMA	
Professional Military Education Air	Officer: SOS	ACSC	AWC	
	NCO: ALS	NCOA / Sr. NCOA	CMSgt CLC	
Civilian Education	Officer: Obtain Master's Degree			
	NCO: Obtain Associate's Degree		Obtain Bachelor's Degree	
Civilian Pursuits	Organizational Accounting Adhere to government regulations.	Work w/ outside agencies. Manage budgets	Develop business plans. Develop policy.	Shape the future of the organization.
Joint Training / Joint Assignments	Officer: Pursue joint qualification.			
	Serve on Joint Task Force or Task Force Staff		Command or Direct a Joint Task Force	
Self Development	Develop communication skills – written, verbal, public. Professional reading	Read & Analyze news events.	Understand the political environment.	Posture organization for enhanced growth.

## MENTORSHIP

Mentorship is critical to the success of the CMD. Mentorship is also critical to ensuring that potential strategic thinkers and leaders, at all stages of their careers, seek out and obtain the recommended experiences, training and education.

Mentorship exists in multiple relationships. Mentors and mentees must understand that there are both formal and informal mentor relationships. Formal relationships are supervisory in nature. Informal mentor relationships typically have no current supervisory connection. Those supervisory mentor relationships that are successful can also develop into informal relationships after formal supervisory relationships end.

The mentorship relationship is how new employees and service members become exposed to the opportunities that enable them to meet their potential and provide the greatest level of service to the CMD. It is the mentor's responsibility to identify strategic leader potential early in the mentee's career and develop it to the fullest extent possible.

## CONCLUSION

The CMD needs strategic leaders to shape the organization's future and to identify and mentor the strategic leaders of tomorrow. The CMD Strategic Leader Development Pamphlet provides a more detailed explanation. While only a few individuals will be selected to serve at the strategic level, all personnel can benefit from developing the ability to think strategically by compiling career, educational and self-development experiences into a single platform from which they can analyze information and make decisions.

