Strategic Leadership

LESSON OBJECTIVE: After completing this module, students will be able to develop and write a meaningful vision and mission statement. They will be able to develop and write meaningful objectives and strategies to support a vision and mission statement. They will be able to understand and develop meaningful S.M.A.R.T. goals to support objectives and strategies. They will be able to understand and develop a meaningful statement of intent explaining what the outcome should look like. Finally, they will be able to 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.

Scheduled Lesson Time: 60 minutes

INTRODUCTION:

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.

Assignment:

Read the Strategic Plan, the Commanders Intent, and “Without Vision…” information as homework before the session begins. The links are on the following page. Then write (and revise as needed) a mission and vision statement on your selected topic. Then write at least three objectives you hope to accomplish to attain your mission and vision. Discuss with your peers various strategies to accomplish your objectives. State in writing what the result should look like. Then give an oral presentation selling your mission, your vision, your objectives and your intent to your peers.

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 Summary and Closure

You should now be able to understand the importance of providing a mission and vision to your subordinates when leading at the Strategic Executive level. 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.