

**Leadership: 2000 and Beyond**  
**Volume 1 Study Guide**  
**For**  
**Chapter 6**  
**Doolittle Achievement**

**INTRODUCTION**

Although your NCO experience has been at the element and flight levels, you will explore the operations side of CAP.

**DUTIES AND RESPONSIBILITIES**

As a senior-grade NCO you will be able to take charge for an officer who may not be present. You may be asked to counsel, teach or discipline other cadets. Your new tasks will include performing inspections, conducting drill, instructing on customs and courtesies, and administering personnel actions. If you become the first sergeant, you are the cadet commander's right hand and a vital link between the cadet commander and the NCOs.

**UNDERSTANDING HUMAN BEHAVIOR**

You should deal with minor behaviors quickly, but to deal with serious behavior problems, refer to an expert.

**Defense Mechanisms:**

Defensive behaviors soften failures, ease guilt, preserve internal harmony, and keep us feeling worthwhile and adequate.

**Rationalization-** Fooling through twisted logic that your behavior is justifiable

**Repression-** Denying certain painful facts that actually exist

**Projection-** Fulfilling your needs through other people

**Displacement-** Shifting emotions, attitudes, or fantasies from a socially unacceptable object to an acceptable one

**Compensation-** Overcoming a shortcoming by trying to excel in another field

**Hierarchy of needs:**

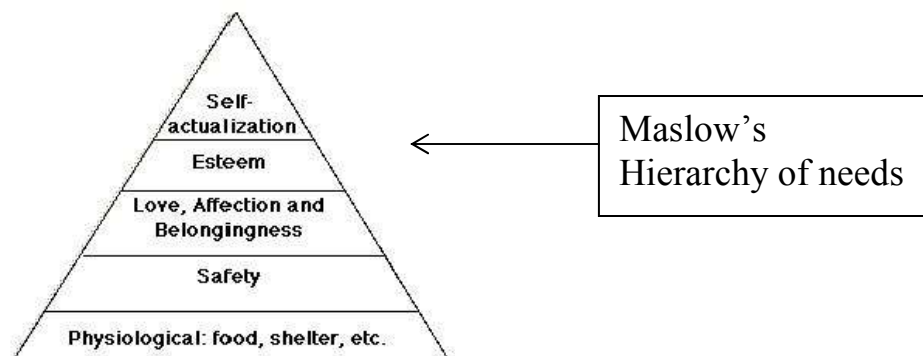
*Physiological needs-* Physiological needs are needs that are necessary for survival such as food, water, shelter etc.

*Safety needs-* These needs are necessary for your survival from injury.

*Belonging needs-* These needs are the longing to be with other people. There are two kinds of belonging needs: Love and affection, and affiliation with a group.

*Self-esteem needs-* This need is fulfilled when you have dignity or self-respect

*Self-actualization needs-* This need is fulfilled when you have fulfilled your purpose in life.



Human behavior relates to the NCO in different ways.

- Everybody has their own unique personality
- Although they are unique, their needs are similar
- A goal that promises future need satisfaction may outweigh current needs (sacrifices.)
- Leaders should try to approach an ideal situation where a goal promises more than one need.

## **MOTIVATION SKILLS**

To motivate correctly, you should:

- Keep cadets feeling self-confident
- Give adequate guidance
- Let them feel important
- Recognize individual differences
- Practice participative leadership
- Listen to your cadets
- Keep them informed of anything of note
- Respect their feelings

In addition to this, you should recognize cadets for their accomplishments. Recognize any cadets that go above and beyond their orders. Their actions will most likely be repeated and emulated if recognition is given.

The two types of recognition are formal and informal. Formal recognition is an award while informal is more like a pat on the back. The best type of recognition is when you recognize in public. To have effective public recognition, follow these points:

- Recognize as soon as possible
- Make sure the award is equal for everyone.
- Reward for above average performance only
- The reward should be in proportion to the achievement
- Do not substitute informal acts of recognition for formal acts.

## **INDIVIDUAL DIFFERENCES**

Three factors formulate what makes us each unique. These factors are:

**Heredity-** Your DNA makes us all look different

**Environment-** Each of us grew up in a different environment with several different factors

**Experience-** The experiences that we face changes our personality the most

## **DISCIPLINE**

Discipline is training that develops, molds, strengthens, or perfects mental faculties or character.

### **Types of Discipline:**

**Self-discipline-** This is a willing and instinctive sense of responsibility that is imposed by you. This is the hardest of all disciplines to achieve because you have to work at it constantly

**Task discipline-** This is the measure of how well you meet the challenges of your job. It requires you to have a strong sense of responsibility.

**Group discipline-** This is teamwork. Most jobs in CAP will require you to act as part of a team.

**Imposed discipline-** This is the enforced obedience of orders and regulations. This type of discipline is used only in an emergency when there is no time to explain orders.

**Maintaining Discipline:**

The best ways to maintain discipline is to maintain constant education and training. The most useful tools to attain this is to:

- Set the example by following regulations and maintaining proper self-discipline.
- Gain knowledge about your job by understanding its importance to your unit
- Communicate with your cadets and through the chain of command
- Enforce standards by consistently correcting any regulation discrepancies

Written by C/1st Lt Trevor Munson