

BENCHMARKS for *LEARN TO LEAD*

Before designing *LEARN TO LEAD*, we researched several leadership development programs, including:

Air Force

USAF Academy – Center for Character & Leadership Development

USAF Airman Leadership School

USAF Force Development / Universal Aerospace Leader Competencies

AF Doctrine Document 1-1, *Leadership & Force Development*

Youth

AFJROTC's 4-volume *Leadership Education* text

Boy Scouts of America – Patrol Leader materials & National Youth Leadership Training program

CAPR 52-16, *Cadet Program Management*, stated goals of the cadet leadership education program

CAP's *Leadership: 2000 & Beyond* (a.k.a. *Leadership for the 21st Century*)

CAP's *Leadership Laboratory Manuals* (from the 1980s)

U.S. Navy Sea Cadets - general syllabi and training materials

Those programs served as benchmarks during our analysis phase, helping us determine best practices within the field. Then, as we moved into our design phase, we had our overall program goals and curricula outline vetted by Air University experts. Throughout our development phase, we encouraged input from the field by posting white papers, detailed outlines, and chapter drafts to the Cadet Proving Grounds and Cadet Blog.

BOTTOM LINE: The new curriculum is informed by current Air Force doctrine and best practices within the youth leadership development community. The National Cadet Advisory Council and the CAP/CC Advisor for Cadet Programs have endorsed *LEARN TO LEAD*.

ADVANCE PRAISE for *LEARN TO LEAD*

"These new leadership materials are just a breath of fresh air compared to what I got when I joined CAP. I love that Chapter 1 dissects the Core Values and the Cadet Oath. The text is easier to read [and] covers a lot of important concepts without bogging the reader down in too much theory... Bravo, NHQ Cadet Team."

Maj DAN BRODSKY, New York

"The new text is absolutely wonderful... I feel like the leadership manual has finally caught up to the cadet program. The notion of service leadership and leading by example are the guiding principles that we try to teach our cadets, but the current text does not readily support."

Capt TIM WALKER, Florida

"I just took a look at the leadership modules and, boy, what a nice change! I can't wait to have these modules up and running for my cadets." Maj BJ CARLSON, Wyoming

"I was expecting an even more watered-down program than what we have now. What I saw was a program that will be more challenging to the cadets... I applaud the concept and cannot wait for implementation."

Maj JOHN R. O'NEIL, Missouri

"This new Learn to Lead Textbook is TERRIFIC!!!! I am so pleased and am eager to use it.....very cadet friendly!"

Capt PAT LAMMERSFELD, Florida

TEST INSTRUMENTS

Cadets will take multiple-choice tests online using the new system that launches concurrently with *LEARN TO LEAD*.

Tests will be open-book, per the new online testing policy adopted by the National Board.

The passing score will increase from 70% to 80%.

A drill performance test will accompany each chapter (currently only 2 chapters have drill tests).

The online testing software will provide cadets and their adult leaders with immediate feedback

LAUNCHES
APRIL 1ST

LEARN TO LEAD

CIVIL AIR PATROL CADET PROGRAMS

SENIOR LEADER UPDATE

National Executive Committee
November 2009

LAUNCHES
APRIL 1ST



SENIOR LEADER UPDATE on *LEARN TO LEAD*

Purpose: Update you on the *LEARN TO LEAD* curriculum, providing you a final opportunity to steer this project as we turn from base to final.

Program Goal: For the past two years, we've been revolutionizing cadet leadership education. A 16-year old textbook is about to be replaced by a much more comprehensive, standards-based text that is backed by leader guides, activity guides, lesson plans, and the like, most of which were published in recent months.

Background: *LEARN TO LEAD* will contain 4 different modules, one for each Phase of the Cadet Program. We are launching Modules 1 & 2 on 1 April 2010. They will serve 85% of all cadets (the airmen and NCOs). Modules 3 & 4 will follow 18 months later, serving cadet officers. Volunteers have been vetting the drafts via our Proving Grounds & Cadet Blog.

Launch: As previously announced to the field, *LEARN TO LEAD* launches 1 April. Therefore, we will present the final draft to Maj Gen Courter for her approval in late January. We'll begin the printing in late February and start shipping in mid-March. Estimated cost of the printing is \$75k and is partially offset by the phase-out of the current text, which we would've reprinted anyway. Concurrent with the publication of *LEARN TO LEAD*, we'll be launching the new online achievement test system, now being coded by IT.

Phase-In. All cadets who join CAP after the 1 April launch will use the new text. All existing Phase I & II cadets have the option of remaining in the "old" text or switching to the new by either downloading it for free or purchasing a copy from Vanguard.

Open Questions: We do not see any issues requiring senior leader attention, but this meeting will probably be the final opportunity for you to influence the project before we turn final.

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LEARN TO LEAD Module 1 & 2 Outline

MODULE 1 Personal Leadership

CHAPTER 1 CHARACTER & THE AIR FORCE TRADITION

Synopsis: This chapter introduces newcomers to those aspects of cadet life that distinguish cadets from ordinary youth. The emphasis is on developing an understanding of why character is a pre-requisite for leadership, and why Air Force traditions like the salute, the uniform, and the chain of command are staples of cadet life.

- Welcome to Leadership
- Leadership Begins With Character
 - The Warrior Spirit
 - The Core Values
 - The Cadet Oath
- The Air Force Tradition
 - Foundations for Military Customs & Courtesies
 - Basic Rules for Rendering Customs & Courtesies
 - The Uniform's Role in the Cadet Program
 - Drill & Ceremonies as a Leadership Development Tool
 - Concept & Use of the Chain of Command
- Drill & Ceremonies Training
 - Basic In-Place Movements

MODULE 2 Small Team Leadership

CHAPTER 4 THE NCO & THE TEAM

Synopsis: This chapter marks the point where cadets transition from one who is cared for to one who cares for others, from one who is learning to contribute to the team to one who is capable of leading the team.

- Introduction
 - Professionalism
 - Standards
- The Non-Commissioned Officer
 - Responsibilities of the NCO
 - NCO Readiness
- The NCO's Leadership Toolkit
 - Servant Leadership
 - Coaching & Mentoring
 - Supervision & Discipline
 - Motivation
 - NCO / Officer Relationship
- Team Dynamics
 - The Team Environment
 - The Team's Life Cycle
 - The L.E.A.D. Model
- Drill & Ceremonies
 - Commands & The Command Voice
 - Leading the Element in Drill
 - Manual of the Guidon

CHAPTER 2 THE CADET & THE TEAM

Synopsis: Only by taking responsibility for one's self can cadets fulfill their mission, which is to develop their leadership potential. This chapter focuses on followership, or personal leadership - the idea that CAP expects each cadet to be a leader who directs his or her own actions toward a goal.

- History of the Cadet
- Self Management for Success
 - Personal Goal Setting
 - Ethical Decision Making
 - Effective Time Management
 - Healthy Stress Management
- Teamwork
 - Characteristics of Teams
 - Qualities of Team Players
 - Mentoring & Teams
- Communications
 - Active Listening
 - Questions & The Importance of Feedback
 - Reading Critically
- Drill & Ceremonies Training
 - Assembling in Formation
 - Facings, Forward & Flanks
 - Opening & Closing Ranks

CHAPTER 5 BRAINPOWER FOR LEADERSHIP

Synopsis: Leadership is an intellectual activity. Therefore, a leader's ability to think critically and creativity and to learn and teach will impact his or her effectiveness. This chapter looks at how brainpower affects leadership.

- Introduction
- Critical Thinking
 - Principles of Critical Thinking
 - Modes of Thinking
 - Logical Fallacies
- Creative Thinking
 - Unappreciated Geniuses
 - Monuments to the Status Quo
 - Victories Through Creativity
 - Tools for Creative Thinking
- Teaching & Training People
 - Learning Objectives
 - Learning Styles
 - Teaching & Training Methods
 - Evaluating Learning
- Drill & Ceremonies
 - Leading the Flight in Drill

CHAPTER 3 THE ART & SCIENCE

Synopsis: Here, cadets start to see leadership as an academic subject. They begin by trying to define the term, then consider two introductory leadership theories, exploring the pros and cons of each. Although the chapter raises as many questions as it answers, cadets will have made important first steps simply by seeing that leadership is complex.

- What is Leadership?
 - Air Force Definition
 - Comparative Definitions
 - Leadership in America
- Roles of the Leader
 - Visionary (Mitchell)
 - Motivator (Kennedy)
 - Communicator (King)
 - Expert (Doolittle)
 - Teacher (Sullivan)
- Two Introductory Theories
 - Great Man Theory
 - Trait Theory
- Symbol of America: The Flag
 - History of the U.S. Flag
 - Flag Etiquette
- Drill & Ceremonies Training
 - Column Movements
 - Column of Files

CHAPTER 6 THE HUMAN ELEMENT

Synopsis: How can we understand leadership when we can hardly understand people? This chapter examines how personality, motivation, conflict, and diversity affect the job of leading.

- Personality
 - Nature vs. Nurture
 - Birth Order Theory
 - Charisma
 - Johari Window
 - Myers-Briggs Type Indicator
- Motivation & Behavior
 - Maslow's Hierarchy of Needs
 - Hawthorne Studies
 - Classical Conditioning
 - Milgram Experiment
- Conflict
 - Defense Mechanisms
 - The Inevitability of Conflict
 - Managing Conflict
- Leading in a Diverse Society
 - Diversity in the Military & CAP
 - America's Increasing Diversity
 - Prejudice & Hatred
 - Five Ways to Fight Hate
- Drill & Ceremonies
 - Squadron Formations

CHAPTER 7 THE LEADER & THE SITUATION

Synopsis: This chapter looks at what is broadly known as situational leadership. Cadets will consider a handful of different models that emphasize the importance of recognizing each team is unique.

- Emotional Intelligence
 - Self-Awareness
 - Managing Emotions
 - Motivating Yourself
 - Helping Others
- Transformational Leadership
 - Shared Values
 - Transactional Leadership
 - Management by Exception
- Building a Learning Organization
 - Concept of the Learning Organization
 - Senge's Five Disciplines
- Contingency Models
 - Fiedler's Contingency Model
 - Vroom-Yetton Model
 - Path-Goal Theory
 - Hersey-Blanchard Model
- Drill & Ceremonies
 - Assembling the Group
 - Raising & Lowering the Flag
 - Change of Command

CHAPTER 8 EFFECTIVE COMMUNICATION

Synopsis: This chapter helps cadets better understand how to deliver a speech and write an essay, but it also emphasizes that strong communication skills will help cadets throughout their entire lives.

- Success as a Communicator
- Common Ground
 - Purpose
 - Knowing Your Audience
 - Organization
- Writing Excellent Essays
 - Brainstorming
 - Presenting Arguments
 - Organizational Principles
- Writing to Recommend Change
 - The Staff Study
 - The Position Paper
- Public Speaking
 - Organizational Principles
 - Delivery Techniques
- Drill & Ceremonies
 - Pass-in-Review



Five major themes dominate the curriculum:

CHARACTER
AIR FORCE TRADITIONS
LEADERSHIP THEORY
COMMUNICATIONS
CRITICAL THINKING