LEARNING JOURNAL

NAME _____

DATE _____

This page intentionally left blank.

TABLE OF CONTENTS

LEARNING JOURNAL INTRODUCTION

INSTRUCTIONS

This is your Learning Journal.

It will enhance your understanding of the concepts and practices you learn in the *Special Operations Program Management and Leadership* course and assist in the transfer of learning. By keeping this Learning Journal throughout the course, you will be able to use self-reflection and self-discovery to meet and exceed the course objectives and outcomes.

This a workbook-style document that has tailored prompts related to each day's desired learning objectives and outcomes. It is a form-fillable PDF so you may access and update it electronically on your devices.

This learning journal will be helpful in personalizing and deepening the quality of learning and in helping you to integrate the material of learning Special Operations Program Management and Leadership.

- Make this Learning Journal your own.
- Write your vision and values.
- Get into a good habit of writing notes as a leader.
- Be reflective throughout the week for best results to reinforce what you learn about Special Operations Program Management and Leadership.

PURPOSE

The purpose of this Learning Journal is to provide you with a personalized resource that enhances your understanding of the Special Operations Program Management and Leadership course.

This Learning Journal will:

- Enable you to record your learning experiences.
- Facilitate your learning from experience and classroom, activities, and discussions.
- Support your understanding of the course material.
- Develop your critical thinking skills which are key for influential leadership.
- Increase your active involvement in, and ownership of, your learning
- Increase your skills in reflection and thinking.
- Enhance your own problem-solving skills.
- Help you to assess your own learning.
- Serve as a personal development and self-empowerment tool.
- Support your leadership and management behavior change.
- Enhance your learning creativity.
- Improve your writing styles and effectiveness.

- Foster your communication ability, encouraging reflection and creative interaction with your team.
- Provide a means of effective communication between you and other students.

OVERVIEW

DAY	UNIT	PROMPTS
		• Name and date • Pre-course work
Day 1	Unit 0: Course Introduction Unit 1: Purpose and Scope of Special Operation Unit 2: Community Capabilities and Gap Analysis	Course Expectations Unit 1 Suggested Prompts Quad Chart for Unit 1 Unit 2 Suggested Prompts Reflection: Day 1
Day 2	Unit 2, cont'd Unit 3: Standard of Care Unit 4: Obtaining Community and Organizational Buy-In	Unit 2 Suggested Prompts (cont'd) Quad Chart for Unit 2 Unit 3 Suggested Prompts Quad Chart for Unit 3 Unit 4 Suggested Prompts Reflection: Day 2
Day 3	Unit 4, cont'd Unit 5: Program Planning and Management	Unit 4 Suggested Prompts (cont'd) Quad Chart for Unit 4 Unit 5 Suggested Prompts Reflection: Day 3
Day 4	Unit 5, cont'd Unit 6: Measuring Program Effectiveness	Unit 5 Suggested Prompts (cont'd) Quad Chart for Unit 5 Unit 6 Suggested Prompts Reflection: Day 4
Day 5	Unit 6, cont'd Unit 7: Program Promotion, Implementation, and Succession Planning Unit 8: Leadership	Unit 6 Suggested Prompts (cont'd) Quad Chart for Unit 6 Unit 7 Suggested Prompts Quad Chart for Unit 7 Unit 8 Suggested Prompts Reflection: Day 5
Day 6	Unit 8, cont'd Unit 9: Capstone Project	Unit 8 Suggested Prompts (cont'd) Quad Chart for Unit 8 Unit 9 Suggested Prompts Quad Chart for Unit 9 Reflection: Day 6

This page intentionally left blank.

PRE-COURSE WORK

What current challenges, issues, and problems are facing your Special Operations Team (or organization, if a team does not yet exist)?

What program do you want to develop?

When is your 30-minute appointment to present your Special Operations Program Plan?

Date:

Time:

With:

This page intentionally left blank.

DAY 1

UNIT 0: COURSE INTRODUCTION

Course Expectations

What are your expectations from this course? What do you hope to be able to accomplish when you return home?

UNIT 1: PURPOSE AND SCOPE OF SPECIAL OPERATIONS

Unit 1 Suggested Prompts

What are possible special operations for your community?

What will influence your community's needs and expectations?

Quad Chart for Unit 1

Complete the chart for your planned special operations program based on the activities you completed in Unit 1.

Purpose (Activities 1.1 & 1.2)	Capability and Capacity Needed (Activity 1.3)

Influences (Activity 1.4)	Vision & Values (Activities 1.6 & 1.7)

UNIT 2: COMMUNITY GAP ANALYSIS

Unit 2 Suggested Prompts

How can CPG 101 help you with emergency planning? How does that apply to special operations program management?

```
```

How can CPG 201 help you with threat and hazard identification? How does that apply to special operations program management?

```
```

Besides the documents you were asked to bring to class (THIRA, CEMP, and HVA), what additional information will you need to fully assess the needs for your special operations program?

```
```

REFLECTION: DAY 1

What is a special takeaway from today's class?

How will you apply this new information?

DAY 2

UNIT 2, CONT'D

Unit 2 Suggested Prompts (cont'd)

What are the threats and hazards for your community that require special operations team capabilities?

```



```

Estimate the impacts of those community-specific threats and hazards. (Human, Financial, Infrastructure, Environmental, etc.)

```



```

What are gaps in competencies and capabilities for special operations teams in your community?

```



```

Quad Chart for Unit 2

Complete the chart for your planned special operations program based on the work you did in Activity 2.1. You may choose to complete the chart for a different threat or hazard from the one your group worked on during class.

Threat/Hazard to Address	Core Capability Goal
Gaps in Competencies & Capabilities	**Potential Solutions to Address Gaps**

UNIT 3: STANDARD OF CARE

Unit 3 Suggested Prompts

What does Standard of Care mean to you?

```

```

How does Standard of Care affect your program development process?

```

```

What are the potential consequences for failing to follow the standard of care both organizationally and individually?

```

```

Quad Chart for Unit 3

Complete the chart with influences on the Standard of Care for your special operations program based on your work in Activity 3.2.

Laws	Regulations

Standards	Guidance

UNIT 4: OBTAIN ORGANIZATIONAL AND COMMUNITY BUY-IN

Unit 4 Suggested Prompts

Does your special operations team have both community and organizational buy-in? If not, what can you do to promote buy-in?

Who needs to be involved in discussions about, and planning for, your special operations program?

How can your special operations program benefit these stakeholders?

What concerns can you anticipate from these stakeholders?

REFLECTION: DAY 2

List three things you learned today.

Write one question you need to ask when you get home.

How will you apply today's learning outcomes back home?

DAY 3

UNIT 4, CONT'D

Unit 4 Suggested Prompts (cont'd)

How can you leverage support from stakeholders for your special operations program?

```
┌─────────────────────────────────────────────────────────────────┐
│                                                                   │
│                                                                   │
│                                                                   │
│                                                                   │
└─────────────────────────────────────────────────────────────────┘
```

How can you resolve issues with unsupportive stakeholders for your special operations program?

```
┌─────────────────────────────────────────────────────────────────┐
│                                                                   │
│                                                                   │
│                                                                   │
│                                                                   │
└─────────────────────────────────────────────────────────────────┘
```

Quad Chart for Unit 4

Complete the chart for your planned special operations program based on the activities you completed in Unit 4.

Problem Statement (Activity 4.2)	Program Goal (Activity 4.4)

Internal & External Analysis (Activity 4.5)	Stakeholder Analysis (Activity 4.6)

UNIT 5: PROGRAM PLANNING AND MANAGEMENT

Unit 5 Suggested Prompts

What services will your special operations program provide?

Write at least one performance goal for your program.

REFLECTION: DAY 3

List three things you learned today.

What ideas do you have now for working with stakeholders? How can you implement them?

What additional information (if any) do you need to gather after you get home to improve the accuracy of your cost estimates?

How will you apply today's learning outcomes back home?

DAY 4

UNIT 5, CONT'D

Unit 5 Suggested Prompts (cont'd)

What type of budget cycle does your organization use?

How will you acquire and sustain funding for your program?

What are your mission-critical and essential equipment needs?

What kind of training and education will your special operations team need?

Quad Chart for Unit 5

Complete the chart for your planned special operations program based on the activities you completed in Unit 5. The top two quadrants can be completed on Day 3 of the class. The bottom two quadrants can be completed on Day 4.

Program Implementation Objectives (Activity 5.1)	Cost Estimates (Activity 5.4)
Training Plan (Activity 5.6)	**Staffing & Deployment Plan (Activity 5.7)**

UNIT 6: MEASURING PROGRAM EFFECTIVENESS

Unit 6 Suggested Prompts

How will you know if your program is effective?

```



```

What can you measure to evaluate the effectiveness of the program?

```



```

REFLECTION: DAY 4

List three things you learned today.

```



```

Write one question you need to ask when you get home.

```



```

How will you apply today's learning outcomes back home?

```



```

This page intentionally left blank.

DAY 5

UNIT 6, CONT'D

Unit 6 Suggested Prompts (cont'd)

What methods or strategies do you use (or will you use) to evaluate the effectiveness of your special operations program?

```
                                                                        
                                                                        
                                                                        
                                                                        
```

Does your evaluation process give tangible results? If not, what can you do to get tangible results?

```
                                                                        
                                                                        
                                                                        
                                                                        
```

What recommendations will you bring back to your organization to better evaluate your program?

```
                                                                        
                                                                        
                                                                        
                                                                        
```

Quad Chart for Unit 6

Complete the chart for your planned special operations program based on the activities you completed in Unit 6.

Process Evaluation Methods	Outcomes Evaluation Methods

Impact Evaluation Methods	Administrative Requirements for Evaluation

UNIT 7: OPERATIONALIZING THE PROGRAM

Unit 7 Suggested Prompts

What is your program's "why"? What is its driving purpose?

How will you promote your program to communicate your why?

What steps will you take to operationalize your program plan?

What factors need to be considered for your program's succession plan?

Quad Chart for Unit 7

Complete the chart for your planned special operations program based on the activities you completed in Unit 7.

Your Program's "Why" (Activity 7.1)	Timeframe/Benchmarks (Activity 7.2)
Considerations for Sustainment (Activity 7.2)	**Succession Plan Outline (Activity 7.3)**

UNIT 8: LEADING THE PROGRAM

Unit 8 Suggested Prompts

How are your vision and values related?

```
┌────────────────────────────────────────────────────────────────────┐
│                                                                    │
│                                                                    │
│                                                                    │
│                                                                    │
└────────────────────────────────────────────────────────────────────┘
```

What potential friction points exist between your personal vision and values and those of your organization? How can you resolve them?

```
┌────────────────────────────────────────────────────────────────────┐
│                                                                    │
│                                                                    │
│                                                                    │
│                                                                    │
└────────────────────────────────────────────────────────────────────┘
```

Are there any critical issues or concerns you are facing back home that will require a difficult conversation to resolve? If so, list them here, along with ideas for conducting that critical communication.

```
┌────────────────────────────────────────────────────────────────────┐
│                                                                    │
│                                                                    │
│                                                                    │
│                                                                    │
└────────────────────────────────────────────────────────────────────┘
```

REFLECTION: DAY 5

List three things you learned today.

```
```

Write one question you need to ask when you get home.

```
```

How will you apply today's learning outcomes back home?

```
```

DAY 6

UNIT 8, CONT'D

Unit 8 Suggested Prompts (cont'd)

How will you foster a T.E.A.M. culture (trust, empowerment, accountability, and motivation) to enhance engagement in your team? List specific ideas.

How can you implement or improve coaching and mentoring strategies on your team?

What strategies will you use to ensure your team's success with your program?

Quad Chart for Unit 8

Complete the chart for your planned special operations program based on the activities you completed in Unit 8.

Organizational Dynamics Impacts (Activity 8.2)	Leadership Strategies (Activity 8.2)

Employee Engagement Impacts (Activity 8.4)	Coaching/Mentoring Strategies (Activities 8.5 & 8.6)

UNIT 9: CAPSTONE

Unit 9 Suggested Prompts

What are the mission, vision, and goals of your special operations program?

What evaluation benchmarks will you use?

What equipment will you need for your program?

Quad Chart for Unit 9

Complete the chart for your planned special operations program.

Equipment	Training & Credentialing
Fitness for Duty & Medical Requirements	**Finance & Administration**

REFLECTION: DAY 6

What are your biggest takeaways from the course?

What ideas do you have now for developing/improving your special operations program? How can you implement them?

How will you adjust your program plan before presenting it to leadership back home?

How will you apply what you learned this week when you return home?

Were your course expectations met? If not, take time to address them with the instructors.