

TRANSFORMATIONAL LEADERSHIP

EXERCISE

Scenario: Young C/2d Lt Leads First Squadron Bivouac

Part 1

"Nate" is a fifteen year old C/2d Lt in your small squadron. He's been pestering the squadron commander to support a weekend bivouac. Although he's never attended a "bivouac," he's eager to go "into the field" and "train" and "get our fingernails dirty." The commander finally approves the request and turns the 2¹/₂ day long project over to you and another senior, though you're a bit perplexed what is meant by a "bivouac" and what constitutes "training." You ask the commander if there is a written operations plan or at least a schedule for the activity and she says no.

Nate has three cadet NCOs assisting him. Each is a few years older, about 17 or 18. All the new cadets in the squadron are attending - ten airmen, mostly middle school aged.

The next time you see Nate, it's at a squadron meeting one week prior to the bivouac. Do you meet with him? What do you say and do? What do you *not* say or do?

(True, this bivouac is obviously behind schedule in the planning process, so your leadership will have to deftly balance coaching behaviors in working with Nate and quality control / managerial follow-through to ensure the bivouac achieves at least a basic level of success.)

Part 2

It's noon on Saturday. You're at the bivouac and the group has just finished lunch, so you've seen Nate in action at the bivouac for about 4 hours last night, plus about 5 hours this morning. You've noticed he spends most of his time warming himself by the firepit with his NCOs at his side. They pass the time chatting and laughing and they address Nate by his first name, not grade. Meanwhile, you've seen the airmen left to their own devices, and many have struggled to set-up their tents, make camp, stay warm, or accomplish any training.

Part 3

The bivouac is over. You're at the next squadron meeting and see Nate. The squadron commander has set aside 15 minutes for a debriefing with her, yourself, and Nate. What do you say and do? What do you *not* say or do?

(Again, this bivouac was obviously behind schedule in the planning process. Nate should have been instructed in advance on the need for and process involved in doing a thorough debriefing, so your leadership will have to deftly balance coaching behaviors in working with Nate and managerial follow-through to capture some basic feedback about the activity to improve for next time.)