



# CIVIL AIR PATROL

2.1

Transformational Leadership of Cadets

TRAINING LEADERS *of* CADETS INTERMEDIATE COURSE

## KEY QUESTIONS

What does it mean to be a “transformational” leader?

How can you use transformational leadership to develop cadets?

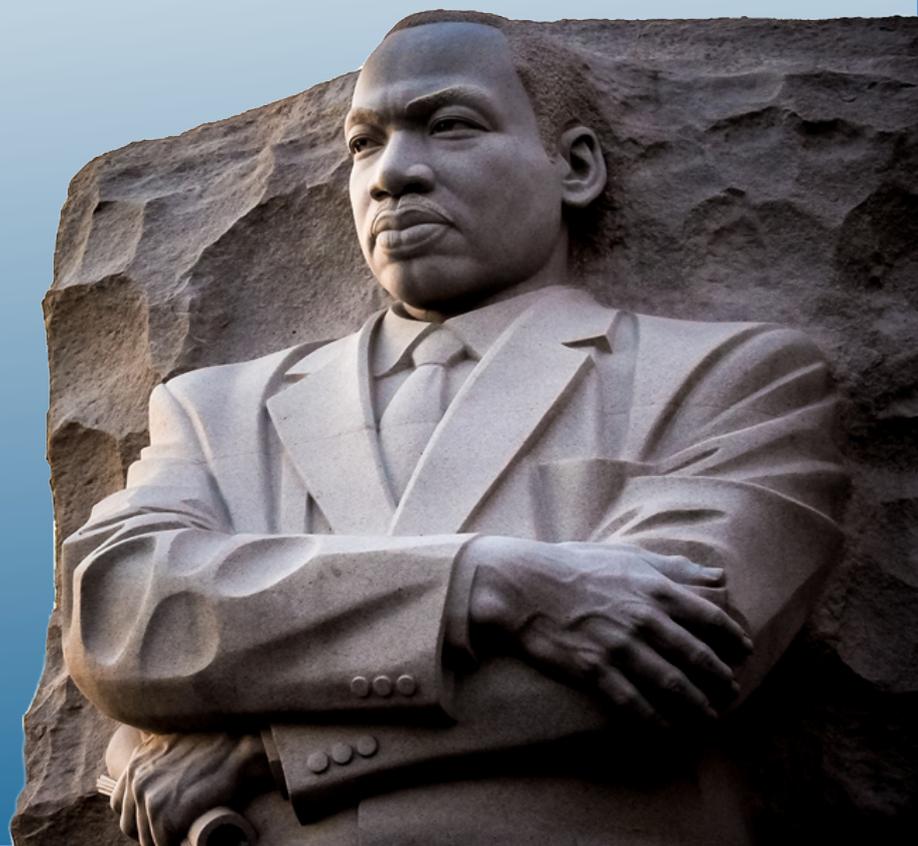
### Topics

Forms of leadership

Transformational leadership

Strategies for projects

Adult ego



## DEVELOPMENT vs. TASK ACCOMPLISHMENT

What's more important for cadet leadership, developing skills or getting a job done?



## FORMS of LEADERSHIP

Laissez-Faire	Authoritarian	Management by Exception	Contingent Reward	Transformational / Servant Leadership
<p>The absence of leadership</p> <p>Abdication of responsibility</p>	<p>Reliance on power</p> <p>Detailed instructions</p> <p>No evidence of trust</p> <p>Concern only for task</p> <p>Power corrupts leader's personality</p>	<p>Inspect work</p> <p>Active or passive</p> <p>Whack the error</p> <p>Focus is on work, not people</p>	<p>Contract metaphor</p> <p>Meet goals, earn a cookie</p> <p>Carrot &amp; stick</p> <p>Forms basis for trust later on</p>	<p>Idealized influence</p> <p>Inspirational motivation</p> <p>Intellectual stimulation</p> <p>Individual consideration</p>

## FORMS of LEADERSHIP

Laissez-Faire	Authoritarian	Management by Exception	Contingent Reward	Transformational / Servant Leadership
<p>The absence of leadership</p> <p>Abdication of responsibility</p>	<p>Reliance on power</p> <p>Detailed instructions</p> <p>No evidence of trust</p> <p>Concern only for task</p> <p>Power corrupts leader's personality</p>	<p>Inspect work</p> <p>Active or passive</p> <p>Whack the error</p> <p>Focus is on work, not people</p>	<p>Contract metaphor</p> <p>Meet goals, earn a cookie</p> <p>Carrot &amp; stick</p> <p>Forms basis for trust later on</p>	<p>Idealized influence</p> <p>Inspirational motivation</p> <p>Intellectual stimulation</p> <p>Individual consideration</p>

## FORMS of LEADERSHIP

Laissez-Faire	Authoritarian	Management by Exception	Contingent Reward	Transformational / Servant Leadership
<p>The absence of leadership</p> <p>Abdication of responsibility</p>	<p>Reliance on power</p> <p>Detailed instructions</p> <p>No evidence of trust</p> <p>Concern only for task</p> <p>Power corrupts leader's personality</p>	<p>Inspect work</p> <p>Active or passive</p> <p>Whack the error</p> <p>Focus is on work, not people</p>	<p>Contract metaphor</p> <p>Meet goals, earn a cookie</p> <p>Carrot &amp; stick</p> <p>Forms basis for trust later on</p>	<p>Idealized influence</p> <p>Inspirational motivation</p> <p>Intellectual stimulation</p> <p>Individual consideration</p>

## FORMS of LEADERSHIP

Laissez-Faire	Authoritarian	Management by Exception	Contingent Reward	Transformational / Servant Leadership
<p>The absence of leadership</p> <p>Abdication of responsibility</p>	<p>Reliance on power</p> <p>Detailed instructions</p> <p>No evidence of trust</p> <p>Concern only for task</p> <p>Power corrupts leader's personality</p>	<p>Inspect work</p> <p>Active or passive</p> <p>Whack the error</p> <p>Focus is on work, not people</p>	<p>Contract metaphor</p> <p>Meet goals, earn a cookie</p> <p>Carrot &amp; stick</p> <p>Forms basis for trust later on</p>	<p>Idealized influence</p> <p>Inspirational motivation</p> <p>Intellectual stimulation</p> <p>Individual consideration</p>

## FORMS of LEADERSHIP

Laissez-Faire	Authoritarian	Management by Exception	Contingent Reward	Transformational / Servant Leadership
<p>The absence of leadership</p> <p>Abdication of responsibility</p>	<p>Reliance on power</p> <p>Detailed instructions</p> <p>No evidence of trust</p> <p>Concern only for task</p> <p>Power corrupts leader's personality</p>	<p>Inspect work</p> <p>Active or passive</p> <p>Whack the error</p> <p>Focus is on work, not people</p>	<p>Contract metaphor</p> <p>Meet goals, earn a cookie</p> <p>Carrot &amp; stick</p> <p>Forms basis for trust later on</p>	<p>Idealized influence</p> <p>Inspirational motivation</p> <p>Intellectual stimulation</p> <p>Individual consideration</p>

*The transformational leader "serves" the people on the team*

## TRANSFORMATIONAL LEADERSHIP

(INDIRECT LEADERSHIP) (SERVANT LEADERSHIP)

---

Individual Consideration

Intellectual Stimulation

Inspirational Motivation

Idealized Influence

What would the 4I's of  
transformational leadership  
look like in a  
senior / cadet relationship?



## TRANSFORMATIONAL LEADERSHIP

### (INDIRECT LEADERSHIP) (SERVANT LEADERSHIP)

---

<b>Individual Consideration</b> <i>Mentor</i>	Adult as mentor, displaying empathy for the individual as a unique person of dignity
<b>Intellectual Stimulation</b> <i>Challenge</i>	Adult challenges cadet; appeal not just to feelings but capacity for reason; deep value in learning; incremental progress
<b>Inspirational Motivation</b> <i>Inspire</i>	Adult encourages cadet's vision, for CAP and beyond; helps cadet realize the world and its opportunities are larger than hometown
<b>Idealized Influence</b> <i>Model</i>	Adult as a role model, not just on the job, but for the whole person: showing youth how to be a man or woman, how to use freedom

## TRANSFORMATIONAL LEADERSHIP at 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**

## 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

W.I.W.A.C.



Education & training is the mission

Avoid task-centered forms of leadership

Use the 4I's of transformational leadership

Beware of ego

**MODEL, INSPIRE, CHALLENGE, MENTOR**

