

Squadron Officer School (SOS) Class 26A Practice Test (Sample)

Study Guide



Everything you need from our exam experts!

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. According to Tuckman's model, what is the first stage of team development?**
 - A. Storming**
 - B. Performing**
 - C. Norming**
 - D. Forming**

- 2. What is one characteristic of Centralized Command?**
 - A. Decentralized authority**
 - B. Broad focus on joint force commander's objectives**
 - C. Empowerment of subordinate decision-making**
 - D. Limitation of initiative**

- 3. What are the four major performance areas of Airman Leadership Qualities?**
 - A. Strategic Thinking, Emotional Intelligence, Job Proficiency, Communication**
 - B. Executing the Mission, Leading People, Managing Resources, Improving the Unit**
 - C. Accountability, Teamwork, Initiative, Adaptability**
 - D. Analysis, Creativity, Leadership, Innovation**

- 4. Who is at the start of the joint structure of command?**
 - A. Combatant Commanders**
 - B. Secretary of Defense**
 - C. President**
 - D. Joint Force Commanders**

- 5. Which factor is NOT typically associated with influencing organizational culture in the Air Force?**
 - A. Communication practices**
 - B. Leadership styles**
 - C. Individual performance metrics**
 - D. Shared values and beliefs**

- 6. What type of operations does JADO signify?**
- A. Operations focusing solely on land**
 - B. Exclusive air operations**
 - C. Integrated operations across all domains**
 - D. Naval-focused operations**
- 7. What are the components of a Commander's Intent Statement?**
- A. Mission, Resources, Leadership, End State**
 - B. Purpose, Mission, End State, Resources**
 - C. Mission, Purpose, End State, Risk**
 - D. Objectives, Purpose, Means, End State**
- 8. What is the role of feedback from AARs?**
- A. To encourage complacency in operations**
 - B. To provide recommendations for system enhancements**
 - C. To highlight areas for improvement for future operations**
 - D. To reinforce existing strategies without change**
- 9. Who serves as the Secretary of Defense?**
- A. A member of Congress**
 - B. A civilian leader appointed by the President**
 - C. A military officer**
 - D. The Chairman of the Joint Chiefs of Staff**
- 10. How does communication style influence leadership effectiveness?**
- A. It has no impact on leadership**
 - B. It affects clarity and the ability to motivate others**
 - C. It solely determines authority in a team**
 - D. It can only increase leadership charisma**

Answers

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1. D
2. B
3. B
4. C
5. C
6. C
7. C
8. C
9. B
10. B

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Explanations

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1. According to Tuckman's model, what is the first stage of team development?

- A. Storming**
- B. Performing**
- C. Norming**
- D. Forming**

The first stage of team development in Tuckman's model is Forming. This stage is characterized by team members coming together and getting acquainted. During the Forming phase, individuals are typically polite and tentative as they try to understand their roles within the group, establish a sense of security, and develop initial relationships. At this point, the team is often unclear about its objectives, structure, and processes, as members are focused more on figuring out what is expected of them and how they will work together. It's a crucial stage where interactions are guided by social norms rather than performance, allowing for the establishment of relationships that will be developed further as the team progresses to later stages. The subsequent stages—Storming, Norming, and Performing—represent the evolution of the team as it confronts challenges, builds cohesion, and achieves its goals. Thus, understanding Forming as the foundation is essential for grasping how teams mature and progress through the subsequent stages of development.

2. What is one characteristic of Centralized Command?

- A. Decentralized authority**
- B. Broad focus on joint force commander's objectives**
- C. Empowerment of subordinate decision-making**
- D. Limitation of initiative**

Centralized Command is characterized by a clear hierarchy and a tight grip on decision-making processes from a single point of authority. This allows for streamlined decision-making and ensures that all actions are aligned with the overarching objectives set by the command. The focus on the joint force commander's objectives emphasizes the importance of unity of effort and direction across all levels of the organization. By maintaining a broad focus on these objectives, Centralized Command can effectively allocate resources and prioritize actions to meet strategic goals. The other characteristics, such as decentralized authority, empowerment of subordinate decision-making, and limitation of initiative, are typically associated with decentralized command structures, where decision-making authority is distributed and allows for more flexibility and responsiveness at lower levels of command. These features are not indicative of Centralized Command, where stringent control and adherence to higher-level direction are essential.

3. What are the four major performance areas of Airman Leadership Qualities?

- A. Strategic Thinking, Emotional Intelligence, Job Proficiency, Communication**
- B. Executing the Mission, Leading People, Managing Resources, Improving the Unit**
- C. Accountability, Teamwork, Initiative, Adaptability**
- D. Analysis, Creativity, Leadership, Innovation**

The four major performance areas of Airman Leadership Qualities are indeed focused on the practical application of skills within a military leadership context. These areas—Executing the Mission, Leading People, Managing Resources, and Improving the Unit—provide a comprehensive framework for assessing and developing leadership capabilities among Airmen. Executing the Mission emphasizes the ability to plan, organize, and carry out tasks effectively to achieve objectives. This is crucial as Airmen must align their efforts with the broader goals of their unit and mission. Leading People focuses on the interpersonal aspects of leadership, including motivating, mentoring, and inspiring subordinates to reach their potential. Strong leadership is essential in fostering team cohesion and ensuring that personnel are engaged and productive. Managing Resources entails the responsible handling of both human and material resources. This area highlights the importance of efficiency and effectiveness in the use of available resources, which is vital in military operations where constraints often exist. Improving the Unit involves initiatives aimed at enhancing organizational performance and culture. This proactive approach encourages Airmen to seek out and implement improvements that can benefit the unit as a whole. The other choices may include relevant skills and traits, but they do not encompass the holistic emphasis on mission execution, personnel leadership, resource management, and unit improvement that the correct choice provides

4. Who is at the start of the joint structure of command?

- A. Combatant Commanders**
- B. Secretary of Defense**
- C. President**
- D. Joint Force Commanders**

At the start of the joint structure of command, the President plays a crucial role as the Commander-in-Chief of the Armed Forces. This position grants the President the authority to deploy military forces and set overarching military policy. The President's guidance outlines the strategic objectives and priorities that Combatant Commanders and other military leaders will follow to achieve national defense goals. While other leaders, such as the Secretary of Defense and Combatant Commanders, have significant roles in orchestration and implementing military strategy, they operate under the direction and authority established by the President. Therefore, recognizing the President's position as the primary authority ensures a clear understanding of the command structure hierarchies within the military operations framework.

5. Which factor is NOT typically associated with influencing organizational culture in the Air Force?

- A. Communication practices**
- B. Leadership styles**
- C. Individual performance metrics**
- D. Shared values and beliefs**

Organizational culture within the Air Force, as in many other organizations, is significantly shaped by shared values and beliefs, leadership styles, and communication practices. Each of these aspects plays a vital role in establishing norms and behaviors that characterize the environment. Shared values and beliefs are foundational, as they form the core principles that guide decision-making and behaviors within the organization. Leadership styles influence how these values are enacted, as leaders model behaviors and set expectations that can either reinforce or undermine the desired culture. Communication practices further facilitate the transmission of these shared values and beliefs, helping to ensure that everyone understands and embodies the cultural norms. Individual performance metrics, while important for assessing individual contributions, do not inherently shape organizational culture. Instead, they focus more on the individual level, evaluating specific achievements and outcomes rather than the collective, broader nuances that define the culture of an organization. Therefore, while performance metrics can reflect aspects of culture, they are not a direct factor that influences the overarching culture in the same way that shared values, leadership, and communication do.

6. What type of operations does JADO signify?

- A. Operations focusing solely on land**
- B. Exclusive air operations**
- C. Integrated operations across all domains**
- D. Naval-focused operations**

JADO, or Joint All-Domain Operations, represents a modern military approach that emphasizes integrated operations across all domains of warfare, including land, air, maritime, space, and cyber. The philosophy behind JADO is to leverage the strengths and capabilities of different military branches and operational domains to create a more effective and coordinated response to a variety of threats and challenges. This approach allows for a more holistic view of military engagements, enabling forces to operate seamlessly across all areas rather than in isolation. It involves joint planning and execution that considers the interconnectivity of various platforms and systems, thereby enhancing overall mission effectiveness. In contrast, focusing solely on land, exclusive air operations, or naval-focused operations would limit the scope of military capabilities and responsiveness. Each of those other choices represents a narrower view that does not capture the essence of joint and integrated operations that encompasses the entire operational environment.

7. What are the components of a Commander's Intent Statement?

- A. Mission, Resources, Leadership, End State
- B. Purpose, Mission, End State, Resources
- C. Mission, Purpose, End State, Risk**
- D. Objectives, Purpose, Means, End State

A Commander's Intent Statement is designed to convey the overall purpose of a mission and provide guidance on the desired outcome. The essential components include Mission, Purpose, and End State, which clearly articulate what needs to be achieved and why. The Mission component defines the specific tasks or activities that need to be accomplished. It sets the groundwork for what the unit is expected to do. The Purpose clarifies the rationale behind the mission, answering the question of "why" this mission is important. This helps to align the team's efforts and fosters a shared understanding among all members. The End State describes the desired future conditions that should result after the successful execution of the mission, outlining what success looks like. While some choices may contain terms relevant to command or operational planning, they do not encapsulate the essential elements of a Commander's Intent Statement as effectively as the combination found in the correct answer.

8. What is the role of feedback from AARs?

- A. To encourage complacency in operations
- B. To provide recommendations for system enhancements
- C. To highlight areas for improvement for future operations**
- D. To reinforce existing strategies without change

Feedback from After Action Reviews (AARs) plays a crucial role in identifying areas for improvement for future operations. AARs are structured reviews of what happened in a mission or exercise, focusing on both performance and outcomes. By systematically analyzing the events, decisions, and actions taken, the feedback gathered during AARs enables teams to understand what went well and what did not. Highlighting areas for improvement is vital because it supports the continuous learning and development process within military operations. This reflection leads to tangible changes in strategies, tactics, and procedures, enhancing overall effectiveness in future missions. The focus is on learning from experiences to boost performance and preparedness, rather than merely emphasizing successes or maintaining the status quo. In contrast to the correct answer, other options imply a lack of progress or adaptation. Encouraging complacency would detract from the growth mindset necessary for effective operations, and reinforcing existing strategies without change fails to address the lessons learned. Recommendations for system enhancements, while valuable, do not directly capture the essential function of AARs in promoting ongoing improvement in operational performance.

9. Who serves as the Secretary of Defense?

- A. A member of Congress
- B. A civilian leader appointed by the President**
- C. A military officer
- D. The Chairman of the Joint Chiefs of Staff

The Secretary of Defense is indeed a civilian leader appointed by the President. This role is crucial as it reflects the principle of civilian control over the military, ensuring that elected officials, rather than military officers, are responsible for setting defense policy and overseeing the armed forces. The Secretary of Defense manages the Department of Defense and is a key advisor to the President on military matters, shaping national security and defense strategy. This appointment also emphasizes the importance of having leadership that can make decisions from a broad perspective, including diplomatic, economic, and international considerations, rather than purely military ones. The Secretary's civilian status allows for a balanced approach to defense strategy that integrates considerations beyond just military readiness and capability.

10. How does communication style influence leadership effectiveness?

- A. It has no impact on leadership
- B. It affects clarity and the ability to motivate others**
- C. It solely determines authority in a team
- D. It can only increase leadership charisma

Understanding how communication style influences leadership effectiveness is crucial for anyone in a position of authority. The correct choice highlights that communication significantly affects clarity and the ability to motivate others. When leaders communicate effectively, they are able to articulate their vision, goals, and expectations clearly. This clarity helps team members understand their roles and how they contribute to the overall objectives. Moreover, communication styles can vary widely—ranging from assertive to passive—and each style can elicit different responses from team members. A leader who uses an inclusive and engaging communication style is more likely to inspire and motivate their team, fostering a collaborative environment where individuals feel valued and empowered to contribute. Effective communication also builds trust within the team, which is essential for a cohesive working environment. Leaders who are adept at conveying messages in a way that resonates with their audience can increase engagement and drive higher performance levels. While other options may address aspects of leadership, they miss the multifaceted impact that communication style has on both clarity and motivation, which are fundamental to effective leadership.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://sosclass26a.examzify.com>

We wish you the very best on your exam journey. You've got this!

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