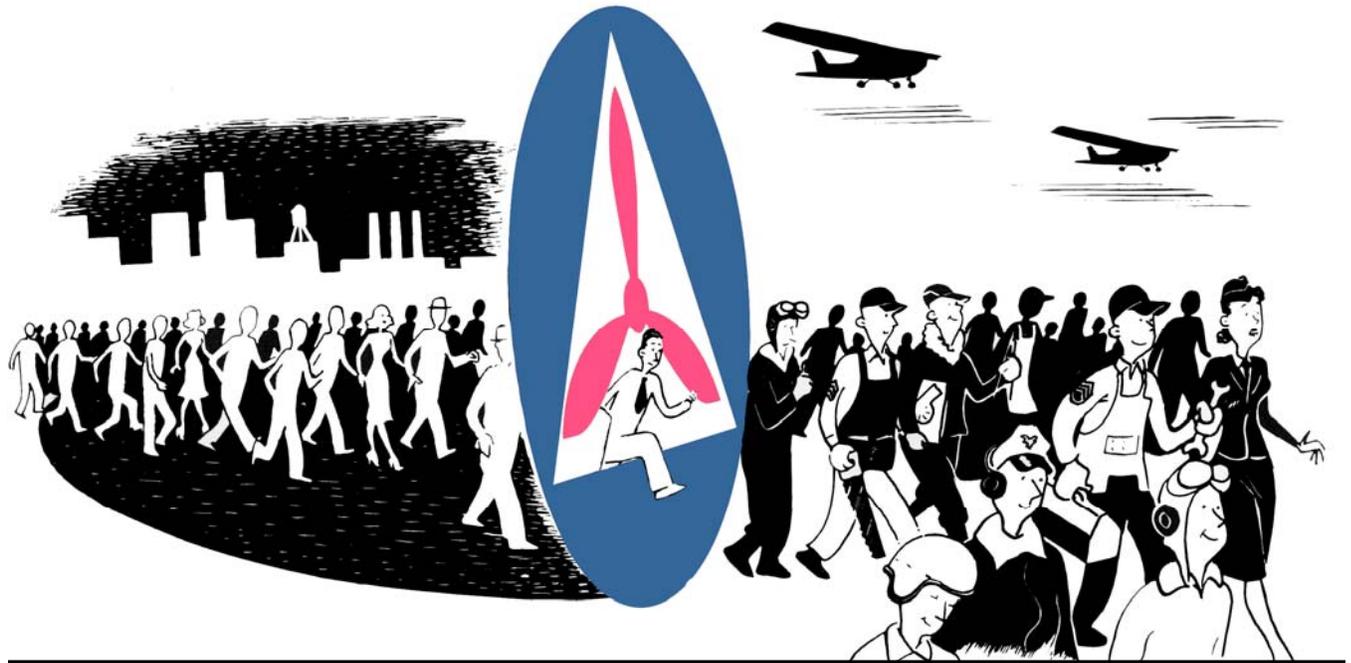
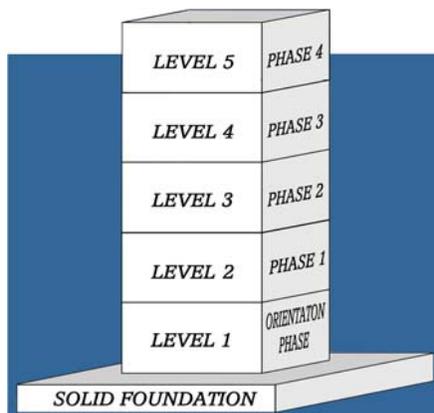


Chapter I

STARTING WITH A SOLID FOUNDATION



As a member of the Civil Air Patrol, you and others from all different parts of our community have the privilege of participating in the finest auxiliary in the world. If you already appeared before a membership review board you should be proud to know that your future peers saw a quality in you that would benefit the Civil Air Patrol, the U.S. Air Force, and the United States of America. However, you must always remember that being part of this fine organization is a privilege and not a right.



Like a building, you must start with a solid foundation in order to build a remarkable career.

Followership

Right now, your limited knowledge about the functions and operations of the Civil Air Patrol has you in a followership role. Learning followership is the first step in becoming a successful leader. It is not a place of inferiority, but rather a critical building block for a successful career as a leader. Think of your training as if you were building a high rise. You can't begin building the 20th floor if the 1st through 19th haven't been completed. In fact, you can't even begin the first few floors unless you have a solid foundation. This is the intent of this text. By learning the information found here, you'll be building a solid foundation for your Civil Air Patrol career.

Followership is reaching a specific goal while exercising a positive attitude, respect for authority, integrity and self discipline. The first step is learning that positive attitude is expected while performing in the Civil Air Patrol.

Attitude

We all act differently in the company of different people. For example, you may be more open around your family when at home than

you would at school or work. So the objective is for you as a new member to learn what is expected of you in the Civil Air Patrol.

The key to developing a proper attitude towards the Civil Air Patrol lies in understanding of *what is expected of you*.

One expectation is for you to arrive at meetings, missions, or activities prepared. This means you are appropriately wearing the correct uniform, maintaining military bearing, bringing the right tools for the job and are mentally prepared. A common saying is – *Prior Planning Prevents Poor Performance*. Those good or bad events that affect you outside of the Civil Air Patrol need to stay outside of CAP. If you are serious about having a positive attitude, you will be successful in the Civil Air Patrol.

These are simple every day examples. However, there may be times when the answer to what is right or wrong isn't as clear. To help you navigate to the right decisions, the Civil Air Patrol has a set of core values that guide us to the expectations of our actions. These core values are essential to your success and should not just be memorized, but well understood and lived by.

*Tip: Prior Planning Prevents Poor Performance.
(Known as the 5 Ps)*

Core Values

Civil Air Patrol core values were taken in part from the U.S. Air Forces' core values.

Air Forces core values are:
Integrity first
Service before self
Excellence in all we do

The U.S. Air Force Academy bids by there own code as well

"We shall not lie, cheat, or steal, nor tolerate anyone amongst us who does."

An organization without values is one primed for failure. The Civil Air Patrol established a set of core values in 2000 following the leadership of the U.S. Air Force's initiation of their core values. The core values of Civil Air Patrol establish a common set of behavioral expectations (attitude) as well as a set of standards to assess member conduct. The values of **Integrity, Volunteer Service, Excellence, and Respect**, serve as the ethical framework for CAP's service to America.

This framework is essential to the success of the organization. It defines the expectations of each of us and sets the standards of accountability of our actions. To better understand what you will be accountable for in your actions, we will look at each of the core values in detail.

Integrity

This is the very fiber of all core values; without it all other core values cannot prevail. It is the cornerstone for all that is moral and just in our society. It is more than simple honesty. It embraces other attributes such as courage, responsibility, accountability, justice, openness, self-respect, and humility. Lastly, this core value means CAP members must practice the highest standards of self-discipline.

Self-discipline means that you do a task because you see that it needs to be done, not because you are told to do it. You show self-discipline when you complete necessary tasks even when they are unpleasant.

Integrity includes trustworthiness and dependability in doing any task expected of you, no matter how trivial the task or how casually you agree to accept it. If another member asks you at a social gathering

to help him with a problem and you tell him that you will work on it tomorrow, it means you will do **exactly** that!

When you have integrity, your conscience and character insist you treat others as well as you treat yourself – with respect. This is how you gain unshakable self-respect, resolution, and both moral and physical courage. Integrity empowers you to do the right thing even though it may be very hard to do it. It also empowers you to be *selfless* instead of *selfish*.

People constantly look for leaders who have moral soundness, honor, trustworthiness, dependability, honesty, loyalty, and physical and mental courage. When you show integrity you are consistent and constant. People know what to expect from you. Honor, moral soundness, and courage allow you to uphold those principles and to do things without holding back. Honesty, trustworthiness, dependability, and loyalty are characteristics that are expected and required of leaders and followers.

Volunteer Service

CAP adopted this core value because it reflects the very essence of the organization—service to humanity. All CAP volunteers willingly give of their time, energy, and personal resources. Moreover, many have made the ultimate sacrifice by losing their lives while serving the organization and their nation. As a minimum, this core value implies a **commitment** on the part of all CAP members to place the organization's purposes first and foremost. This process starts with the member's agreement to obey the rules and regulations.

It is important to understand and remember that the word volunteer does not negate the idea of commitment. The members of the Civil Air Patrol volunteer to serve, just in the same way our all volunteer military does. The sole difference is that Civil Air Patrol members do not make a contractual time commitment nor are they government servants. This means that you may volunteer to leave the organization at anytime, however while a member you have made a commitment to serve.

This idea of volunteer service and commitment to serve is not new. During the founding of our great nation, average citizens such as you volunteered to come together for the betterment of their society. We know them as minute men. In fact, because of this great similarity, some people refer to the Civil Air Patrol as "*Flying minute men*".

Excellence

This core value reflects CAP's continuous effort to be the very best, and to consistently improve its service to America. From personal appearance to resource management, excellence must be the goal of all CAP members.

Excellence begins with how you represent yourself and the Civil Air Patrol. Adherence to proper grooming and uniform wear is primary. Being on time and prepared maintains the effectiveness of CAP.

Service is a commitment. Your word is who you are. If you can't do something, speak up, however if you say you can, then you must do just that.

With regard to excellence, it is not enough to know, but we must try to have and use it.

-Aristotle

Greek philosopher

Respect your efforts, respect yourself. Self-respect leads to self-discipline. When you have both firmly under your belt, that's real power.

-Clint Eastwood
Movie Actor & Director

As a member of the Civil Air Patrol, you may be charged with responsibility of using and caring for equipment. It is vital that you are committed to the idea of excellence in its use and care. A lack of excellence can result in a monetary and operational loss affecting others in the organizations and those who may be relying on our efforts to save them.

Respect

CAP members come from all walks of life. Therefore, it is extremely important that members treat each other with fairness and dignity, and work together as a team. To do otherwise would seriously impair CAP's capability to accomplish the mission.

When participating in CAP you must always have respect for authority. As a member of the human race, you will not always agree with decisions made or even personally like the person making the decisions. Regardless, it is incumbent upon you to maintain a professional decorum at all times. A lack of respect for authority is a poor reflection on you only.

You must obey Civil Air Patrol publications and legitimate orders given to you by those appointed to positions of authority above you. You give your word to follow orders when you recite the oath.

Listening

As a follower, or a leader, listening is a must. It helps you understand what others mean when they are trying to help you; this is called feedback. Because of *outside* noises, active listening is hard because of *internal* barriers: we think about the speaker instead of the message; we think we already know the solution before the speaker states it. Here are some "DO's" for good listening:

- DO keep an open mind. Do not allow your personal ideas too interfere with accepting new ideas which may prove better. Tune out your own ideas. You are not open-minded to the speaker's ideas if your head is full of your own ideas. Open-mindedness requires humility, and tests how well you can listen actively.
- DO listen to understand, not to argue or challenge. If you try to argue, thinking you know everything without separately trying to understand, often you will find you never understood the idea in the first place. Argue, challenge, or doubt the material *after* you have heard the whole story.
- DO listen to *what* the speaker says not *how well* the speaker says it. Remember, the speaker may have a great idea but may not express it well. Listen for the idea—what the person is really trying to say—not just the words.
- DO take notes with care. Taking notes flatter the speaker if you take only a few good ones. But if you take too many notes, you are focusing too much on the notes and too little on listening.
- DO make and (usually) hold eye contact. Let the speaker know you care about what is being said. If the speaker prefers not to hold eye contact, act as though you're waiting patiently.

- DO keep your feelings positive. If you do not trust the speaker, your face will show it. If you control your negative feelings toward the subject (or the speaker) and strain to accept what you hear, you will have an open mind, and may actually change your mind!
- DO listen to new ideas and when you pass them on, give credit to the source. No one stands taller than those who show the good sense to recognize the value of new ideas and honestly give credit to their sources.

Self-Management

Every level of command needs management. This includes your squadron commander down to you, the beginner—the *follower*. Your management duties are to manage yourself. Manage your resources—your time, your energy, your time with your family, adequate sleep, proper nutrition, and so on. As you progress through this program, you will learn to manage larger groups of people and activities. An example of self-management is organizing your time so you can attend your meetings. This may include “hard choices” of not participating with other groups. Self-management also means advising your supervisor ahead of time that you cannot attend a squadron function. Another example is wearing your uniform properly and meeting CAP grooming standards. This shows you know how to take care of your uniform without having to depend on someone else to constantly correct you.

Study Habits

Leaders are always learning, in and out of the classroom. It may not be obvious, but good study habits affect your success with learning new things, like flying! A disciplined approach to studying means finding the right time and the right surroundings so you can learn more in a short time. Here are some guidelines that have proven successful whether preparing for an exam or learning just for fun.

- Decide when to study. Set aside a certain number of hours a day or a week to do it.
- Choose a quiet place so you will not be interrupted.
- Have good lighting.
- Find a comfortable, well-ventilated place to work.
- Make sure you have all the tools you need (pencil, paper, note cards, calculator) before you start.
- Give your undivided attention to the subject and shut out distractions
- Survey the material you are going to read by scanning the paragraph headings and major topics.
- To better understand the material you are about to read, ask yourself questions about it first. Answer these questions as you read.
- If you are allowed to write in your book, underline or highlight important ideas; otherwise outline the material.
- Complete all the material.
- Answer any review questions provided in the text.
- Reread to clear up any misunderstandings.
- Take a 5 minute break each hour, doing something as different from reading as you can, such as physical exercise.
- Review consistently and periodically.

Reading Skills

Comprehension is the most important thing about reading. Reading is the companion tool to listening for effective learning. Skilled readers use a three-step approach to improve their reading comprehension:

Remember, with this step, ask, "What am I reading?"

Identification. This will help you see the author's ideas and why they were organized the way they were. To do this, shorten the theme of the section into a single sentence or short paragraph. When you finish the chapter, analyze its major parts and divisions. Use the objectives in the Chapter Goal at the beginning of each chapter to help you.

Remember, with this step, ask, "What does it mean?"

Interpretation. *Think of yourself as the author.* Search for the author's meaning by recognizing the author's major ideas and supporting points. Find sentences, or key paragraphs that support the chapter's main ideas. One way to find supporting facts is to recognize that a paragraph is a cluster of sentences around a central idea.

Remember, with this step, ask, "What is the importance?", "How does it effect me?" and "How should I react?"

Evaluation. Decide if you understand the main points in the chapter.

When you have finished these three steps, your critical reading is done!

SUMMARY EXERCISE

1. The first step in learning leadership is mastering followership.
 - a. True
 - b. False

2. The key to developing a proper attitude towards the Civil Air Patrol, lies in understanding of ____.
 - a. what you thing of it
 - b. how to wear the uniform
 - c. what is expected of you
 - d. how to listen

3. Obeying Civil Air Patrol publications and legitimate orders given to you by those appointed to positions of authority above you is mandatory.
 - a. True
 - b. False

4. The strict adherence to a code of conduct is known as ____.
 - a. discipline
 - b. integrity
 - c. loyalty
 - d. your duty

5. You see a piece of trash on the ground, pick it up, and throw it away. This is an example of _____.
 - a. self-discipline
 - b. duty
 - c. integrity
 - d. loyalty

6. Taking notes, making eye contact, and keeping an open mind are all samples of good _____.
 - a. behavior
 - b. listening skills
 - c. mind reading
 - d. discipline

7. What are the four core values of the Civil Air Patrol?

8. Name at least three ways of studying that have proven successful whether preparing for an exam or learning just for fun.

9. Name three steps in that skilled readers use a three-step approach to improve their reading comprehension.

NOTES
