

CAP recommends activities from the *Learn to Lead Activity Guide* by Rob Smith (published by the Civil Air Patrol). You are free to substitute another activity, or create your own, as long as you tie in with one or more concepts of the informal discussion.

Main concepts for this lesson: **Coaching; mentoring; helping others; two-way communications.**

4 – SUPERVISION & DISCIPLINE (CHAPTER 4)

Overview Statement: One duty of a leader is to supervise the team, to ensure that its members meet the standards. Leaders know that supervising others requires a disciplined approach.

Connection to the Curriculum: Ties in with a central theme of chapter four in *Learn to Lead*, Team Leadership.

Estimated Time: 25-30 Minutes

Resources Required: *Learn to Lead*, Module Two; Whiteboard (or chalkboard, butcher paper or easel pad).

Key Terms:

Discipline – “Training to ensure proper behavior.” Encarta Dictionary

Supervise – “To observe and direct people in fulfillment of the mission.” *Learn to Lead*, Module Two

INTRODUCTION

Attention: Raise your hands if you ever heard the expression, “Who said life is fair?”

Motivation: It appears that many of you are familiar with the phrase. Fortunately, the reality is that you can choose to be fair when supervising and disciplining others.

Overview: Leading small teams is a big responsibility. The leader is the person most responsible for the team’s success or failure. Supervising others requires a disciplined approach. Today’s lesson will discuss how to be a disciplined leader that others will want to follow.

Your role in this discussion is to be an active participant. You are free to share your views with each other. Please be involved and considerate of one another. My role will be to take notes on what you say, and I may occasionally ask a question or two. There are no right or wrong answers to the questions. I am simply interested in what you have to say.

MAIN POINT 1: PEOPLE WANT TO FOLLOW LEADERS WHO ARE FAIR

Trust is the cornerstone of supervision. Leaders trust that their followers do not need to be watched constantly. Followers trust that their leader is confident in their abilities. To help establish trust, the leader needs to be fair. Fairness means following an impartial set of rules and applying them equally to everyone. When team members believe that they are being treated unfairly, they will be less willing to cooperate with their leaders. Distinguishing between fair and unfair requires wisdom.

Question: Why is it important for leaders to avoid playing favorites?

Question: Think of a situation where someone was treated unfairly. Give examples on how you would have treated the situation more fairly.

Question: Is treating everyone alike the same as being fair? Defend your answer.

MAIN POINT 2: PEOPLE WANT TO FOLLOW LEADERS WHO CONSTRUCTIVELY DISCIPLINE

Punishment is not discipline. Punishment teaches someone only what behaviors to avoid. Discipline, when given constructively, is a learning process providing an opportunity for positive growth. There are many reasons why someone might fall short of the standard. Good leaders spend the time to find out the root causes, including a critical self-review, in case the fault lies with the leader.

The fundamental law of leadership is to praise in public and correct in private. A public rebuke is more apt to breed resentment than improvement. Constructive discipline must take place when the problem behavior is still fresh in the follower's mind. A leader never loses control and remains calm when disciplining a subordinate. Leaders focus on the behavior that needs to be corrected, not on the individual.

Question: Let's suppose that Cadet Smith forgot his hat when the cadets went outside for drill. His cadet NCO finds Cadet Smith's hat at his desk and brings it out to give to Cadet Smith, but only

after Cadet Smith sings out loud the song, “I’m a little tea-pot.” Is this an example or non-example of the fundamental law of leadership? Politely defend your answer.

Question: Why must a leader first perform a critical self-review before providing constructive discipline of others?

Question: Think of a leader who frightened, intimidated or humiliated someone. Why does this method ultimately fail the leader?

Question: How would you discipline your best friend who is underperforming?

CONCLUSION

Summary: Supervision and discipline are two key tools that every leader should use. Be honest and fair. Provide constructive rebuke, if necessary. Always focus on helping the individual to be better than before.

Remotivation: Be the leader that gives the team the credit if successful, but takes personal ownership if the team fails.

Closure: Strive to be a disciplined leader.

SUGGESTED ACTIVITIES

Note to the instructor: Every informal discussion should be followed by one or more hands-on activities that reinforce one or more of the concepts being discussed. These activities should last 25-30 minutes, giving about one hour total block of time for the leadership session at a typical CAP meeting (25-30 minutes for the informal discussion, plus 25-30 minutes for the activities).

Along with any questions found in the activities themselves, you should be sure to ask, “**How does this activity tie in with our discussion?**”

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Main concepts for this lesson: **Supervision; fairness; guiding others.**