

Leadership: 2000 and Beyond
Volume 1 Study Guide
to
Chapter 3
Wright Brothers Achievement

INTRODUCTION

This achievement will prepare you for the NCO grades. This achievement will also be more specific and take you from followership to leadership.

DUTIES AND RESPONSIBILITIES

Element Leader: teach basic drill movements, relay information, position cadets in the flight. You will work with your cadets to ensure that they are progressing and completing all requirements for promotions. You may also be working with an assistant who may be new to the position.

MORE ABOUT FOLLOWERSHIP

Training and development will help you sharpen skills that you may need.

Leadership traits that are essential to followership: loyalty, integrity, self discipline.

Loyalty: putting your unit ahead of own needs

Integrity: more than honesty; preserves you within the larger unit

Self discipline: helps to function as part of the team; makes all the others work together

Three overlapping parts of followership:

1. The Job (communication is the key to learning the job)

Know what the job is

Know how to do the job

Do the job

2. Leader-follower Relationship

Two things to do to help you get along with your leader:

a. Question: do not be afraid to question your leader but use it when there is a level of trust. (Loyal opposition or devil's advocate). BE TACTFUL!

b. Inform: with a chain of command, accountability at all levels becomes important.

3. Responsibility

Dynamic followers do not wait: ask for direction and take responsibility for own growth

Wise followers learn: take opportunity to learn something new

Be responsible for yourself: be aware of your actions and behaviors, how you manage yourself.

THE ROLE OF THE NCO

The role of the NCO is to make the chain of command work!

Chain of Command: the succession of commanding officers through which command is exercised.

NCO Support Channel: parallels and reinforces the Chain of Command. It consists of: cadet first sergeant, cadet flight sergeants, element leaders. The first sergeant is not in the chain of

command but should know what goes through the chain. The staff meeting keeps the support channel informed. The first sergeant makes directives based on input from the channel.

First Sergeant: most reliable position with highest leadership qualities of any NCO. Oversees activities, inspections, training, attendance, and progress. Also counsels and guides cadets.

Flight Sergeant: acts as flight commander when needed. Also the key assistance and advisor to the flight commander for inspections, discipline, drill and working with element leaders.

Element Leader: responsible for cadets' needs, gathering information, knowledge on presence and absence of cadets from unit activities, and cadet appearance.

An NCO helps and should be interested in the progress of all cadets. NCOs should be able to use the cadet's information to help interpret any progression problems. NCOs should show genuine concern toward people. An open door policy will help NCOs to become a better listener and key element in the communication of the channel.

Staff channels are also part of the unit, have no command over subordinates and helps to carry out decisions. These channels relate to specific technical areas.

STANDARDS

Standard is a measure of what a thing should be, a benchmark, a yardstick. Its purpose is to provide specific guidance on conduct, performance, and discipline. The NCO will set the example, live by the standards, and motivate others to do the same. Grooming and the wear of the uniform are examples of standards. Standards may be enforced through the use of discipline and corrective actions.

COMMUNICATION

Barriers to communication

Communicating and nature of language often leads to misunderstanding.

No common core of experience: Greatest barrier because some words may not be understood by each other.

Confusion between the symbol and the thing being symbolized: Words are symbols. The meaning of the word is in our minds rather than in the word itself. Must be careful to distinguish between words and the objects or ideas they represent.

Misuse of abstractions: When using abstractions, use examples and illustrations. Use concrete and specific words as much as possible. Abstract words are necessary to show vast areas of experience.

How to Improve Communication

Use words that you and your audience have experienced together, use concrete words, use words in their usual sense, and define words that may be misunderstood.

Fact-Word Relationship: Words must accurately represent the events you mean them to represent. Three facts about words that influence our language usage are: complexity, change, differences.

Facts of Complexity: Words do not describe all the details. The structure of the English language implies a finality does not exist. Be conscious of the device "etc."

Fact of Change: Make sure you understand the current meaning of a word.

Fact of Differences: Our language implies similarity. Similarities are good; if all you saw were differences, each thing would be entirely different and entirely new. There are similar factors that make two items alike but may also be grouped.

Two Valued Terms: You often hear terms that imply only two values, such as what is not good must be bad. Sometimes these terms are useful, but they over simplify and hide any possibility of alternatives. There may be several alternatives to a problem which does not one answer right and the others wrong.

DEMONSTRATION-PERFORMANCE TEACHING TECHNIQUE

This technique uses a sequence of steps to show a procedure. It is one way of teaching drill in which you get fast feedback. The procedure is: State and Explain, Demonstrate, Beginning Position, Proper Cadence, Explain and Show the Movement Slowly in Detail, Ask Questions, Instruct, Critique.

DRILL AND CEREMONIES

More drill movements are learned to continue drill knowledge.

PROGRAM REQUIREMENTS FOR ACHIEVEMENT 3

Physical Fitness Test Male/Female: 111 Points
Moral Leadership Participation at least 1/2 of unit moral leadership meetings
Attendance and Active Participation in unit activities
Leadership Lab Test (Ch. 3) Score of 70% or more
Aerospace Education Test (Ch. 2) Score of 70% or more