

The logo of the Civil Air Patrol is centered in the background. It consists of a large white triangle with a light blue border. Inside this triangle is a pink propeller with three blades and a central hub.

CIVIL AIR PATROL

2.1

Transformational Leadership

TRAINING LEADERS *of* CADETS INTERMEDIATE COURSE

Transform youth into dynamic Americans and aerospace leaders



DEVELOPMENT vs. TASK ACCOMPLISHMENT

What's more important for cadet leadership, developing skills or efficient task accomplishment?



Full Range Leadership Model

DIRECT			INFLUENCE			
AVOID	TRANSACTIONAL		TRANSFORMATIONAL			
ABSENT	Management by Exception	Contingent Reward	Individual Consideration	Intellectual Stimulation	Inspirational Motivation	Ideal Influence
z-Faire	Passive	Active				
	MBE-P	MBE-A	CR	IC	IS	IM
"Fix"	"Control"	"Reward"	"Mentor"	"Challenge"	"Inspire"	"M"
CORRECTIVE			TRANSFORMATIONAL			

A full range leadership model, as depicted
Force version of Bass's and Avolio's stand



CHARACTER
AIR FORCE TRADITIONS
LEADERSHIP THEORY
COMMUNICATIONS
CRITICAL THINKING

THE FULL RANGE LEADERSHIP MODEL

program above. FRLM is an adaptive approach to lead-
considers the leader, the follower, and the mission. The
a cafeteria line of leadership behaviors. On the left
re behavior represents an absence of true leadership.
uses on the effective but potentially manipulative
rship called transactional. The far right side show-
cases a flourishing of leadership in transformational leadership. The
leader to develop skills that allow him to utilize

Is FRLM really a full exp
leadership? Maybe yes
Bass and Avolio chose
"full range" to nudge o
If FRLM is not full rang
missing?⁷⁰

LEADERSHIP ROLE MODELS

Think of a leader (in CAP or out) who impacted you as a leader, in a positive way.

What were their traits?

What did they do?

How did they act?

What about them made an impact on how you now lead?

What do we think Transformation Leadership is?



When leader's behaviors:

- Influence followers
- Inspire them to perform beyond their perceived capabilities.
- Induce a positive change in the followers' attitudes and the organization

They are bringing about a transformation.

TRANSFORMATIONAL LEADERSHIP



Individual Consideration

Intellectual Stimulation

Inspirational Motivation

Idealized Influence

8/20

What is transformational leadership? How do you do it?

INDIVIDUAL CONSIDERATION



9/20

What is transformational leadership? How do you do it?

INTELLECTUAL STIMULATION



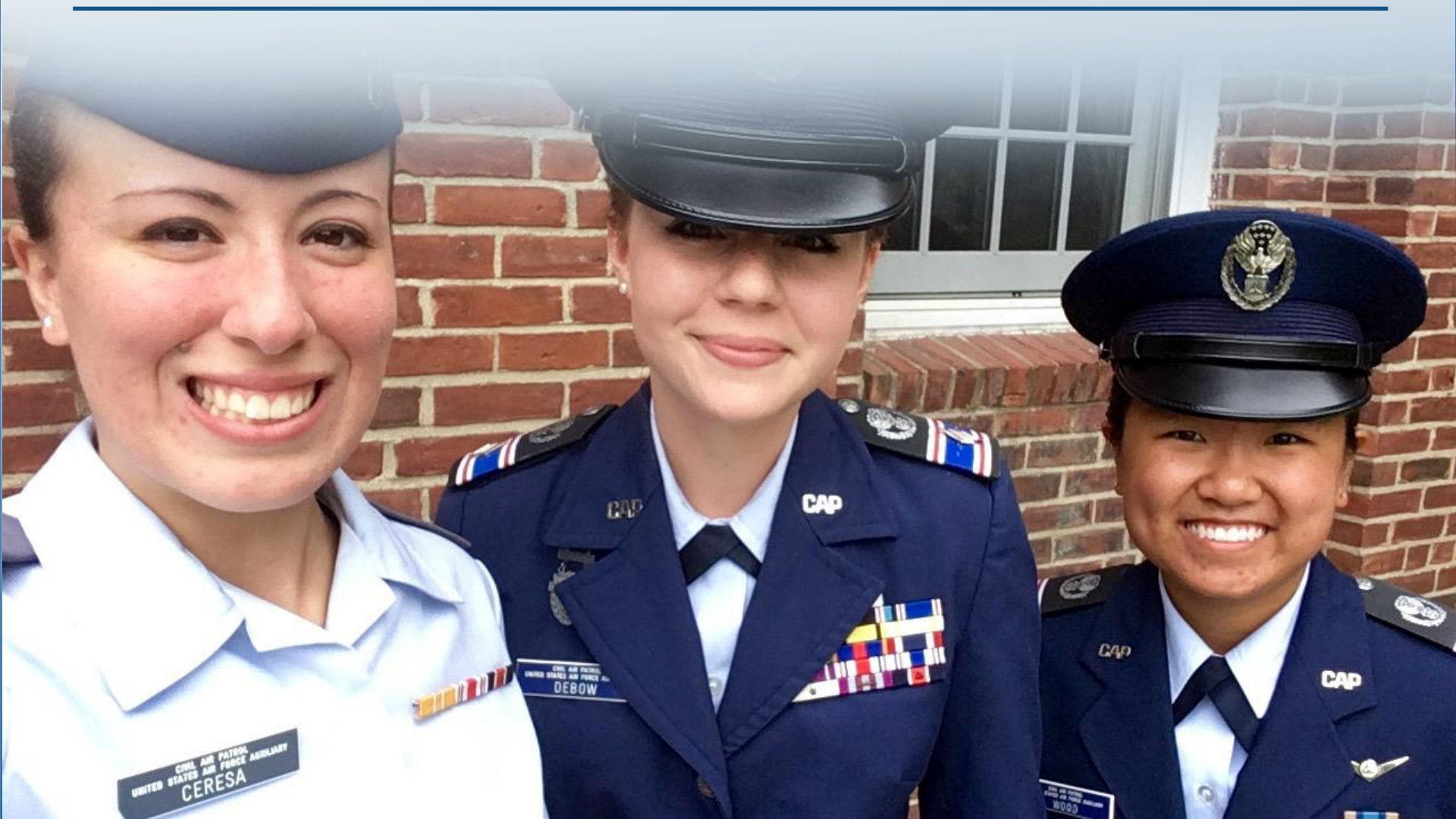
INSPIRATIONAL MOTIVATION



What is transformational leadership? How do you do it?

11/20

IDEALIZED INFLUENCE



12/20

What is transformational leadership? How do you do it?

Transformational leadership follows a long-term oriented philosophy that aims to invest in its people.



Other Forms of Leadership

Transactional Leadership & Laissez-faire



THE ADULT EGO

Have you ever seen an adult's ego overpower a situation that should've focused upon youth?

THE ADULT EGO

Adult egos can impede our ability to transform cadets into mature leaders.

- Self as center of attention
- Buddy with cadets to satisfy own need for affirmation
- Heroic rescuer, not allowing cadets to stumble and recoup
- Forceful, possessive
- “When I was a cadet...”

TRANSFORMATIONAL LEADERSHIP in a CADET PROJECT

**When
INITIATING
a project**

**When making
MID-STREAM
checks**

**When
CONCLUDING
a project**

Identify ways to use the 4I's during each phase of the project

**Individual Consideration
Intellectual Stimulation
Inspirational Motivation
Idealized Influence**

TRANSFORMATIONAL LEADERSHIP in a CADET PROJECT

**When
INITIATING
a project**

How do we approach this situation, if we are 2nd Lt Jones? Let's take into consideration the components of Transformation Leadership:

**Individual Consideration
Intellectual Stimulation
Inspirational Motivation
Idealized Influence**

TRANSFORMATIONAL LEADERSHIP in a CADET PROJECT

When making
MID-STREAM
checks

How do we approach this situation, if we are 2nd Lt Jones? Taking into consideration the components of Transformation Leadership, what actions would we take to help Nate, and the NCOs grow as leaders and to ensure the cadets have a fun, productive weekend?

Individual Consideration
Intellectual Stimulation
Inspirational Motivation
Idealized Influence

TRANSFORMATIONAL LEADERSHIP in a CADET PROJECT

When
CONCLUDING
a project

*Taking into consideration the components of Transformational Leadership,
how should 2nd Lt Jones approach this meeting? What should he say?
What should he not say?*

Individual Consideration
Intellectual Stimulation
Inspirational Motivation
Idealized Influence

MODEL, INSPIRE, CHALLENGE, MENTOR

Education & training is the mission
Avoid task-centered forms of leadership
Use the 4I's of transformational leadership
Beware of ego

