• What is Leadership?
  
  ▪ Air Force Definition: "the art and science of influencing and directing people to accomplish the assigned mission."
      ➢ "The Art...": Leadership requires 'imagination and creative skill.'
      ➢ "...and Science": Also requires: 'careful study, observation, and experimentation.'
      ➢ "...Of influencing and directing people...": A leader works with people.
      ➢ "...To accomplish the assigned mission.": The mission is the reason why the team exists.
  
  ▪ Other Definitions? There is no universally agreed upon definition for "leadership."

  ▪ Components of Leadership:
      ➢ The leader
      ➢ The follower
      ➢ The goal

  ▪ Leadership in America
      ➢ It’s a matter of culture: the attitudes, customs, and values of a civilization – influences how we approach leadership.
      ➢ Our **democratic** values:
          • YOU DON’T NEED TO BE A COMMANDER TO LEAD
              ➢ “Leadership does not equal command, but all commanders should be leaders.” –Air Force
          • LEADERS ARE MADE, NOT BORN
              ➢ Leading is something everyone has the potential for.
          • LEADERS ARE ACCOUNTABLE
              ➢ Absolute power corrupts absolutely.
          • LEADERS ARE NOT BULLIES
              ➢ Threats, coercion, and extortion are not tools genuine leaders use.
          • LEADERSHIP MUST BE MORAL
              ➢ “Bad leadership implies no leadership. I contend that there is nothing neutral about leadership; it is valued as a moral necessity.” - James MacGregor Burns.

  ▪ Roles of the Leader
      ➢ LEADER AS VISIONARY
          • **To Lead**: Bring someone to a new place.
          • Visionary leaders paint an inspiring future picture for the whole team.
• **Cadets:** Cadets want to have a sense of ownership over their program. With that freedom comes the responsibility to provide visionary leadership.

• **BUT,** leaders must live in the real world.

➢ **LEADER AS MOTIVATOR**

• A skillful leader understands how to issue a challenge.

• Forms: money, praise, a prestigious position, awards, special privileges, and more.

• **Cadets:** Cadets motivate one another all the time – during competitions, on obstacle courses, and whenever they try to build team spirit.

• **BUT,** such a leader might inspire the team to follow them for the wrong reasons, or worse, motivate them to do something they know is wrong but find hard to resist.

➢ **LEADER AS COMMUNICATOR**

• A leader will want to take an idea in his or her mind and deposit it in the minds of others.

• They vary their message, doing whatever it takes to reach their audience.

• Good communicators are perceived to have orderly minds, which inspires confidence.

• **Cadets:** Making complex ideas easy to understand is the work of a communicator.

• **BUT,** people judge leaders by their conduct, not their words.

➢ **LEADER AS EXPERT**

• Possessing expert knowledge helps a leader establish their credibility and win respect.

• **Cadets:** To be effective leaders, cadet officers and NCOs need to be experts in all aspects of cadet life.

• **BUT,** just because someone knows a lot about a particular subject does not mean they will make a good leader.

➢ **LEADER AS TEACHER**

• Leaders teach their teams how to act and what to value.

• **Cadets:** With the responsibility to teach junior cadets comes the opportunity for experienced cadets to hone their leadership skills.

• **BUT,** leaders who are seen as having all the answers could inadvertently make the team dependent on them.
SUMMARY: THE NEED FOR A WELL-ROUNDED PERSON
- Leaders communicate, teach, and inspire – sometimes all at once.

Leadership Theories

- GREAT MAN THEORY
  - To study leadership, focus on the life stories of successful people.
  - Types of individuals:
    - Eventful
    - Event-making
  - The great man is superior.
    - Your task is simply to ask why. Why was he an effective leader? Why was he great? Why did he succeed?
    - One would not presume to challenge or contradict the example set by the great men.
  - Leaders = the biographies of the great men.
  - Leaders are born: Leadership is an almost magical quality found only in a select few.
  - COUNTERPOINT: THE MYTH OF THE GREAT MAN
    - Great man theory does not explain how we determine who is a successful leader.
    - Experience, education, and situation have a much greater impact on leadership than the great man theory acknowledges.
      - Air Force doctrine (the service’s official beliefs) states that leadership is built from experience, education, and training.
    - Hero worship?

- TRAIT THEORY
  - Explains leadership in terms of the personality and character of the leader.
  - Each leader is unique in their personal qualities and in their approach to leading.
  - THE MADE-TO-ORDER LEADER
    - What traits would you put in your help wanted ad as you search for a leader?
  - AN IMPERFECT SEARCH FOR THE PERFECT LEADER
    - No one agrees which traits make a good leader.
    - One of the major disservices of trait theory is its suggestion that a leader can command all situations with the same basic gifts.
    - PREJUDICE: Only certain people can lead?
• This is at odds with what we know about the power of determination and character.

• What is Leadership?
  ▪ Simply by discovering how mysterious leadership can be, that it requires deep study and reflection, you have taken an important step in your development as a leader.

• SYMBOL OF AMERICA: THE FLAG
  ▪ The American flag is our most important and most recognizable national symbol.
    ➢ ORIGINS: June 14, 1777-U.S. Congress creates the flag. June 14th is celebrated each year as Flag Day.
  ▪ ANTHEM: “The Star Spangled Banner.”
  ▪ THE PEOPLE’S FLAG: represents the best things about our people, our land, and our commitment to equality.
  ▪ FLAG ETIQUETTE
    ➢ DISPLAYING
      • Display the flag every day, especially national holidays.
      • Public buildings, schools, and polling places are expected to display the flag.
      • Fly the flag from sunrise to sunset, or through the night if illuminated.
      • Do not fly the flag during bad weather.
      • Briskly hoist the flag up the flag pole, and lower it ceremoniously.
      • If marching in a group of flags, the U.S. flag belongs front and center of all other flags, or on the marching right.
      • If displaying in a group of flags, place the U.S. flag at the center and the highest point of the formation.
      • If displaying flat against a wall, the Union belongs in the uppermost corner and to the flag’s own right, above and behind the speaker.
      • If displaying on a speaker’s platform, the flag should be placed in advance of the audience and to the speaker’s right. Any other flag could be placed to the speaker’s left.
      • If displaying the flag at crossed staffs, the U.S. flag belongs on its own right, with its staff in front of the other.
      • If hoisting a flag out a window or balcony, send the Union out first.
      • If displaying the flag over the middle of a street, point the Union toward the north or east.
      • If the flag is to cover a casket, the Union belongs over the deceased’s left shoulder.
• If the flag is to fly at half-staff, first briskly hoist it to the peak, then lower in ceremoniously to half-staff. At the end of the day, briskly return the flag to the peak, before ceremoniously lowering it for the day.

➢ TABOOS
• Do not allow the flag to touch the ground.
• Do not use the flag in advertising.
• Do not fly the flag upside down, except as a sign of distress.
• Do not fly another flag above the U.S. flag.
• Do not drape the flag over a parade float or a car.
• Do not wear the flag as clothing.
• Do not place words, logos, or pictures on the flag.
• Do not fly a tattered or dirty flag; destroy worn flags in a dignified manner, usually by burning.

➢ DRILL & CEREMONIES TRAINING
• Air Force Drill & Ceremonies Manual, Chapter 3
  ▪ Change Step, MARCH
  ▪ Eyes, RIGHT & Ready, FRONT (on the march)
  ▪ INCLINE TO THE LEFT (RIGHT)
  ▪ Route Step, MARCH
• Air Force Drill & Ceremonies Manual, Chapter 4
  ▪ Column Left (Right), MARCH & Forward, MARCH
  ▪ Column of Files
  ▪ Column of Files, Column Right (Left)
  ▪ Close, MARCH & Extend, MARCH (at the halt & on the march)
  ▪ At Close Interval, Dress Right, DRESS & Ready, FRONT