

Middle School Initiative

**PART I
COVER SHEET**

CAP 3 SEMESTER 1 WEEK 13

COURSE: Goddard Leadership Laboratory, Achievement 7

LESSON TITLE: Leadership Laboratory - Becoming a Cadet Officer

LENGTH OF LESSON: 50 Minutes

METHOD: Informal Lecture - Discussion

REFERENCE(S):

1. *Leadership: 2000 And Beyond*, Volume 1, Chapter 7
2. AFPAM 36-2241, Volume 1, *Promotion Fitness Examination Pamphlet*
3. FM 22-100, *US Army Leadership*

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S): None

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to understand the concepts and rationale that lead to becoming a cadet officer.

COGNITIVE SAMPLES OF BEHAVIOR: Each cadet should become aware of those qualities and values that will aid him in becoming a better leader, as a cadet officer.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

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PART II TEACHING PLAN

Introduction

ATTENTION: Good afternoon and welcome to the final chapter in your leadership laboratory. I hope that you will find the material interesting and of benefit in the finishing phases of your training. Once you have completed this achievement, you will move on to a self-study type program and a major review of the entire leadership and aerospace education program that you have studied. This action will lead you up to the taking of the General Billy Mitchell test, your first major jumping off point in the Civil Air Patrol Cadet Program.

MOTIVATION: *"CAP's cadet program would do well to remind its cadet officers that demanding accountability from their NCOs and providing them with suggestions is a much better way of handling leadership than doing it themselves."* - Captain Richard Griffith, CAP
Extracted from "The Cadet First Sergeant"

OVERVIEW: Our class today will cover some of the inner workings of becoming a cadet officer in Civil Air Patrol. We will discuss such things as integrity, trust, loyalty, credibility, and responsibility. These are but a few values that lead to becoming an effective leader.

TRANSITION: Self-discipline is the key to effective leadership.

Body

MP 1 Becoming a cadet officer is a giant step forward in your upward progression in Civil Air Patrol. You are required, by the very nature of being a cadet officer, to exercise the epitome of military leadership. Your integrity is at stake. There's that word again - integrity. Integrity is the keystone of any military or civilian organization. Do not compromise your integrity - your truthfulness.

Integrity is an essential element of your makeup. It is the inner voice, the source of self-control, the basis of the trust that is imperative in today's Civil Air Patrol. In this world of "me first" and relative ethics, fairness and honesty are still hallmarks of any officer, cadet or senior. Our organization rests on the integrity of its leaders. It's not optional - it is basic to our ability to perform our congressionally mandated missions. We expect integrity to be an inner part of all our leaders. It is one of the three main values that are essential to being an effective leader.

Trust is another major value that we all earn as individuals. Trust must be shown both up and down the unit command structure. Trust is earned by being reliable in all our actions, such as

punctual attendance at our unit meetings and paying prompt attention to any correspondence that comes our way. On the other hand, if a person in a position of leadership cannot be trusted to accomplish his job, his superior must replace him with an individual that can be trusted.

Loyalty will be rewarded, if you earn it. Loyalty is a two-way street. As a leader, you cannot demand unswerving loyalty without being willing to return it.

As a cadet officer you must be able to build a team with all your people - men, women and ethnic groups different from your own. In CAP, diversity is one of our greatest strengths; plain and simple, diversity is a readiness issue. If you exclude any one group, you won't realize your full potential.

MP 2 Credibility falls into the area of leadership qualities as does the values previously discussed. To be credible, leaders must have humility, commitment, and the ability to enhance the unit by drawing on the strengths of each member. Periodically, you must get your hands dirty. Only by being out front is the leader able to feel the pulse and the pace of the unit. By being up front, you will also get a feeling for the problems that arise.

A leader leads by example, and being a role model means paying attention to what you believe is important. It means showing others through your behavior that you live your values. A leader sustains credibility when he or she does not make a major production of the effort. Subordinates will be impressed when the leader shows no undue strain in difficult circumstances.

By taking responsibility for your actions and those of your subordinates you reinforce credibility. Credibility is fragile. It may take months, or even years, to earn your spot on the leadership ladder and all it takes is one false step - a thoughtless remark or act to lose your place in the leadership hierarchy. Be careful in what you do and say in your leadership role in Civil Air Patrol.

MP 3 To become an effective cadet officer, you should follow a few simple pieces of advice:

- **Be Tough.** Set your standards high and insist that your subordinates measure up. Have the courage to correct those who fail to do so. Almost certainly, unit morale will be higher and your people prouder.
- **Do Not Sit Behind Your Desk.** Get out and see what is going on. Your people will see that you are interested in them and their work conditions.
- **Search Out the Problems.** Every unit has them. They are out there waiting to be found and corrected.

- **Be Sensitive.** Listen to your subordinates and superiors as well. Communicate. Be perspective. Seek ideas from those around you. Be innovative - one way is not always perfect. Listen to all that is going on around you.
- **Do Not Take Things for Granted.** You have found the problems and tasked others to correct them. Don't assume that they have been fixed - look for yourself. Don't even assume that the fix is permanent. The breakdown may happen again. Be prepared to cope with it.
- **Don't Alibi.** Fix the problem. You and your unit will never be perfect. People make mistakes. Don't be defensive about things that are broken. Nothing is more disturbing to your superiors than the individual that can do no wrong and has an alibi for everything that does go wrong.
- **Do Not Tolerate Incompetence.** Once your subordinates have demonstrated laziness, disinterest, or the inability to get the job done, you must have the determination to relieve them of the assignment and counsel them. On the other hand, when your people are doing good work, recognize it and encourage them. With this pat on the back, they might even do better.
- **Be Honest.** Tell it like it is. Insist that your subordinates do likewise. Their patterns will be based on your example. Nothing can be more harmful to your unit than garbled information, half-truths (dogma), and falsifications (lies). Let everyone know your position on this matter. You must create an atmosphere of trust and confidence in the unit. Also, be honest with yourself - don't mess with the reports and figures just to make you look good. You will just end up being a loser.

MP 4 There is so much that can be said about what should be done in the early stages of becoming a cadet officer, but there just isn't enough time in this one class session to cover it all. There are three major references in the leadership laboratory that have been used, thus far. They are:

Leadership: 2000 and Beyond, Volume 1. This is your primary leadership text and the basis for all your achievement testing.

Air Force Pamphlet 36-2241, Volume 1, *Promotion Fitness Examination*. Although this pamphlet is aimed primarily towards the Air Force NCO ranks, the concepts delivered in it are relevant to all levels of leadership.

US Army Field Manual 22-100, *Army Leadership*. This field manual was developed for use by all levels of leadership, from the fire team leader and squad leader to the highest ranking officers and civilians in the Army.

These resources and any other materials espousing effective leadership are good reading.

Conclusion

SUMMARY: In summation, what we have discussed this afternoon is the jumping off point to becoming an effective CAP cadet officer. Knowing your job, and that of your subordinates; being out front and leading them towards the unit's goal. We have looked at necessary values in a cadet officer and some other qualities that apply to any leader. Essentially, you are to become a company grade cadet officer with face-to-face leadership requirements.

REMOTIVATION: It is important for you to remember that authority is employed not to impose policies and demand followership, but to guide subordinates through learning and developing into responsible participants.

CLOSURE: Next week you will be taking your achievement test, so take the time to re-read Chapter 7 and complete the end of chapter review. Being conscientious about this will assure that you pass the test with a high grade. Class is dismissed.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The objective of this lesson was for each cadet to understand the requirements necessary to become an effective leader as a cadet officer.

LESSON QUESTIONS: Completion of the chapter review satisfies this requirement.