



CIVIL AIR PATROL United States Air Force Auxiliary

CADET ENCAMPMENT PROGRAM

L12 The Leadership Concept

Briefing & Suggested Lesson Plan for the Guest Speaker

Date & Time of Talk:

Location:

Arrival Time:

Point of Contact:

Cell Phone:

Email:

Thank you for volunteering to support Civil Air Patrol cadets. You're going to have fun interacting with the cadets because this group is bright, enthusiastic, and possesses a serious of purpose that you won't find among an ordinary group of young people.

Overall Goal: As a result of this session, cadets should possess an understanding of the academics underpinning the art and science of leadership. By interacting with you, a compelling role model, we want cadets to appreciate the principle that good leadership must be thoughtful and deliberate, and that leadership is a subject worthy of careful study, as opposed to a charisma-centered, knee-jerk exercise of authority.

Objectives. To achieve that goal, this suggested lesson plan pursues five objectives. By the end of the class, cadets will:

- 1.) Give the Air Force definition of leadership and explain it in their own words.
- 2.) Describe four ways cadets can develop leadership skills.
- 3.) Defend the Air Force view that anyone can lead, not just commanders.
- 4.) Identify some traits useful to leaders and defend the choices.
- 5.) Explain what motivates a servant-leader and describe why servant leadership is supposedly so effective.

Suggested Duration: 60 min

Audience. Teenaged cadets enrolled in the Civil Air Patrol Cadet Program, a youth activity imparting leadership skills in an aerospace-themed environment. Their #1 area of interest for cadets is aviation or aerospace. Their #2 area of interest is military service and leadership in general. Your CAP point of contact will tell you how many cadets are in attendance.

Background. Cadets arrive at their annual encampment with an understanding of leadership that just barely skims the surface. Some cadets may be familiar with a formal definition of leadership. Some may have read about trait theory, great man theory, and the servant leadership model. Most cadets will be confused about leadership and possess a lot of misconceptions due to the conflicting, fanciful version of "leadership" they see at the movies. Therefore, your involvement as a respected role model is needed to impart a mature and nuanced perspective about leadership.

Suggested Format. Cadets relate best to specific examples, not abstract concepts. Speak anecdotally. Use your life experiences to convey a personal perspective about leadership. Have some questions prepared to direct to the audience and/or allow time for the cadets to pose questions to you. A back-and-forth discussion is better than a lecture.

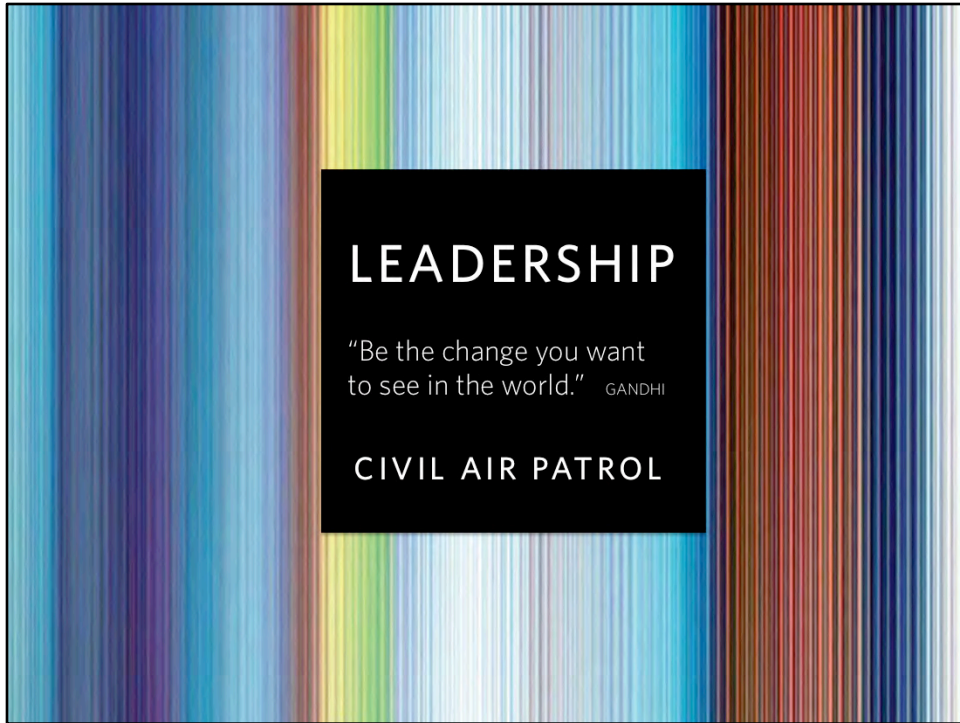
CAP's Working Definition of Leadership. CAP teaches the Air Force's definition of leadership, which states, "Leadership is the art and science of influencing and directing people to accomplish the assigned mission." Some assumptions about leadership we embrace include: you don't need to be "in charge" to lead; leaders are made, not born; every leader is accountable to someone; and leadership must be moral, otherwise it's either bullying or manipulation.

Your Personal Views. One does not need Air Force or CAP experience to impart a perspective of leadership. The cadet's textbook, *Learn to Lead* draws upon examples from US history, politics, pop culture, business, and numerous other sources to

present leadership in action. The suggested lesson plan below is available if you want help get started on a talk, but if you have your own thoughts on leadership, feel free to use those as the basis of your talk. What matters most is that cadets internalize the principle that real leadership is thoughtful and deliberate and takes a positive approach.

Audio Visual Support. Your CAP point of contact will tell you what A/V support is available.

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** These notes sometimes read like a script, but that’s not the intention. You, the speaker and leadership expert, are free to use these notes and slides or go in a different direction, so long as the cadets come away with an appreciation for leadership as a subject worthy of study.

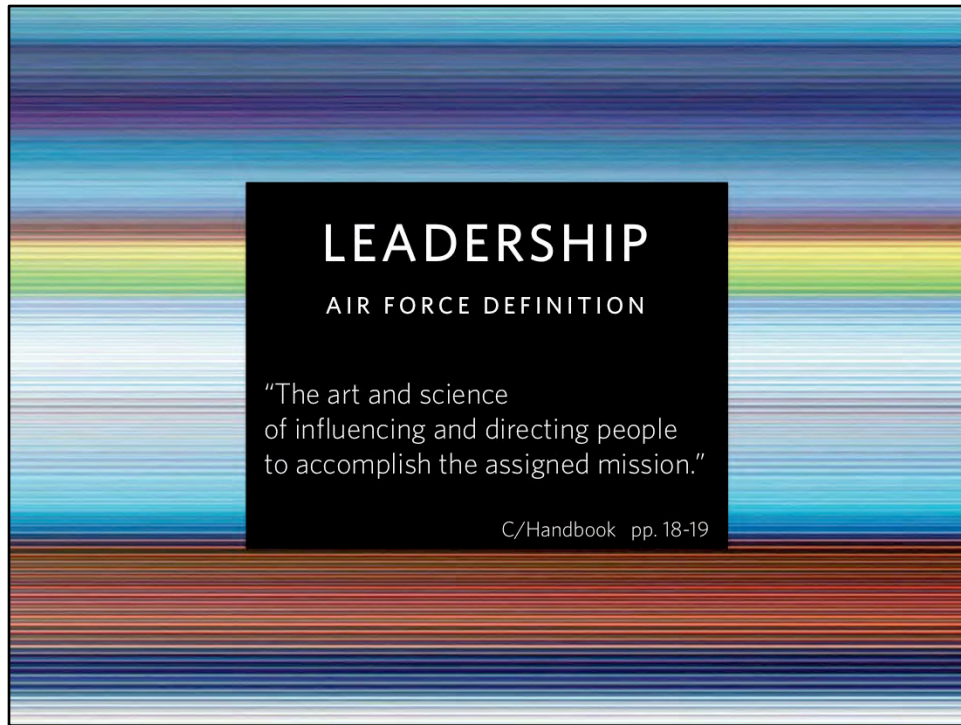
If you use these slides and notes, it’s recommended that you read through them once, then add anecdotes and extra examples in the margins to make the presentation your own. The notes exist merely to give you some ideas, or to give you a ready-made presentation that can be successful.

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Attention / Opener

“Be the change you want to see in the world.” (Gandhi)
Leadership is about change. A leader tries to change the world, to accomplish something. Great leaders accomplish this change partly by their personal example.

Have a short anecdote ready of how a leader in your life prompted you to make a



1. Definition

CAP and the Air Force define leadership as, “The art and science of influencing and directing people to accomplish the assigned mission.”

What does it mean for leadership to be “an art and a science?”

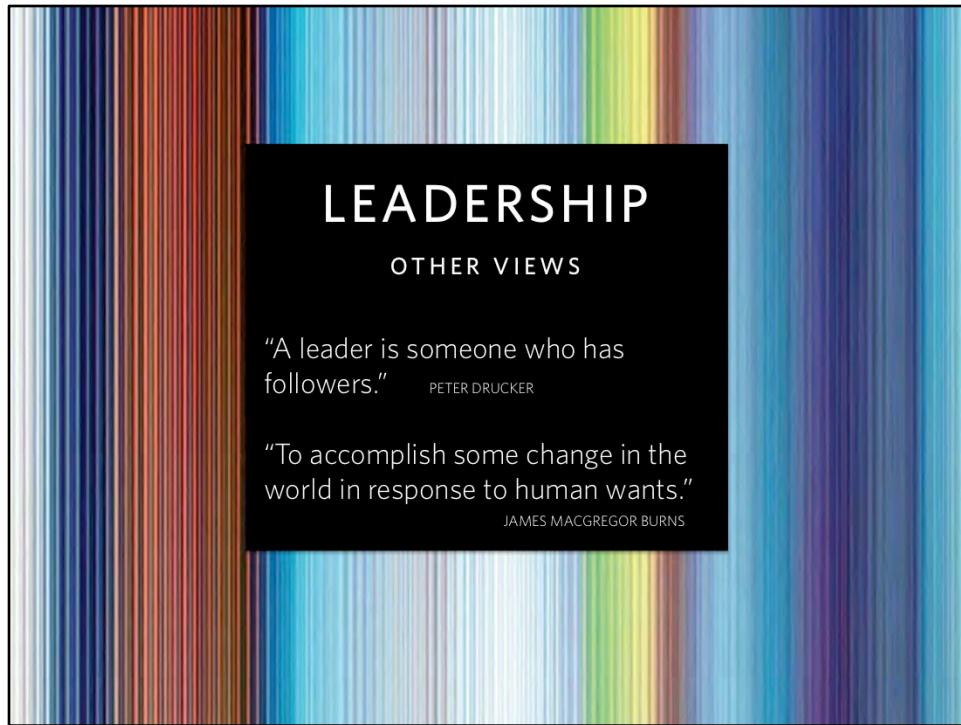
Leadership is an art because it works through imagination and creativity. Everyone has their own perspective, like art, and lots of different perspectives can be good.

Leadership is a science because it works by observation and prediction. Just as a chemist watches what happens when two solutions are mixed together, the leadership scholar watches certain leadership behaviors and tries to predict the results.

Why are “people” found in the middle of this definition?

Accountants work with numbers. Carpenters work with tools. Leaders work with people.

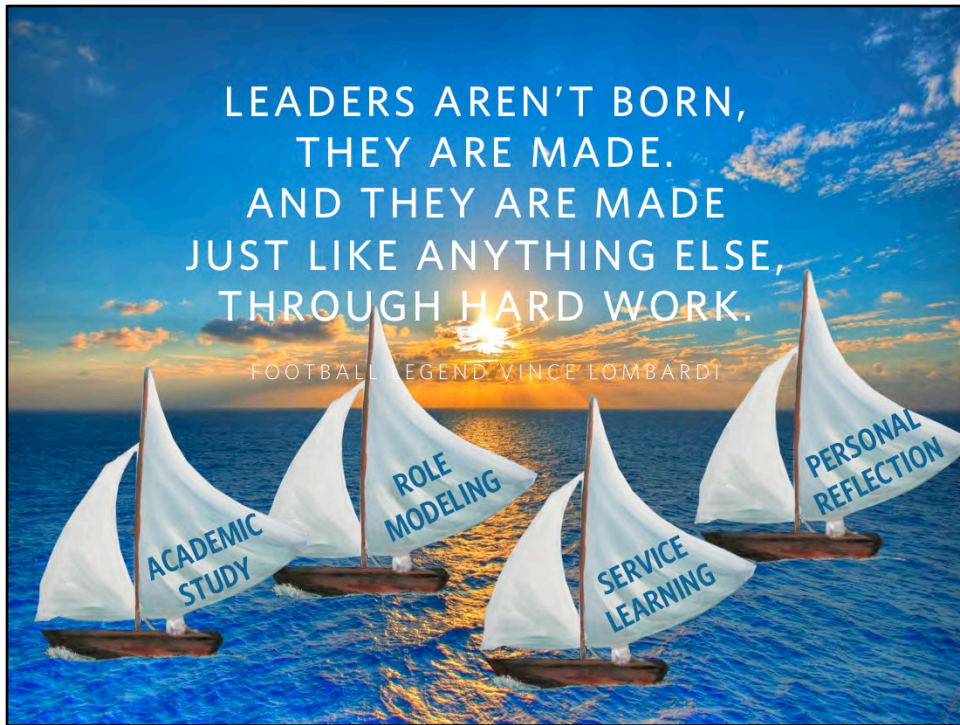
If you know people, you know everyone is different and yet everyone is pretty much



What are some other ways you could describe leadership? Put "leadership" in your own words.

"A leader is someone who has followers." Notice that in this view, leadership isn't about holding a formal position. Can you think of people in your life who aren't your "boss" and yet lead you?

"To accomplish some change in the world in response to human wants." In this view, leadership seems to be about helping people, and again, the leader could be anyone, not necessarily a "boss" working in a formal organization.



2. Leadership Development.

Where do leaders come from?

Do you agree with Vince Lombardi that leaders are made, not born? Why?

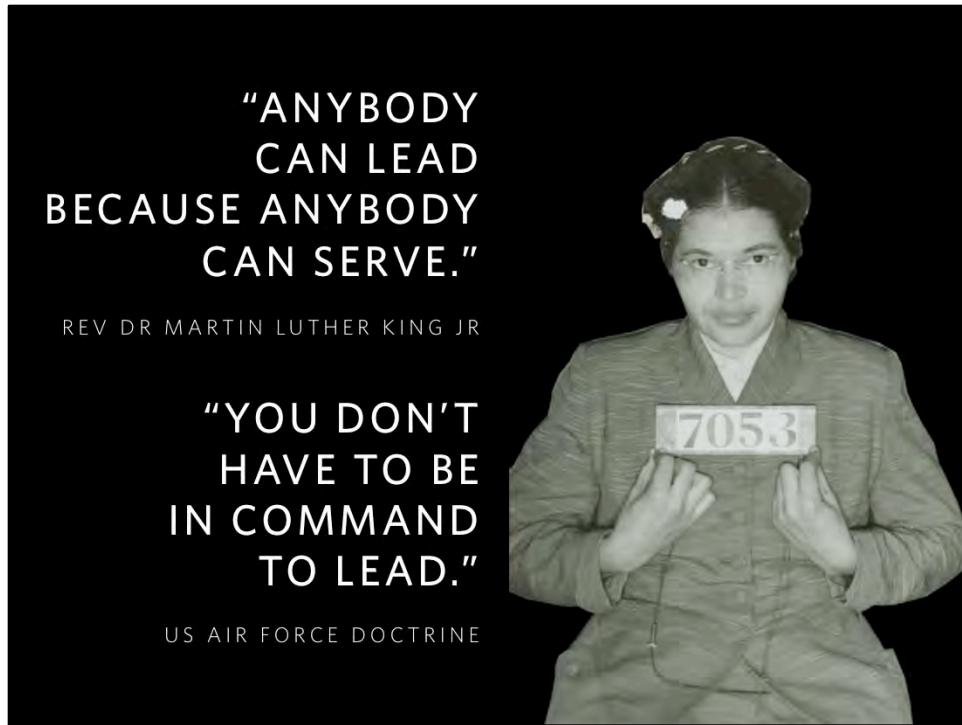
How might you, as a cadet, use the four paths to leadership?

Academic Study: leadership is a subject you can study. Knowledge makes you a better leader.

Role Modeling: Watch leaders in action. What do they do that is good? What do they do that's counter productive? You can easily do this at encampment.

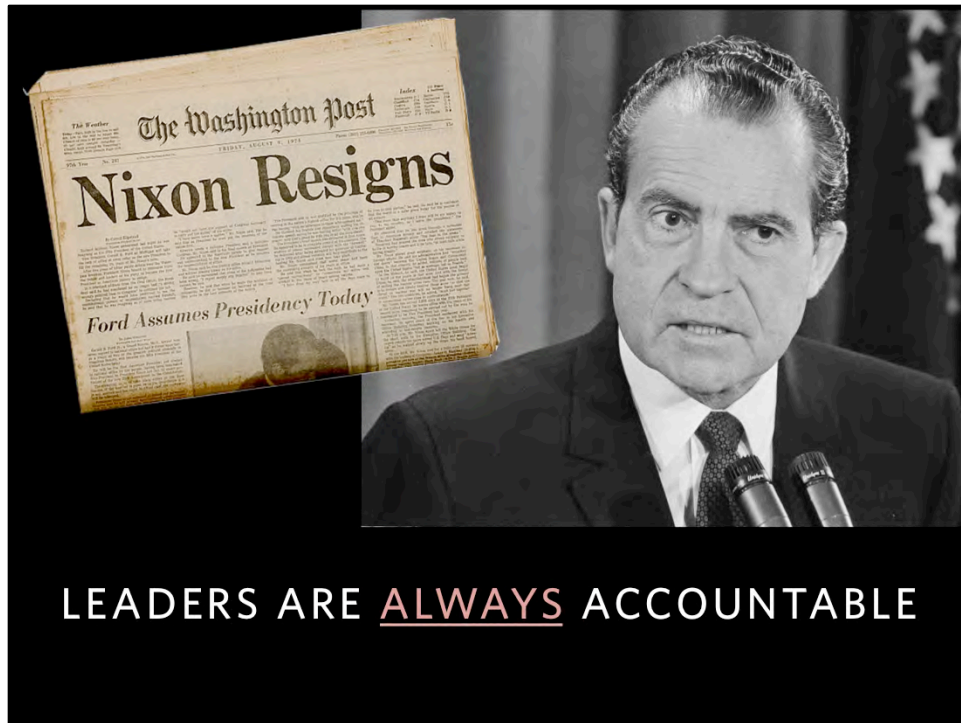
Service Learning: To learn to lead, get out there and lead. Hopefully you're doing this in your flights already. Serve as a leader to learn leadership, that's service learning.

Personal Reflection: Think about your performance as a team member and leader. Be conscious of your strengths and shortcomings. This is why Team Leadership Problems end with a debriefing so you can think about your performance and



3. In talking of leadership development, you might say, "But I'm not a leader, so I can't develop leadership skills." The US Air Force flatly rejects that view. Everybody can lead. Why do you think they hold that view?

Consider the story of Rosa Parks. What job title did she hold? Nothing in particular. Who did she command? No one. Then why is she a leader? She started something, she brought about change by refusing to move to the back of the bus. She inspired people to take up the cause of civil rights. For over a year, poor, working class blacks refused to ride city buses until the "whites in front, blacks in back" policy changed. Historians say that Rosa Parks was a key leader in the civil rights movement, and yet she had no special rank, no special authority over anyone.



4. What does it mean to say that “leaders are accountable?”

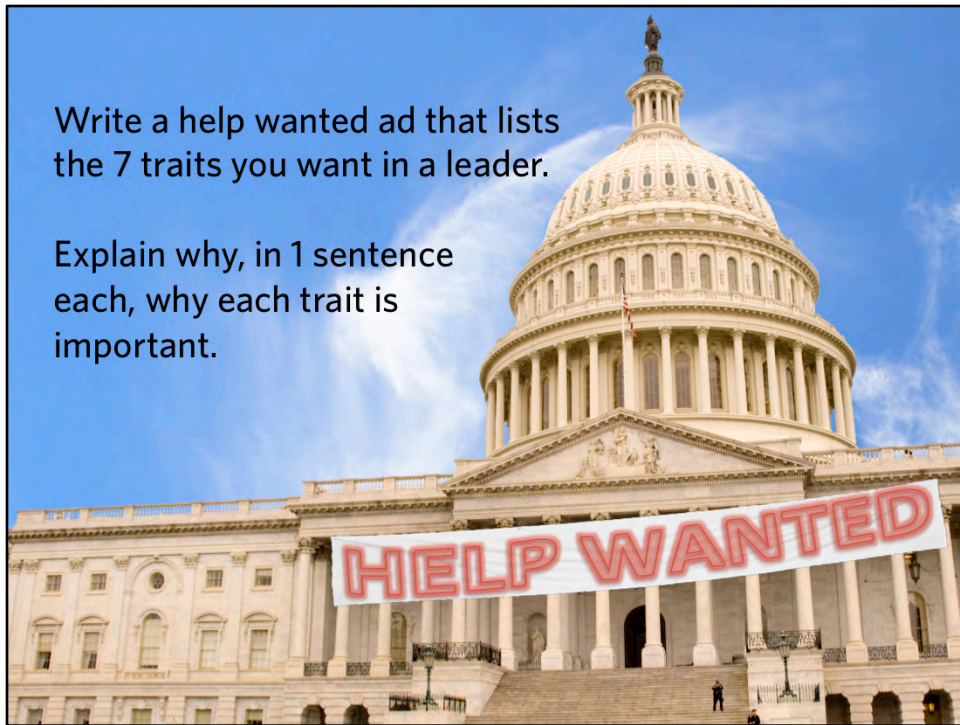
The leader may report to a higher leader, as in a formal organization. Flight sergeants answer to flight commanders who answer to squadron commanders and so on.

The leader may feel pressure from the media. If a leader abuses his or her authority, for example, the media might start following him around and demanding answers.

The public at large can “take to the streets.” Libya, Egypt, and Ukraine recently saw mass protests by ordinary people expressing outrage at their leaders’ conduct.

Even if the embattled leader withstands a boss, the media, and masses of people, in the end history will judge him or her.

Therefore, to lead well, recognize that no matter how high ranking or important you seem, you must answer for your actions.



5. Trait theory

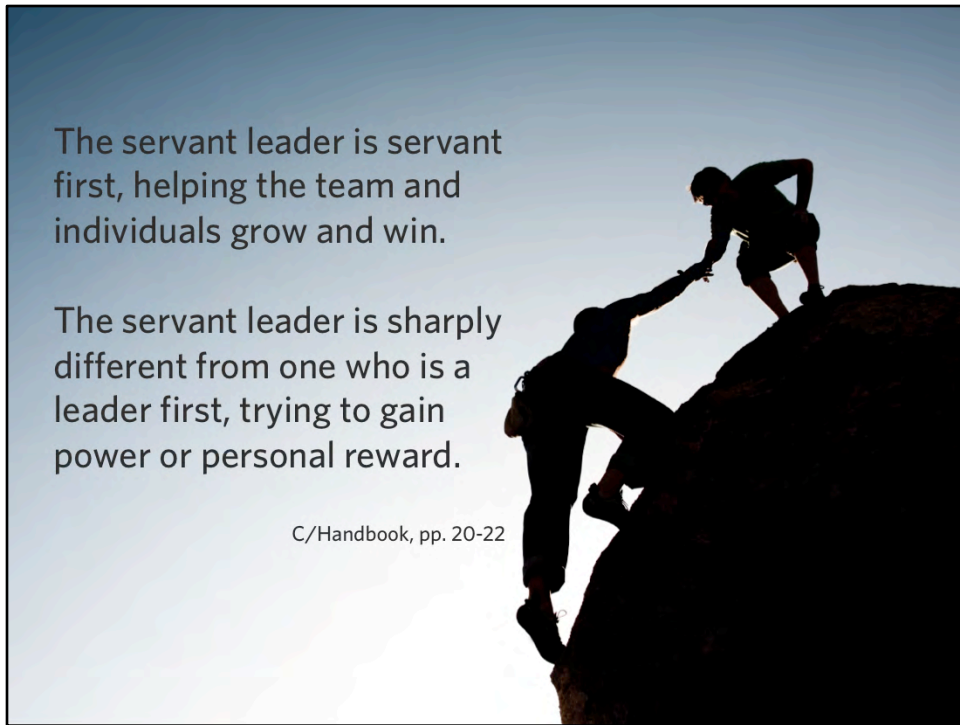
Divide the cadets into small groups of about 5 people each. Assign each group a partner group. Allow a few minutes for the group to write their help wanted ad for a leader. The ad must list seven leadership traits needed, and the cadets must be ready to defend their rationale for each trait in a sentence or two. After writing the ad, have one group present their findings to their partner group, and vice versa. Then reassemble into one large group.

Were your seven traits the same as the other group's?

Did you have any traits that seemed to be the exact opposite of a trait in the other group? (ie: logical vs. caring, daring vs. careful)

Does a leader have to exhibit certain traits to be a leader?

Trait theory teaches us that we can learn leadership by thinking about the traits good leaders possess, but at the same time, trait theory also shows us that there's not one "right" way to lead. There are a lot of different ways to lead well.



6. Servant Leadership.

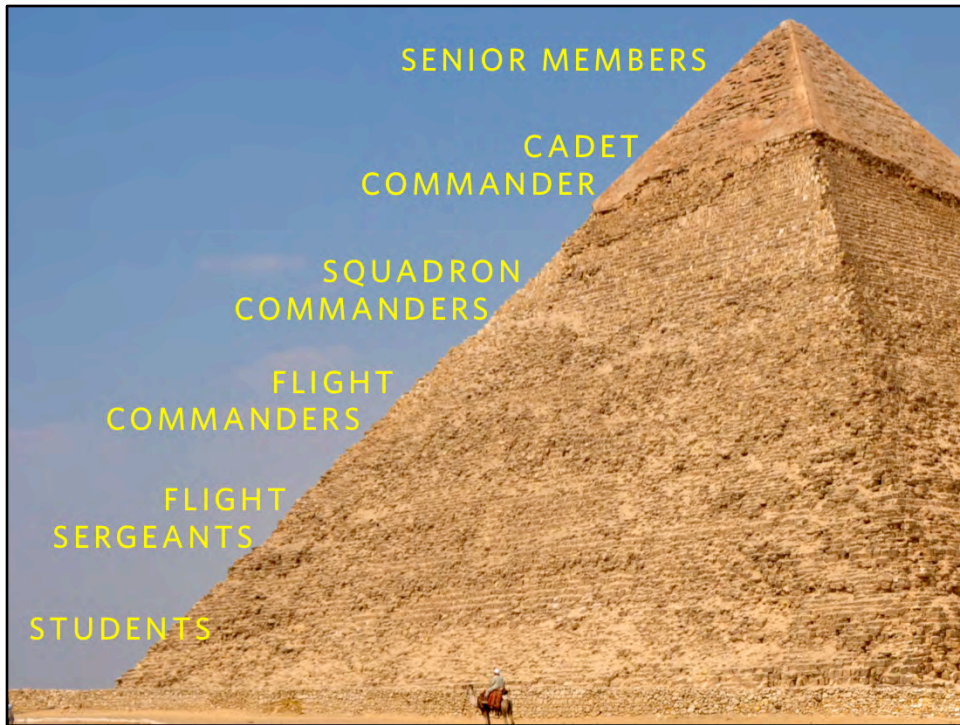
Why should a leader try to “serve” the people on his or her team? Why not be a “boss”?

Servant leadership says the leader should take care of his or her people. How is that supposed to help the team succeed?

A caring attitude builds trust. That trusting relationship between leader and follower makes both individuals better and more effective.

Moreover, if you care for someone, you want what’s best for that person, you want the person to fulfill their potential. You see each person as a unique individual and whenever possible you match them with a tailor-made challenge, instead of treating everyone as just a cog in the machine, just an interchangeable part. And so as a leader, you devote your time and energy to training and encouraging your people versus just counting the number of widgets they produce. A servant leader is a human leading another human.

Servant leadership is an attitude. Consider the “normal” way of thinking about the chain of command. People on the bottom work for people on the top. People on the top have power and with their rank comes special privileges. But servant leadership

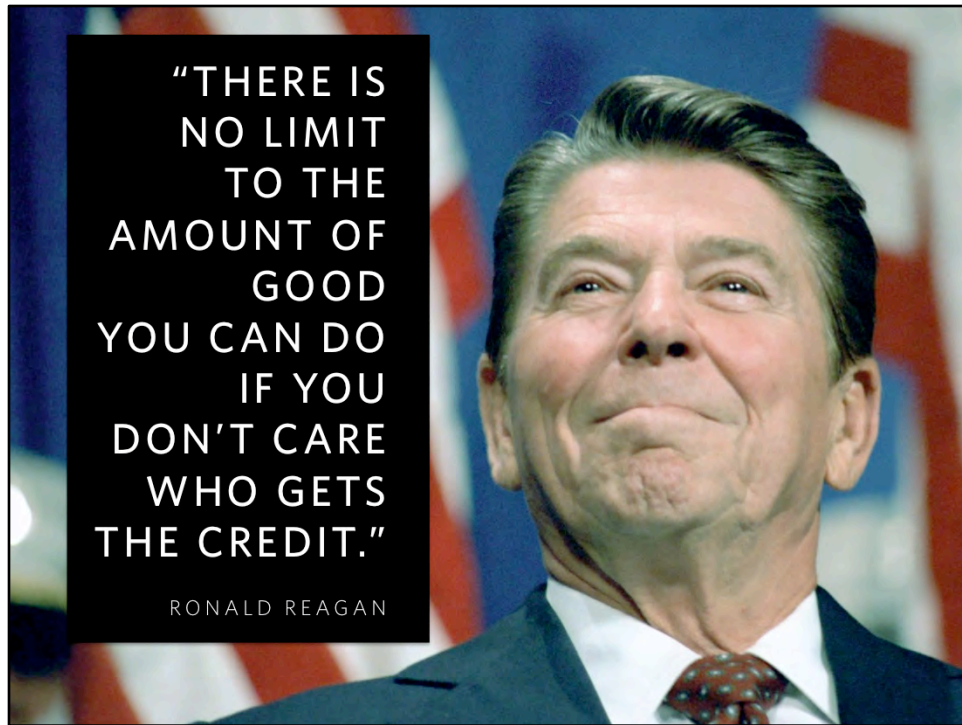


Servant leadership is an attitude. Consider the “normal” way of thinking about the chain of command. People on the bottom work for people on the top. People on the top have power and with their rank comes special privileges. But servant leadership takes that pyramid and turns it upside down. What would it mean if you were to put students on the top and seniors on the bottom?



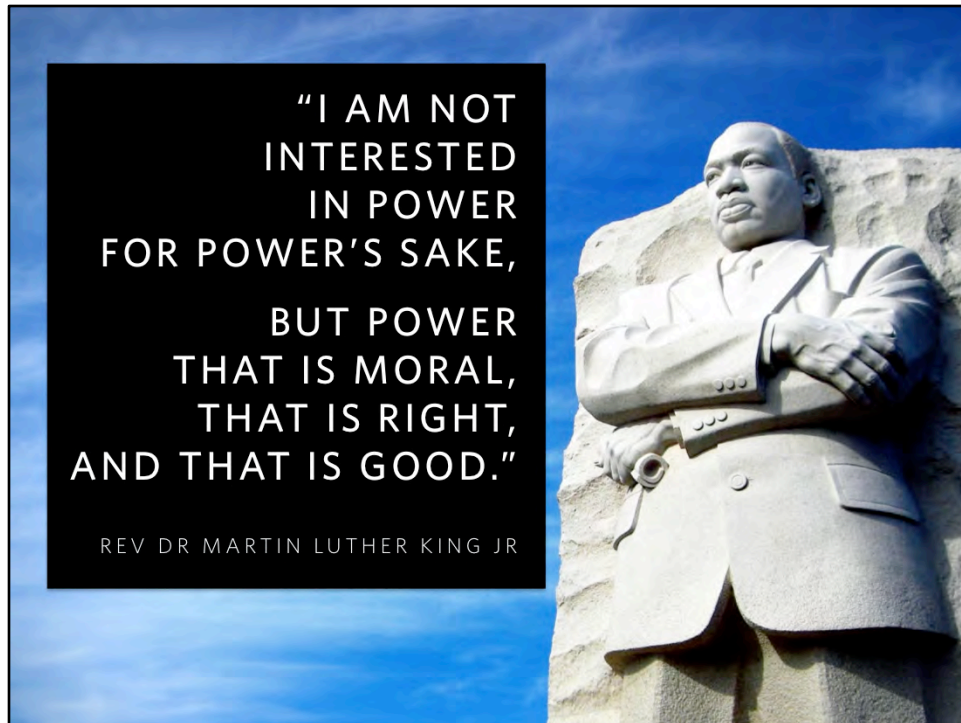
With the inverted pyramid or inverted chain of command of servant leadership, the “important” people mentally make themselves responsible to their subordinates.

An inverted pyramid illustrates the principle that the servant leader’s job is to support his or her subordinates. Leadership is not so much standing above someone and issuing orders but standing behind someone and providing support. Subordinates are like “customers” in this view.



How does Reagan's quote illustrate servant leadership?

Servant leaders are not focused upon themselves. They don't worry about "getting credit" because personal reward is not their focus. They trust that if they do a good job, which means if they help other people, they'll succeed in the long run.



How does Dr. King's quote illustrate servant leadership?

The opposite of a servant leader is an authoritarian, someone whose focus is on gaining power and flexing their muscles by exercising that power. For an authoritarian personality, power is an end in itself. They measure their self-worth by how much power they possess and how they can use their power to make people do things. Everyone hates the power-hungry cadet lieutenant who trolls around the quad collecting salutes. Everyone hates the comic book leader who makes someone dig a ditch for no reason and then fill it back up.

In contrast, Dr. King is a servant leader who sees power as a tool useful in obtaining something moral and good. A servant leader will not ask, "How can I flex my muscles and show I am powerful?" Instead, he or she will ask, "How can I use whatever power I have to help other people in ways that are moral and good?"

REVIEW

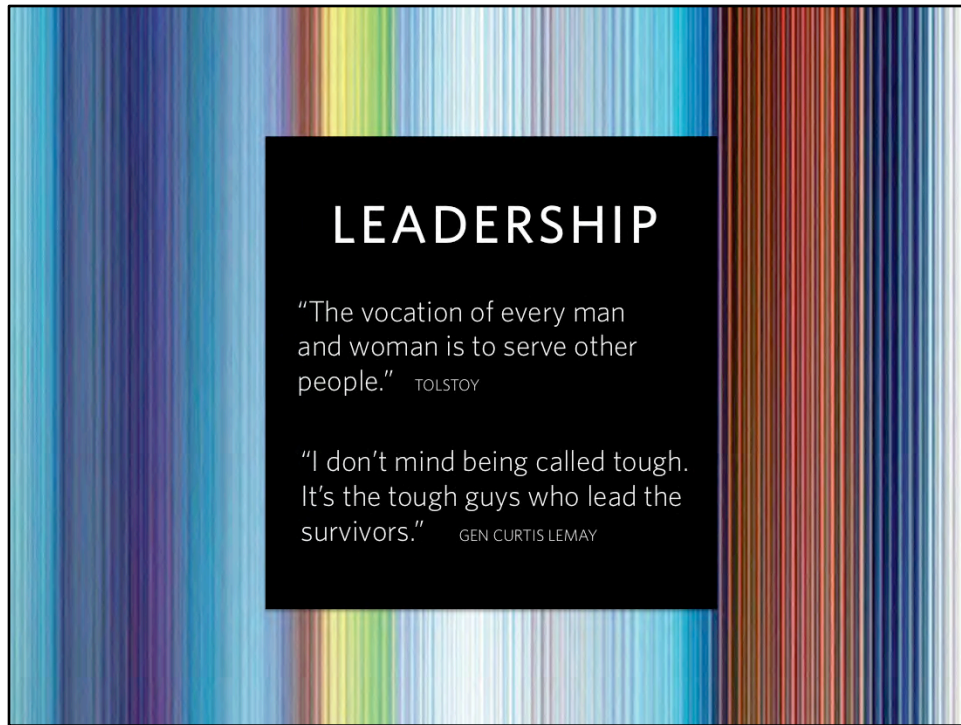
What is leadership?

What are four ways to develop yourself as a leader?

Why can it be said that anyone can lead, not just commanders?

What does the search for leadership traits tell us about leadership?

What motivates a servant leader?



Final Thought

You can serve other people and still be tough. You can insist on discipline and regimentation and obedience to orders, and at the same time do so from the perspective of someone who is using the cadet encampment as a leadership laboratory where everyone is developing their abilities and having fun. That's the type of leadership we hope you're seeing here at encampment, and the type of leadership we encourage you to display as you gain more rank and power.