Strategic Leadership

DURATION: 60 minutes

TEACHING METHOD: Students will read an example of a mission and vision statement, then practice writing their own mission and vision statements. Students will give an oral presentation to sell their mission and vision and seek feedback.

READING: 2019-2023 Civil Air Patrol Strategic Plan

https://www.gocivilairpatrol.com/media/cms/20192023_CAP_Strategic_Plan_Final_A8A11D76653DB.pdf

Commanders Intent Module from the Unit Commanders Course

https://www.gocivilairpatrol.com/media/cms/Commanders_Intent_student_guide_FIN_8F36E19F36522.pdf

Where There is No Vision, The People Perish – by Aiden McCullen in The Thursday Thought, Mar 14, 2018.

https://medium.com/thethursdaythought/where-there-is-no-vision-the-people-perish-3c22c5f730cd

Teaching Aids/Handouts: 2019 Strategic Flight Plan

https://www.gocivilairpatrol.com/media/cms/CAP_Strategic_Flight_Plan_2019_fina_23829C8127181.pdf

LESSON OBJECTIVE:

After completing this module, students will be able to develop and write a meaningful vision and mission statement. They will develop and write meaningful objectives and strategies to support a vision and mission statement. They will understand and develop meaningful S.M.A.R.T. goals to support objectives and strategies. They will understand and develop a meaningful statement of intent explaining what the outcome should look like. Finally, they will orally communicate all of the above to an audience of superiors, peers and subordinates in a meaningful and passionate manner.

DESIRED LEARNING OUTCOMES (DLO):

1. Write a mission statement for a program or command you desire to lead one day at the Region or National level.
2. Write a vision statement that relates to your mission statement.
3. Define Objectives. Define strategies. Write 3-5 objectives that will support your mission and vision statements. Write 3-5 strategies for each objective you wrote to attain your objectives.
4. Define S.M.A.R.T. Goals. https://en.wikipedia.org/wiki/SMART_criteria Write 3-5 S.M.A.R.T. Goals for each strategy developed above. Whom would you assign to each goal? List the staff sections who would own each goal.
5. Understand the content of a statement of intent. (See UCC module, “Commander’s Intent”). Write a statement of intent that does not conflict with higher directives that provides direction to your subordinate team with some guidelines to achieve your goals and what the final product should look like.

6. Orally deliver your mission statement, vision statement, objectives, strategies, goals and/or policy to a subordinate group to provide them with purpose, motivation and direction to carry out your project. Have someone record your oral delivery with your cell phone camera video recorder. Review your performance. Ask for feedback from your peers.

LESSON STATEGY:

The students will read the Strategic Plan, the Commanders Intent, and Without Vision… information as homework before the session begins. The students will write (and revise as needed) a mission and vision statement on their selected topic. They will write at least three objectives they hope to accomplish to attain their mission and vision. They will discuss with their peers various strategies to accomplish their objectives. They will state in writing what the result should look like. They will then give an oral presentation selling their mission, their vision, their objectives and their intent to their peers.

INSTRUCTOR NOTE: The Forward in the National Strategic Plan has a nice overview of the concepts presented here.

REVIEW: The Forward in the National Strategic Plan.

BRIDGE: Executive strategic leadership starts with formulating a vision, a mission, goals or objectives, a strategic plan, setting policy or interpreting higher policy for local conditions in a way to provide purpose, motivation and direction to subordinate leaders and team members and communicating it well so that they understand your intent and accomplish your objectives.

SUGGESTED DISCUSSION QUESTIONS:

Lead Off Question: Why does a leader need to have a vision?

Supporting Question: Why does a leader need to have a mission?

Supporting Question: Why is it important for a leader to be able to write a SMART goal?

Supporting Question: What are objectives?

Supporting Question: What are strategies?

Supporting Question: Does the National Strategic Plan convey a vision that every member can understand?

CLOSURE: In Proverbs 29:18 King James Version of the Bible, it says, “Where there is no vision, the people perish...” As leaders, it is our duty to provide our members with a vision, or we shall lose them.

CLOSELY RELATED LESSONS: