

Attachment 1

CAP Leadership

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 is 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.

Certain attributes have been identified as being desirable in a leader because they increase the probability of success in helping the group attain a common objective 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 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:

- Know your squadron's mission and how it contributes to the mission of the next higher unit and CAP.
- Know the current directives governing your job.
- Be aware of developments that impact your unit and mission.

2. PLAN YOUR ACTIVITIES:

- Determine your objectives first. Are they **S**pecific, **M**easurable, **A**chievable, and **C**hallenging (**SMAC**), as well as time bounded?
- Consider your available tools.
- Consider all possible lines of action.
- Select the best line of action to obtain your goal.
- Determine your actual procedures.

3. ENSURE YOUR 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 new members.
- Give credit where credit is due.
- Always be fair.
- Carefully evaluate any “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 information they need.
- Keep alert for false rumors and correct them by providing factual information
- Ensure key people 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 as needed.
- Meet work deadlines.
- Keep in touch with your people on and off duty.
- Maintain high standards.
- Seek better 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 suggestions and implement the good ones when possible.
- Develop methods for testing your team's capabilities.

9. MAKE SOUND AND TIMELY DECISIONS:

- Gather as much data as possible before making a decision.
- Apply problem-solving techniques to arrive at the most logical decision.
- Analyze your decisions for effectiveness.
- Make timely decisions so affected parties will have time to plan.

10. DEVELOP A SENSE OF RESPONSIBILITY AMONG YOUR PEOPLE:

- Encourage people to look for better ways to do the job.
- Supervise as appropriate to the maturity of the followers.
- Provide promotional opportunities for deserving responsible members.
- Be willing to accept responsibility for your decisions and your position.

11. EMPLOY YOUR SQUADRON ACCORDING TO ITS CAPABILITIES:

- Select the right person for the job.
- Make assignments based on ability to perform, not popularity.
- Don't assign your people more than they can handle.
- Only make promises that 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!
- Work smart, not hard.
- Show enthusiasm for the job.
- Be aware of what is going on around you.
- Set your standards high and enforce them!
- Be involved.
- Listen.
- Know what the problems are and take action to 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 will have to be tough, sensitive, understanding, and knowledgeable.