

Attachment 1

CAP Leadership

*Note: The following has been taken (with minor changes) from CAP Pamphlet 50-1, **Commander's Guide**. It is a perfect compliment to the material presented.*

Leadership is often claimed to be intangible, hard to measure, and difficult to describe. The Air Force defines leadership as the "art of influencing and directing people in a way that will win their obedience, confidence, respect, and loyal cooperation in achieving a common objective". As such, leadership should be recognized as the key to mission accomplishment, whether it be the Air Force mission, the three missions of Civil Air Patrol, or any other organizational mission. Within CAP there are no substitutes for squadron commanders who are effective leaders. However, a CAP officer can be an effective leader without being a commander. Commanders are most effective when they are leaders also.

Certain attributes have been identified as being desirable in a leader because they increase the probability of his or her success in helping the group attain the common objective, such as, to successfully accomplish the mission. These common basic traits are: integrity of character, sense of responsibility, professional competence, enthusiasm, emotional stability, humaneness, and self-confidence.

In addition to these traits, there are twelve leadership abilities that CAP feels are essential to succeeding at command, and are presented below. Check yourself, and use them as a general guideline, feeling free to add others which enhance your own leadership ability.

1. KNOW YOUR JOB:

- Understand your squadron's mission and how it contributes to the next higher unit.
- Review the functions of your mission.
- Know the current provisions of directives governing your job.
- Be aware of developments.

2. PLAN YOUR ACTIVITIES:

- Determine your objective first. Is it measurable, specific, results oriented, realistic, and time bounded?
- Consider your available tools.
- Consider all possible line of action
- Select the best line of action to obtain your goal.
- Determine your actual procedures.

3. PROFESSIONAL DEVELOPMENT:

- Think ahead to determine your long-range CAP objectives.
- Identify resources needed to achieve objectives.
- Be familiar with CAP education opportunities.
- Maintain currency.
- Have an organized approach to self development.

4. KNOW YOUR PEOPLE:

- What makes your people tick?
- Show interest in your people.
- Systematically evaluate your people, especially those who have recently joined your squadron.

- Give credit where credit is due.
- Always be fair.
- Carefully evaluate and “gripes”.
- Listen attentively.

5. KEEP YOUR PEOPLE INFORMED:

- Ensure your people are in the picture.
- Carefully explain policy and procedure changes, giving reasons for them.
- Be alert and creative in communicating with people.
- Ensure individuals affected know the schedules.
- Keep alert for false rumors and correct them by providing factual information.
- Ensure key personnel keep members informed.

6. BE AN EXAMPLE:

- Set the example by all you do and say.
- Look sharp, be sharp, think sharp.
- Have a cooperative spirit in supporting decisions and policies.
- Be constructive in your remarks.

7. DEMONSTRATE LEADERSHIP:

- Communicate effectively.
- Provide directions only as needed.
- Meet work deadlines.
- Keep in touch with your people while on duty.
- Maintain high standards.
- Seek efficient methods.

8. DEVELOP TEAMWORK:

- Explain how each person’s job contributes to the mission.
- Develop an understudy program.
- Train as required.
- Delegate authority and responsibility as appropriate.
- Support your people.
- Encourage individual effort in team building.
- Be receptive to good suggestions.
- Develop methods for testing your team’s capabilities.

9. MAKE SOUND AND TIMELY DECISIONS:

- Gather all facts before making a decision.
- Apply problem-solving techniques to arrive at the most logical decision.
- Analyze your decisions for effectiveness.
- Make timely decisions as soon as possible so interested parties will have time to plan.
- Seek advice as appropriate.

10. DEVELOP A SENSE OF RESPONSIBILITY AMONG YOUR PEOPLE:

- Look for better ways to do the job.
- Supervise only as appropriate.
- Provide promotional opportunities for deserving members.
- Be willing to accept responsibility for your position.

11. EMPLOY YOUR SQUADRON ACCORDING TO ITS CAPABILITIES:

- Select the right person for the right job.
- Make assignments after reviewing personnel records and performance.
- Don’t assign your people more than they can handle.

- Only make promises you can keep.
- Know your CAP chain of command and work within it.

12. HAVE THE COURAGE OF YOUR CONVICTIONS:

- Your task is to lead. This requires hard work, enthusiasm for the job, and sensitivity for what is going on around you. You must:
- Set your standards high (and enforce them).
- Be involved.
- Listen.
- Know what the problems are (and solve them).
- Assist the weak.
- Promote the strong.
- Stand up for what is right (and correct what is wrong).

And finally, to do this well, you have to be tough, sensitive, understanding, and knowledgeable.

