



# California Cadet Corps Curriculum on Basics



ESSAYONS

“Principles”



# Agenda

C1. Leadership Principles

C2. Leadership Indicators

C3. Leader's Code



# LEADERSHIP PRINCIPLES

C1. Identify the Leadership Principles



# What are Leadership Principles?

The definition of *principle* is:

- a fundamental truth or proposition that serves as the foundation for a system of belief or behavior
- a standard of moral or ethical decision-making
- a rule or belief governing one's personal behavior



# Leadership Principles....



- Are requirements for good leaders
- Are standards for our behavior
- Help leaders be effective
- Are an important source for accomplishing the mission



# Principle 1: Know Yourself and Seek Self-Improvement

- Know your strengths and your weaknesses
- Strive to be a better person today than you were yesterday
- Learn something new everyday





# Strengths and Weaknesses

- Capitalize on your strengths
- Strengthen your weaknesses





# Principle 2: Be Technically and Tactically Proficient

- Proficiency - being skilled at something
- Technical proficiency - knowing important info about your job
- Tactical proficiency - ***implementing*** your job well





# Technical and Tactical Proficiency

- Good leaders will gain knowledge
- Good leaders use knowledge to accomplish the mission
- Good leaders are competent



# Principle 3: Develop a Sense of Responsibility Among Your Subordinates



- Teach those whom you lead to share in the responsibility to accomplish the mission
- Create a sense of “ownership” over getting the job done



# Responsibility

- Teamwork and accountability
- Leaders share blame if it does not go well
- and share credit if it goes well
- Leaders have a stake in making sure the project is successful





# Principle 4: Make Sound and Timely Decisions



- **SOUND DECISIONS**- good decisions based on common sense; decisions which help accomplish the mission & maintain the welfare of Cadets
- **TIMELY DECISIONS** - made quickly and communicated with confidence to the other Cadets



# Principle 5: Train your Cadets as a Team



- Cadets should see themselves as a group rather than as individuals
- Working collaboratively will accomplish more than working as individuals



# Teams...



- Work toward a common goal
- The more you practice, the better the team
- Give people a sense of belonging



# Principle 6: Set the Example



- In the way you act
- In the way you dress
- In the words you speak
- In the attitude you display
- In the way you treat other people



# An Example, Good or Bad



- ...is emulated or copied by the people who witness it
- If Cadets see you looking and acting professionally, they will take you seriously
- If Cadets see you acting foolishly or dressed sloppily, they will not listen to you





# Principle 7: Train your Cadets in Accordance with Their Capabilities

- Remember the story of Goldilocks – the soup being too hot, too cold, then just right?
- Training should not be too hard, or too easy. It needs to be JUST RIGHT



# Training that is “Just Right”

- Takes into consideration the abilities & experiences of persons being trained
- Helps the people being trained to:
  - make connections to what they already know
  - see how they will use the training in the future
- People need to see a reason to pay attention in training!



# More about Training

- Effective training makes sure the “Message Given” is “Message Received”
- Constantly check to see the Cadets understand what is being taught
- Give the Cadets you are training a chance to ask questions



# Principle 8: Ensure the task is ***U-S-A***

- **UNDERSTOOD** - do they know what you want them to do?
- **SUPERVISED** - make sure they are doing it right!
- **ACCOMPLISHED** - make sure the job gets done



# Leaders who don't U-S-A...

- End up with Cadets who do:
  - Not accomplish assigned tasks
  - Assigned tasks incorrectly
- End up having to:
  - Re-do a lot of work because it was not done correctly the first time
  - Do a lot of work themselves because their subordinates do not accomplish it



# Principle 9: Know your Cadets and Look out for their Welfare



- Know their strengths
- Know their weaknesses
- Look out for their safety and well-being at all times



# Cadet Welfare...



- Are Cadets too cold, too hot, or just right?
- Are Cadets tired or hungry?
- Are they doing things that are unsafe that might get them hurt?
- Are they happy and motivated?
- Did they all eat before you eat?



# REMEMBER:

*Your cadets come first.*

*Do not expect them to do anything you yourself would not be willing to do.*

*Take care of their needs **BEFORE** you take care of your own needs.*





# Principle 10: Keep Your Cadets Informed

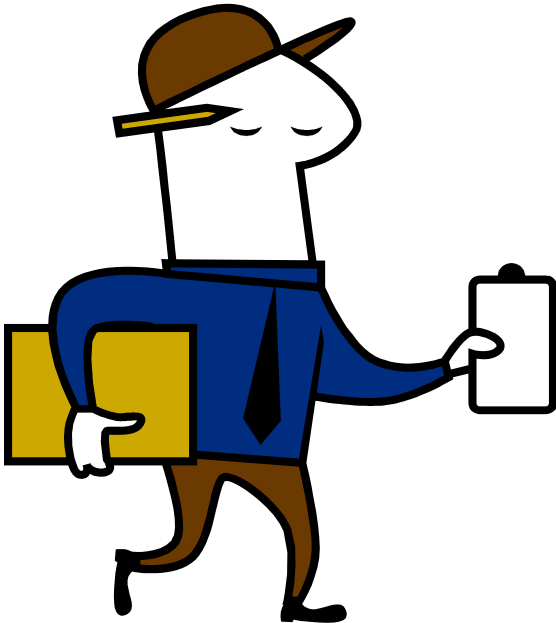


- What's going on at your unit, at the Brigade, in the state
- Be sure they understand the reasons behind decisions
- Communicate with them regularly to tell them “the scoop” on everything you know about official CACC business (not gossip)



# Ways to Inform:

- Newsletters
- Daily briefings
- Bulletin boards
- Chalkboards/white boards with “announcements” sections
- Facebook/Instagram/Twitter
- Can you think of others?





# Principle 11: Seek Responsibility and Take Responsibility for Your Actions



- Always want to advance in rank and positions of leadership
  - In order to be a better and more effective leader
- When you make decisions or choose to do/not do something, always accept the blame when it is wrong



# Review: The 11 Leadership Principles

1. Know yourself and seek self-improvement.
2. Be technically and tactically proficient.
3. Develop a sense of responsibility among your subordinates.
4. Make sound and timely decisions.
5. Train your Cadets as a team.
6. Set the example.
7. Train your Cadets in accordance with their capabilities.
8. Ensure the task is understood, supervised, and accomplished.
9. Know your Cadets and look out for their welfare.
10. Keep your Cadets informed.
11. Seek responsibility and take responsibility for your actions.



# Check on Learning

1. In your own words explain what it means to “Train your Cadets in accordance with their capabilities” (Principle 7)
2. What does the acronym “U-S-A” stand for in Principle 8? How is it applied in leadership?
3. T/F: Principle 3: *Develop a sense of responsibility among your subordinates* includes the idea that subordinate Cadets should feel a sense of “ownership” in getting the job done.



# LEADERSHIP INDICATORS

C2. Discuss the Leadership Indicators in relation to their unit.



# INDICATORS OF LEADERSHIP

Morale

Proficiency

Discipline

Esprit de Corps



# What is an indicator?

- “Something that points toward something else”
- Something that shows if good leadership is present in an organization
- The 4 indicators can be used to tell:
  - if a leader is a good leader, and
  - if there is strong leadership in an organization





# Indicator #1: Morale



## Morale:

- is how happy and positive people are about their jobs and the organization to which they belong
- Are they generally happy to be part of the group?
- Are they generally in “high spirits?”



# Ways to Build Morale

- Activities which are fun and which help people develop a sense of camaraderie or friendship with others in the group
  - Games
  - Cadences
  - Songs
  - Skits
  - Can you think of others?





# Indicator #2: Proficiency



- In a good organization, people know their jobs and do them well
- In organizations with weak leadership, people don't always know what they are doing and they do not accomplish the mission effectively



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# How is proficiency developed?

- Through lots of high quality training activities
- Ongoing training
- Regular “checkups” to make sure jobs are being done right
- Corrections when people are not doing something correctly





# Indicator #3: Discipline

- Discipline is “Prompt obedience to orders”  
AND
- Taking action in the absence of orders

Initiative

**TAKE  
ACTION!**



# How do you know if people are disciplined in an organization?



- They work hard
- They follow directions without questioning their superiors' lawful orders (*obviously, if their superiors give them unlawful orders, they should not follow them*)
- When there are no specific instructions, they do what they think is the right thing to do even though there is no "boss" there to look over their shoulder



# How do you develop discipline?

- You can be mean to people, but that's NOT a good way to develop discipline
- It's best to use techniques of motivation

Successful  
leaders don't

**drain**

motivation.

They fuel it.

Leadership Freak





# Motivating people to be disciplined...

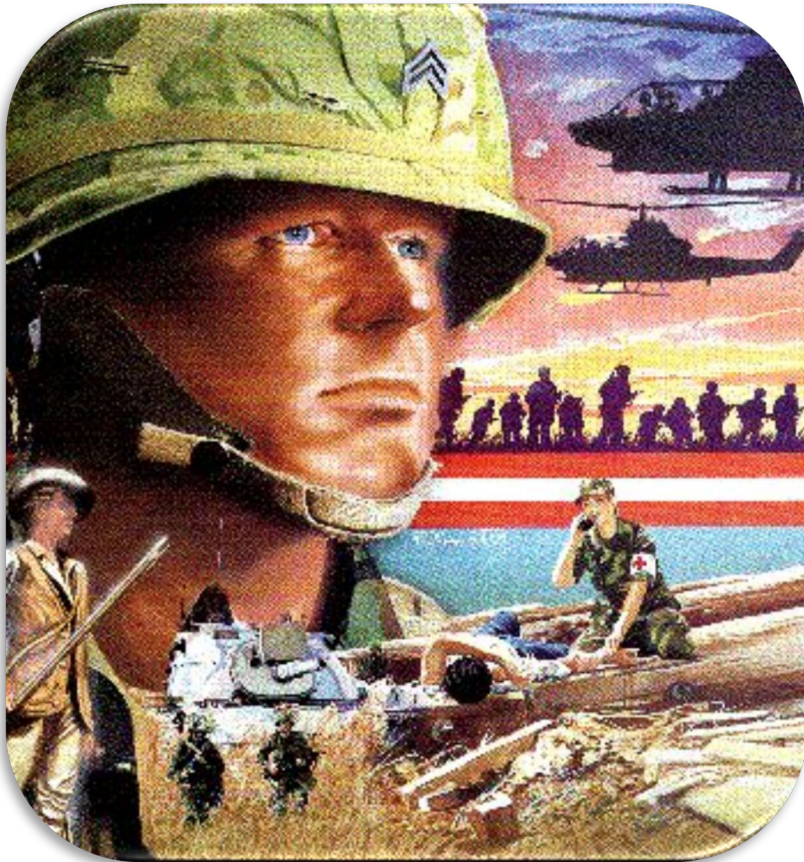
## Help them:

- Believe they are capable of accomplishing the mission (this is called efficacy)
- See the task as possible rather than impossible (level of difficulty)
- Understand what you want them to do and why
- See both the benefits to them if they do it as you have asked AND the “costs” to them of not doing it as you ask (cost/benefit analysis)





# Esprit de Corps - pride in the organization to which you belong



Developed by giving people a sense of “unit identity”

- Guidons
- Patches, sweatshirts, t-shirts, logos, etc
- Unit cadences and songs
- Mascots, cheers
- Friendly unit competition



# Effective leaders lead organizations with:

- high levels of MORALE
- people with high levels of job PROFICIENCY
- DISCIPLINE among their members
- a group spirit called ESPRIT DE CORPS





# Check on Learning

1. How would describe the current morale in your Cadet unit?
2. In what ways are your developing proficiency in your unit?
3. Do Cadets take initiative in your unit when no specific instructions are provided?



# THE LEADER'S CODE

C3. Explain the key points of the Leader's Code



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# The Leader's Code

- *I become a Cadet leader by what I do. I know my strengths and my weaknesses, and I strive constantly for self-improvement. I live by a moral code and set an example that others can follow. I know my job, and I carry out the spirit as well as the letter of the orders I receive.*
- *I take the initiative and seek responsibility, and I face situations with boldness and confidence. I estimate the situation and make my own decisions as to the best course of action. No matter what the requirements, I stay with the job until the job is done; no matter what the results, I assume full responsibility.*
- *I train my Cadets as a team and lead them with tact, enthusiasm and justice. I command their confidence and their loyalty: they know I would not assign to them any duty I, myself, would not perform. I make sure they understand their jobs, and I follow through energetically to ensure their duties are completed fully. I keep my Cadets informed, and I make their welfare one of my prime concerns.*
- *These things I do selflessly in fulfillment of the obligations of leadership and for the achievement of the group goal.*



# The Cadet Leader's Code

## Part One





# I become a Cadet leader by what I do



- My actions make me a leader, not the position I hold
- If I act like a leader, people will want to follow me



# I know my strengths and my weaknesses

- What I am good at and what I am not good at
- What I need to improve upon and what I already do very well







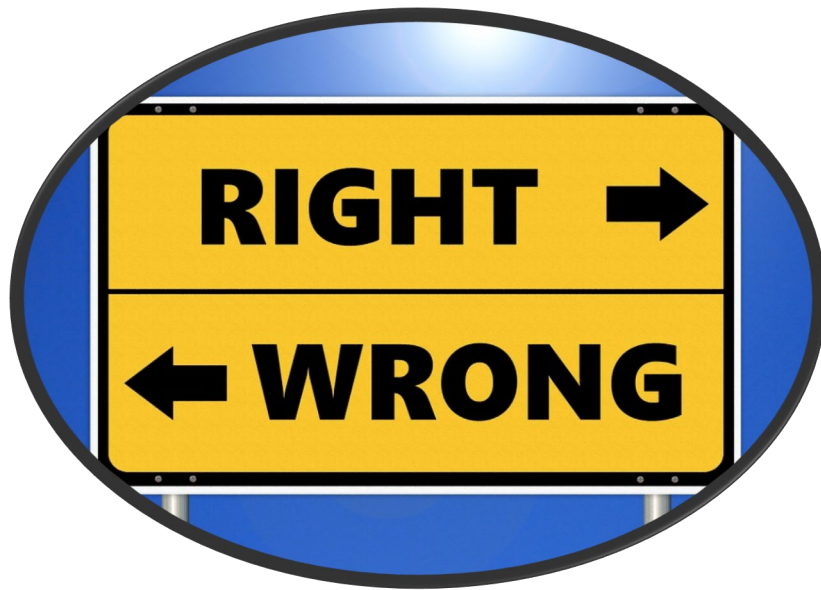
# And I strive constantly for self-improvement



- I am always trying to get better at the things I am not as good at
- I am always showing people that I do not know everything, but I am trying to get better



# I live by a moral code



## I do not:

- Lie
- Cheat
- Steal
- Tell dirty jokes
- Drink alcohol
- Smoke
- Do drugs
- Etc



# And set an example that others can follow

SETTING AN EXAMPLE IS NOT  
THE MAIN MEANS OF  
INFLUENCING ANOTHER. IT IS  
THE ONLY MEANS.

ALBERT EINSTEIN  
[ABOUTALBERTEINSTEIN.COM](http://ABOUTALBERTEINSTEIN.COM)

- People see me and the way I act
- My behavior is exemplary and other Cadets can always count on me to behave properly



# I know my job



- I am good at my assigned job(s)
- I have a lot of knowledge about the Cadet Corps and everything I am responsible for



# And I carry out the spirit as well as the letter of the orders I receive



- The “letter” of orders means I follow the exact orders I am given, word for word
- The “spirit” of the orders means I follow the ideas behind the orders



# An Example of “Spirit” and “Letter” of Orders

I ask you to guard the front door of school for Open House to help guests and I tell you not to move from there, but

- An older woman asks you to escort her to the office and you do so

*\*\*The “letter” of the orders says do not move, but the “spirit” says it is OK to help\*\**



# The Cadet Leader's Code

## Part Two





# I take the initiative

- I do what is right even if I have not been specifically instructed what to do
- I figure out what is the right thing to do and I do it





# ...and seek responsibilities

- I want to gain many experiences of leadership, increasing as I get better at my job
- I want others to trust me with increasingly important jobs





# And I face situations with boldness and confidence

- When faced with problems or challenges, I do not back down
- I face problems head on
- I am confident in my ability to tackle complicated problems
- I know I am capable of problem solving and I show others my self-confidence





# I estimate the situation

- I don't rush to judgment or action until I am first aware of the situation in which I find myself
- I gather information about the task at hand before I act





# ...and make my own decision as to the best course of action

- I consider all the options
- I choose the best one and communicate my decision to others in a way that makes them know I mean business and I know what I am doing
- I consult with others who can give me information about things I need to make decisions on, but ultimately I make the final decision and stick by that decision



# No matter what the requirements, I stay with the job until the job is done

- I do not quit in the middle of the game
- When I start something, I finish it to the best of my ability
- No matter how hard something may be, I am not a quitter
- Even though I may be tired, I continue on





# ...no matter what the results, I assume full responsibility

- I am the leader
- I am responsible for everything that happens or fails to happen under my command
- If the results are good, I share the glory with my cadets
- If the results are bad, it is all my fault!



The price of  
greatness is  
responsibility.

Winston Churchill



# The Cadet Leader's Code

## Part Two





# I train my Cadets as a team



- I get them to work together so we accomplish the mission as a group
- I want them to think of themselves as part of a team





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# ...and lead them with tact

- I treat them with respect and try not to say things that will hurt their feelings
- If I have to correct them I do it fairly and with sensitivity to how they feel





# ...enthusiasm



- I put forth a lot of effort and my Cadets see how much energy I put into my job and into accomplishing the mission



...and with justice

- I treat the Cadets fairly and make decisions I know are as fair as they can be





# I command their confidence and their loyalty



- They trust me to do the right thing and to take care of them
- They are loyal to me and to the organization
- They have confidence that I will be faithful to them, too



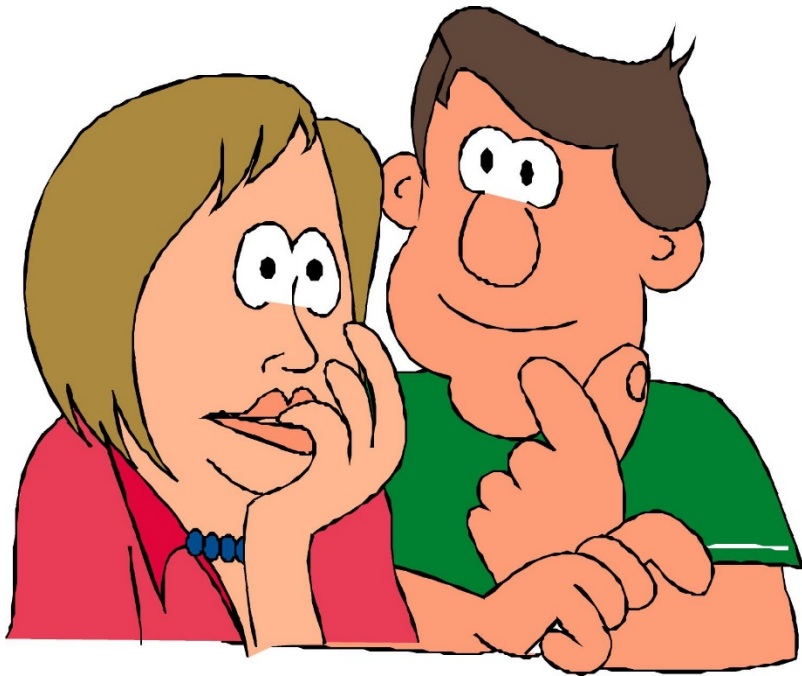
# They know I would not assign them any duty I myself would not perform



- I never assign my Cadets a task I would not be willing to do myself
- If I tell a Cadet to clean the toilet, I must be willing to set the example and be willing to clean toilets



# I make sure they understand their jobs



- When I assign a task to a Cadet or group of Cadets, I make sure they know exactly what to do and how to do it
- I answer any questions they might have about what I expect



# And follow through to ensure their duties are completed fully

- I don't just tell cadets what to do and expect it to happen magically
- I supervise them to make sure the job is done right and according to the timeline I gave them

Following-through is the only thing that separates dreamers from people that accomplish great things

- Gene Hayden  
Achievement Quotes



# I keep my cadets informed

- I tell them about events the Cadets are involved in
- I make sure their questions are answered about upcoming activities, etc.







# ...and I make their welfare one of my prime concerns

- I am always concerned about the safety and well-being of my Cadets
- I make sure they are well fed, have enough sleep, don't get overheated, avoid sunburn, enjoy their training, etc...





# These things I do selflessly



- I put the Cadets first
- My needs and wants always come second to theirs



...in fulfillment of the  
obligations of leadership

I do these things because being in  
charge means I am responsible for  
everything that happens or fails to  
happen in my unit



...and for the achievement of  
the group goal

- The mission is the second most important thing after the safety of my Cadets
- I constantly strive to accomplish the missions I have been given.

**MISSION:**  
**ACCOMPLISHED**



# Check on Learning

Explain in your own words the key points of the  
Leader's Code