

SQUADRON OFFICER SCHOOL (SOS) CLASS 26A PRACTICE TEST (SAMPLE)

STUDY GUIDE



**SAMPLE STUDY GUIDE
WITH LIMITED QUESTIONS**

**VISIT US ONLINE FOR
THE FULL VERSION STUDY GUIDE**

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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. How does critical thinking aid in the decision-making process?**
 - A. Increases emotional responses
 - B. Enhances subjective analysis
 - C. Enables objective analysis of situations
 - D. Limits consideration of alternatives
- 2. Who is responsible for signing the National Defense Strategy (NDS)?**
 - A. Chairman of the Joint Chiefs of Staff
 - B. President of the United States
 - C. Secretary of Defense
 - D. Secretary of the Army
- 3. What leadership principle relates to leading by example, as taught in SOS?**
 - A. Empowerment of subordinates
 - B. Defining roles clearly
 - C. Modeling behavior
 - D. Strategic planning
- 4. According to Tuckman's model, what is the first stage of team development?**
 - A. Storming
 - B. Performing
 - C. Norming
 - D. Forming
- 5. What distinguishes transformational leadership from transactional leadership?**
 - A. Transformational leadership focuses on structured tasks
 - B. Transactional leadership motivates change through vision
 - C. Transformational leadership inspires change through vision and encouragement
 - D. Transactional leadership emphasizes emotional support

- 6. In the context of SOS, what does effective project management entail?**
- A. Only initial planning of projects
 - B. Exclusively monitoring ongoing projects
 - C. Planning, executing, and closing projects
 - D. Focusing on project outcomes without execution
- 7. Who typically designates the Joint Force Commander (JFC) for a Joint Task Force (JTF)?**
- A. Joint Chief of Staff
 - B. Combatant Commander
 - C. Secretary of Defense
 - D. President
- 8. What does the LOWD model of ethical decision making emphasize when identifying the tension in a situation?**
- A. Determine two resolution options
 - B. Locating where the tension is
 - C. List out 2nd and 3rd order effects
 - D. Justify the option selected
- 9. What does "Mission Command" emphasize in airpower tenets?**
- A. Centralized control of all operations
 - B. Decentralized execution allowing tactical decision-making
 - C. Constant communication with higher command
 - D. Completion of missions with minimal resources
- 10. In what way do Joint All-Domain Operations (JADO) differ from traditional operations?**
- A. Focus on land-based strategies
 - B. Integrates effects across all domains
 - C. Emphasizes naval superiority
 - D. Concentrates on air power solely

Answers

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

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Explanations

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1. How does critical thinking aid in the decision-making process?

- A. Increases emotional responses
- B. Enhances subjective analysis
- C. Enables objective analysis of situations**
- D. Limits consideration of alternatives

Critical thinking is a systematic approach to evaluating situations and making decisions based on reasoning and evidence rather than emotions or biases. It promotes the ability to critically analyze information, identify logical connections, and assess the validity of arguments. By enabling objective analysis of situations, critical thinking helps decision-makers to view issues from multiple perspectives, consider relevant data, and weigh the pros and cons of various options. When employing critical thinking, individuals can detach personal feelings from the outcome, leading to more rational and informed decisions. This objectivity not only provides clarity in complex situations but also ensures that decisions are based on facts and logical interpretations rather than subjective opinions. Consequently, critical thinking fosters better problem-solving and ultimately results in more effective decision-making.

2. Who is responsible for signing the National Defense Strategy (NDS)?

- A. Chairman of the Joint Chiefs of Staff
- B. President of the United States
- C. Secretary of Defense**
- D. Secretary of the Army

The National Defense Strategy (NDS) is a key document that outlines the strategic direction of the Department of Defense and defines how the United States intends to use its military forces and resources to achieve national security objectives. The responsibility for signing the NDS lies with the Secretary of Defense. The Secretary of Defense has the authority and oversight required to integrate resources, strategies, and policies across the military branches and ensure that the NDS aligns with the broader goals of national security as determined by the President and other national leaders. This position is critical since the Secretary of Defense represents the military's collective interests in defense matters and provides direction that the Armed Forces will follow. In contrast, while the President has a significant influence on the overall defense strategy and policy setting, the hands-on responsibility for drafting and signing the NDS is specifically designated to the Secretary of Defense to reflect the military's operational needs and strategic planning. The Chairman of the Joint Chiefs of Staff provides military advice and support but does not have the authority to sign the NDS. Similarly, the Secretary of the Army is responsible for the Army's specific interests but does not sign the overarching NDS document.

3. What leadership principle relates to leading by example, as taught in SOS?

- A. Empowerment of subordinates
- B. Defining roles clearly
- C. Modeling behavior**
- D. Strategic planning

Modeling behavior is a key leadership principle emphasized in the Squadron Officer School curriculum, highlighting the importance of leading by example. When leaders demonstrate the values, work ethic, and conduct they expect from their team, they effectively create a culture of accountability and integrity. This principle underscores that actions often speak louder than words; when leaders embody the behaviors they advocate, it encourages subordinates to follow suit. For instance, a leader who consistently demonstrates commitment, professionalism, and ethical decision-making inspires similar behaviors within the team. This not only fosters trust and respect but also enhances overall team cohesion and effectiveness. When a leader is seen as a role model, it reinforces the expected standards of conduct and performance within the unit, creating a more motivated and aligned team. The other options focus on different aspects of leadership. While empowerment of subordinates involves delegation and supporting team growth, and defining roles clearly pertains to clarity in task execution, they do not directly address the principle of leading by example. Strategic planning is crucial for organizational success but is more about setting directions and goals rather than the personal conduct of leaders. Thus, modeling behavior stands out as the answer that specifically encapsulates the essence of leading by example in a leadership context.

4. 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.

5. What distinguishes transformational leadership from transactional leadership?

- A. Transformational leadership focuses on structured tasks
- B. Transactional leadership motivates change through vision
- C. Transformational leadership inspires change through vision and encouragement**
- D. Transactional leadership emphasizes emotional support

Transformational leadership is characterized by its emphasis on inspiring and motivating followers to achieve their highest potential and to embrace change. This leadership style focuses on creating a vision for the future that excites and engages team members, encouraging them to commit to shared goals. Transformational leaders foster an environment where individuals feel valued and supported, often using encouragement to help them overcome challenges and innovate. In contrast, transactional leadership is more focused on established processes and the management of tasks—rewarding compliance and punishing non-compliance. This approach is driven by a clear system of rewards and consequences, and does not typically involve inspiring followers through a compelling vision. The distinction lies in how transformational leaders approach leadership by engaging and uplifting their team, generating intrinsic motivation that goes beyond basic rewards or punishments associated with transactional leadership.

6. In the context of SOS, what does effective project management entail?

- A. Only initial planning of projects
- B. Exclusively monitoring ongoing projects
- C. Planning, executing, and closing projects**
- D. Focusing on project outcomes without execution

Effective project management encompasses a comprehensive approach that includes planning, executing, and closing projects. This methodology ensures that all aspects of a project are addressed, which contributes to its overall success. Planning is crucial as it involves defining the project goals, scope, resources, timelines, and risks. This initial stage lays the groundwork for how the project will be managed. Execution is where the actual work takes place, which includes coordinating resources, managing team dynamics, and ensuring that tasks align with the project objectives. Closing the project involves finalizing all activities, conducting evaluations, and ensuring that deliverables meet the agreed-upon specifications. The combination of these three phases creates a structured framework that allows project managers to effectively guide a project from conception to completion, ensuring that stakeholders' needs are met along the way. In contrast, just planning or monitoring without execution, or narrowing the focus solely to outcomes without considering how those outcomes are achieved, fails to provide a holistic management approach, which can lead to gaps in the project workflow and hinder success.

7. Who typically designates the Joint Force Commander (JFC) for a Joint Task Force (JTF)?

- A. Joint Chief of Staff
- B. Combatant Commander**
- C. Secretary of Defense
- D. President

The designation of the Joint Force Commander (JFC) for a Joint Task Force (JTF) is typically the responsibility of the Combatant Commander. This is because the Combatant Commander has the authority and operational control over the assigned forces and is in the best position to assess the mission requirements, capabilities, and integration of different services and units within the joint force structure. The Combatant Commander ensures that the JFC has the necessary authority and resources to effectively execute the mission assigned to the JTF. This decision is based on their understanding of the operational environment and the strategic objectives outlined by higher authorities. Given that the Combatant Commander operates within the broader framework of national defense and military strategy, their input is crucial in determining the most qualified individual to lead the JTF. In contrast, other entities like the Joint Chief of Staff, Secretary of Defense, or President have their roles in the overall command structure and policy formulation but do not typically make the specific designation of the JFC for JTFs. Their responsibilities involve broader strategic oversight, authority over defense policy, or ultimate command in the chain of command rather than operational command decisions.

8. What does the LOWD model of ethical decision making emphasize when identifying the tension in a situation?

- A. Determine two resolution options
- B. Locating where the tension is**
- C. List out 2nd and 3rd order effects
- D. Justify the option selected

The LOWD model of ethical decision making places a significant emphasis on identifying where the tension lies in a situation. This aspect is critical because without first recognizing the conflicting values, interests, or ethical principles that are at play, it becomes challenging to analyze the situation effectively and make an informed decision. By locating the tension, individuals can gain clarity on the ethical dilemma they are facing. This step helps ensure that the decision-maker understands the core of the conflict, which is essential for formulating a resolution that considers the necessary ethical implications. Additionally, grasping the tension also provides context for the subsequent steps in the LOWD model, which involve considering resolution options, assessing effects, and justifying decisions. Recognizing the tension is foundational to navigating the complexities of ethical decision-making processes.

9. What does "Mission Command" emphasize in airpower tenets?

- A. Centralized control of all operations
- B. Decentralized execution allowing tactical decision-making**
- C. Constant communication with higher command
- D. Completion of missions with minimal resources

Mission Command emphasizes decentralized execution that enables tactical decision-making at lower levels of command. This approach allows individuals and units on the ground to respond to rapidly changing battlefield conditions and local circumstances without awaiting formal orders from higher command. By empowering subordinates to make decisions, organizations benefit from agility and responsiveness, essential features in the dynamic nature of airpower operations. This tenet is rooted in trust and a common understanding of mission goals, allowing leaders to provide intent rather than direct orders. The focus is on achieving the overall mission rather than simply adhering to a centralized command structure, promoting initiative and innovation among those closest to the action. This is particularly important in airpower contexts where the speed of operations can outpace traditional command-and-control methods.

10. In what way do Joint All-Domain Operations (JADO) differ from traditional operations?

- A. Focus on land-based strategies
- B. Integrates effects across all domains**
- C. Emphasizes naval superiority
- D. Concentrates on air power solely

Joint All-Domain Operations (JADO) represent a significant evolution in military strategy, emphasizing the integration of effects across all operational domains: land, air, sea, space, and cyber. This holistic approach allows for a synergistic application of capabilities, enabling forces to rapidly respond to threats and exploit opportunities by coordinating actions across different environments instead of working in isolation. In contrast to traditional operations, which often focus on a single domain or a more limited collaborative effort between a few domains, JADO recognizes that modern warfare requires a comprehensive, unified effort that maximizes the strengths of each domain. This approach enhances situational awareness, adaptability, and the ability to overwhelm adversaries more effectively. By integrating effects across all domains, JADO allows for a more dynamic and flexible response to various threats and operational challenges, thereby increasing the overall effectiveness of military operations.

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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