

- Self-Management
 - The process of directing and controlling your actions so that you can achieve your goals in life.
 - “Leaders take responsibility for their actions.”
 - PERSONAL GOAL-SETTING
 - A goal is simply a dream with a deadline.
 - “Future picture,”: a clear and compelling description of what you want your life to look like at some point in the future.
 - A GOAL-SETTING PROCESS
 - Dream big.
 - Identify a specific goal and write it down.
 - List the steps needed to reach the goal.
 - Get help and support from others.
 - Work toward your goal, one step at a time.
 - Reward yourself along the way and when you complete your goal.
 - BENEFITS
 - goals give you a sense of mission, a rudder, a meaningful purpose.
 - “Goals help you focus your time, energy, and talents.”
 - ETHICAL DECISION-MAKING
 - Good leaders follow a decision making process.
 - Stop, think, and define the problem.
 - You cannot solve a problem if you do not know exactly what it is in the first place.
 - Get the facts.
 - Fact: The Earth orbits around the Sun.
 - Opinion: The 88th Squadron is the best squadron in CAP!
 - Assumption: Cadets who don’t study their leadership text won’t pass their tests.
 - Brainstorm and list your options.
 - Brainstorming is a method of generating a large number of creative ideas.
 - Weigh your options.
 - Consider the pros and cons of your possible solutions.
 - Consider how the decisions will affect stakeholders, people who have a stake in the solution.
 - Consider your values.
 - Consider how your best solution relates to the Core Values.
 - Decide and act.
 - BUT, pause if you can.
 - Re-evaluate the decision.

- Change course if necessary.
- AVOIDING THE ETHICAL TRAP
 - Leaders who make bad initial decisions often get caught in the “ethical trap.” Their solution to a problem turns out to be unethical, and as a result, a secondary ethical problem pops up.
- EFFECTIVE TIME MANAGEMENT: The process of organizing and using your time wisely.
- EFFICIENCY
 - A broad term describing how well a leader is making use of their time and other resources.
 - Examples:
 - Pay Attention.
 - Come Prepared.
 - Focus on Your Goals.
 - Not all work is productive.
 - Do it Right the First Time.
 - Sequence the Work Efficiently.
 - Maximize Uptime, Limit Downtime.
 - Uptime – the amount of time they are actually working.
 - Downtime – time spent waiting for the opportunity to work.
- PROCRASTINATION
 - The practice of putting off for no good reason a task that should be done right now.
 - Reasons:
 - Fear of failure
 - Uncertainty about what they are supposed to do
 - Not knowing where to start
 - The task is unpleasant
 - Desire to work tasks that are more “fun”
 - Try to identify why you are avoiding the task.
 - Beating procrastination
 - Consider your peace of mind.
 - Break the job into small pieces
 - Jump right in.
 - Publicly commit to the work.
 - Use rewards.
- TOOLS FOR MANAGING YOUR TIME
 - Keep a Calendar.
 - Wear a Watch.
 - Keep a Notepad.
 - Create “Do Lists.”

- Efficiency experts believe that prioritized “do lists” are essential time management tools.
- Make a Time Inventory.
 - Once you know exactly how you are spending your time you can manage it better.
- Allow for Flexibility and Fun.
 - People are not machines. They have a genuine need for fun, spontaneity, and relaxation.
- HEALTHY STRESS MANAGEMENT
 - Stress is the body’s response to change.
 - SOURCES OF STRESS
 - Anything that causes stress is called a stressor.
 - Young people are more prone to stress than adults
 - RESILIENCE
 - the ability to bounce back and recover from adversity.
 - COPING STYLES
 - Try to Resolve the Problem: People who try to fix their problems tend to be emotionally healthier.
 - Avoid Things That Bring You Down.
 - Let Some Things Go.
 - Exercise: Exercise is the most important part of a plan to manage stress.
 - Relax: By practicing relaxation techniques, you can fool your body such that stress hormones stop firing and a relaxed feeling takes over.
 - Eat Well: Good nutrition is an important part of any healthy lifestyle.
 - Sleep Well: Teens require 9 to 10 hours of sleep per night.
 - UNCOPING STYLES
 - People who lack coping skills lose their battles with stress.
 - As a leader, your ability to exert self-control is always on display.
- TEAMWORK
 - Together Everyone Achieves More.
 - CHARACTERISTICS OF TEAMS
 - A team is a collection of individuals who are committed to working together to achieve a common goal.
 - Great teams use individuals’ special skills to their advantage.
 - team members often look to one another – not just to their boss – for leadership.
 - team spirit is important because it builds trust

- Great teams produce synergy, the idea that by working together they can achieve more than each individual could on their own.
- QUALITIES OF GOOD TEAM PLAYERS
 - Self-Discipline: effective team members possess a self-discipline that makes them dependable.
 - Selflessness: Teamwork always requires sacrifice.
 - Enthusiasm: Enthusiasm is contagious.
 - Loyalty: A team member must be loyal – faithful to the people on the team, supportive of its leader, and committed to the team’s mission.
- YOUR MENTOR AND YOU
 - A mentor is a close, trusted, experienced advisor.
 - How mentors help junior cadets include:
 - Mentors Are Your Role Models.
 - Mentors Challenge You.
 - Mentors Are Your Friends.
 - Mentors Are Your Guides to CAP.
 - Mentors Are Your Tutors.
 - BEING MENTOR-READY
 - First, you need to be eager to learn.
 - Second, mentoring works best if you are humble
 - Finally, you need to be ambitious.
 - you retain responsibility for doing your own work and solving your own problems.
- COMMUNICATIONS
 - ACTIVE LISTENING
 - Listening is the most neglected communication skill.
 - It is the process of receiving, deciphering, and responding to spoken and non-verbal messages.
 - LISTENING VS. HEARING: Listeners do not merely hear sounds, they focus on meaning.
 - REASONS WHY PEOPLE DON’T LISTEN WELL
 - Thinking about what to say next.
 - Hearing what we expect to hear.
 - Not paying attention.
 - Being prejudiced.
 - HOW TO LISTEN ACTIVELY
 - Prepare: when the speaker’s mouth opens, close yours and open your ears.
 - Adjust to the situation: Be aware of factors that affect your ability to concentrate and work to overcome them.
 - Focus on key points: Listen to everything the speaker says, but focus on their key points.

- Pay attention to verbal & non-verbal cues: Their facial expressions and gestures (non-verbal cues) add meaning to the words they say.
- Think in context.
- Take notes: The purpose of note-taking is to summarize the speaker's main points, not to capture every word the speaker said.
- Confirm the message: Respond to the speaker in a way that reflects your best understanding of their message.
- QUESTIONS & THE IMPORTANCE OF FEEDBACK
 - The main goal of communications is not just to receive sounds (as in hearing), or to merely see words (as in reading), but to share meaning.
 - Feedback takes place when you return to the speaker a portion of the message they sent to you.
 - By asking questions and receiving answers from your speaker, you create a dialogue.
 - Questions are a form of teamwork where the speaker and listener work together to share meaning.
- READING CRITICALLY
 - The process of examining, analyzing and evaluating the writer's message.
 - How to become a critical reader: READ TO UNDERSTAND
- HOW TO READ CRITICALLY
 - SQ3R
 - Survey.
 - Question.
 - Read: Successful readers read with a pencil in hand and annotate. (Annotation is when you make critical or explanatory notes in the margin of the text.)
 - Recall: Once you finish reading, immediately try to recall what you have read.
 - Review.
- DRILL & CEREMONIES TRAINING
 - From the Air Force Drill & Ceremonies Manual, Chapter 2:
 - Count Cadence, COUNT
 - From the Air Force Drill & Ceremonies Manual, Chapter 3:
 - Mark Time, MARCH
 - Flight, HALT
 - Forward, MARCH
 - Double Time, MARCH & Quick Time, MARCH
 - Left (Right) Flank, MARCH
 - To the Rear, MARCH

Learn To Lead

Chapter 2 Study Guide

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- Left (Right) Step, MARCH & Flight, HALT
- From the Air Force Drill & Ceremonies Manual, Chapter 4:
 - Open Ranks, MARCH & Ready, FRONT
 - Close Ranks, MARCH