

- What is Leadership?
 - Air Force Definition: “the art and science of influencing and directing people to accomplish the assigned mission.”
 - “The Art...”: Leadership requires ‘imagination and creative skill.’
 - “..and Science”: Also requires: ‘careful study, observation, and experimentation.’
 - “...Of influencing and directing people...”: A leader works with people.
 - “...To accomplish the assigned mission.”: The mission is the reason why the team exists.
 - Other Definitions? There is no universally agreed upon definition for “leadership.”
 - Components of Leadership:
 - The leader
 - The follower
 - The goal
 - Leadership in America
 - It’s a matter of culture: the attitudes, customs, and values of a civilization – influences how we approach leadership.
 - Our **democratic** values:
 - YOU DON’T NEED TO BE A COMMANDER TO LEAD
 - “Leadership does not equal command, but all commanders should be leaders.” –Air Force
 - LEADERS ARE MADE, NOT BORN
 - Leading is something everyone has the potential for.
 - LEADERS ARE ACCOUNTABLE
 - Absolute power corrupts absolutely.
 - LEADERS ARE NOT BULLIES
 - Threats, coercion, and extortion are not tools genuine leaders use.
 - LEADERSHIP MUST BE MORAL
 - “Bad leadership implies no leadership. I contend that there is nothing neutral about leadership; it is valued as a moral necessity.” - James MacGregor Burns.
 - Roles of the Leader
 - LEADER AS VISIONARY
 - **To Lead:** Bring someone to a new place.
 - Visionary leaders paint an inspiring future picture for the whole team.

- **Cadets:** Cadets want to have a sense of ownership over their program. With that freedom comes the responsibility to provide visionary leadership.
 - **BUT,** leaders must live in the real world.
- LEADER AS MOTIVATOR
- A skillful leader understands how to issue a challenge.
 - Forms: money, praise, a prestigious position, awards, special privileges, and more.
 - **Cadets:** Cadets motivate one another all the time – during competitions, on obstacle courses, and whenever they try to build team spirit.
 - **BUT,** such a leader might inspire the team to follow them for the wrong reasons, or worse, motivate them to do something they know is wrong but find hard to resist.
- LEADER AS COMMUNICATOR
- A leader will want to take an idea in his or her mind and deposit it in the minds of others.
 - They vary their message, doing whatever it takes to reach their audience.
 - Good communicators are perceived to have orderly minds, which inspires confidence.
 - **Cadets:** Making complex ideas easy to understand is the work of a communicator.
 - **BUT,** people judge leaders by their conduct, not their words.
- LEADER AS EXPERT
- Possessing expert knowledge helps a leader establish their credibility and win respect.
 - **Cadets:** To be effective leaders, cadet officers and NCOs need to be experts in all aspects of cadet life.
 - **BUT,** just because someone knows a lot about a particular subject does not mean they will make a good leader.
- LEADER AS TEACHER
- Leaders teach their teams how to act and what to value.
 - **Cadets:** With the responsibility to teach junior cadets comes the opportunity for experienced cadets to hone their leadership skills.
 - **BUT,** leaders who are seen as having all the answers could inadvertently make the team dependent on them.

- SUMMARY: THE NEED FOR A WELL-ROUNDED PERSON
 - Leaders communicate, teach, and inspire – sometimes all at once.
- Leadership Theories
 - GREAT MAN THEORY
 - To study leadership, focus on the life stories of successful people.
 - Types of individuals:
 - Eventful
 - Event-making
 - The great man is superior.
 - Your task is simply to ask why. Why was he an effective leader? Why was he great? Why did he succeed?
 - One would not presume to challenge or contradict the example set by the great men.
 - Leaders = the biographies of the great men.
 - Leaders are born: *Leadership is an almost magical quality found only in a select few.*
 - COUNTERPOINT: THE MYTH OF THE GREAT MAN
 - Great man theory does not explain how we determine who is a successful leader.
 - Experience, education, and situation have a much greater impact on leadership than the great man theory acknowledges.
 - Air Force doctrine (the service's official beliefs) states that leadership is built from experience, education, and training.
 - Hero worship?
 - TRAIT THEORY
 - Explains leadership in terms of the personality and character of the leader.
 - Each leader is unique in their personal qualities and in their approach to leading.
 - THE MADE-TO-ORDER LEADER
 - What traits would you put in your help wanted ad as you search for a leader?
 - AN IMPERFECT SEARCH FOR THE PERFECT LEADER
 - No one agrees which traits make a good leader.
 - One of the major disservices of trait theory is its suggestion that a leader can command all situations with the same basic gifts.
 - PREJUDICE: Only certain people can lead?

- This is at odds with what we know about the power of determination and character.

- What is Leadership?
 - Simply by discovering how mysterious leadership can be, that it requires deep study and reflection, you have taken an important step in your development as a leader.

- SYMBOL OF AMERICA: THE FLAG
 - The American flag is our most important and most recognizable national symbol.
 - ORIGINS: **June 14, 1777**-U.S. Congress creates the flag. June 14th is celebrated each year as Flag Day.
 - ANTHEM: “The Star Spangled Banner.”
 - THE PEOPLE’S FLAG: represents the best things about our people, our land, and our commitment to equality.
 - FLAG ETIQUETTE
 - DISPLAYING
 - Display the flag every day, especially national holidays.
 - Public buildings, schools, and polling places are expected to display the flag.
 - Fly the flag from sunrise to sunset, or through the night if illuminated.
 - Do not fly the flag during bad weather.
 - Briskly hoist the flag up the flag pole, and lower it ceremoniously.
 - If marching in a group of flags, the U.S. flag belongs front and center of all other flags, or on the marching right.
 - If displaying in a group of flags, place the U.S. flag at the center and the highest point of the formation.
 - If displaying flat against a wall, the Union belongs in the uppermost corner and to the flag’s own right, above and behind the speaker.
 - If displaying on a speaker’s platform, the flag should be placed in advance of the audience and to the speaker’s right. Any other flag could be placed to the speaker’s left.
 - If displaying the flag at crossed staffs, the U.S. flag belongs on its own right, with its staff in front of the other.
 - If hoisting a flag out a window or balcony, send the Union out first.
 - If displaying the flag over the middle of a street, point the Union toward the north or east.
 - If the flag is to cover a casket, the Union belongs over the deceased’s left shoulder.

- If the flag is to fly at half-staff, first briskly hoist it to the peak, then lower in ceremoniously to half-staff. At the end of the day, briskly return the flag to the peak, before ceremoniously lowering it for the day.

➤ TABOOS

- Do not allow the flag to touch the ground.
- Do not use the flag in advertising.
- Do not fly the flag upside down, except as a sign of distress.
- Do not fly another flag above the U.S. flag.
- Do not drape the flag over a parade float or a car.
- Do not wear the flag as clothing.
- Do not place words, logos, or pictures on the flag.
- Do not fly a tattered or dirty flag; destroy worn flags in a dignified manner, usually by burning.

➤ DRILL & CEREMONIES TRAINING

- *Air Force Drill & Ceremonies Manual*, Chapter 3
 - Change Step, MARCH
 - Eyes, RIGHT & Ready, FRONT (on the march)
 - INCLINE TO THE LEFT (RIGHT)
 - Route Step, MARCH
- *Air Force Drill & Ceremonies Manual*, Chapter 4
 - Column Left (Right), MARCH & Forward, MARCH
 - Column of Files
 - Column of Files, Column Right (Left)
 - Close, MARCH & Extend, MARCH (at the halt & on the march)
 - At Close Interval, Dress Right, DRESS & Ready, FRONT