

ENCAMPMENT LEADERSHIP CHALLENGES

Challenge #1 C/TSgt Concerned is the flight sergeant of B Flight at Wonderful Wing's Type A Encampment which is being held at Helpful AFB. This is cadet Concerned's first time in an encampment staff position, and she really wants to do a good job by applying all she learned last year at the wing's tough Leadership Encampment. It's the third day of the encampment, and thus far her flight is coming along fine except for one cadet who is ruining the performance of the entire flight. C/A Shy, who is 12 years old, has only been a member for four months. He's only mastered the most basic drill movements, neither his room nor his uniform have passed inspection, his knowledge of the required memorization is almost nonexistent, and he hardly speaks to anyone. The worst part is that he has reported to sick call for the past two mornings complaining that he had been sick to his stomach after breakfast. It's bad enough that cadet Shy has already cost the flight a lot of points in the honor flight competition, but Sgt Concerned is also afraid that she's getting the reputation for encouraging goldbricking because her cadets are reporting to sick call with such whimpy complaints. What should Sgt Concerned do? If you were the B Flight Commander and Sgt Concerned came to you with the problem, how would you handle the situation?

Challenge #2 C/Col Military is the cadet commander of the Tough Wing's Type A Encampment. He has previously attended five type A encampments, and has established the reputation for being a sharp staff officer. It's the middle of the encampment being held at Conservative AFB. Col Military likes his staff, and he has felt that they have been doing a great job keeping the cadets in line and performing. He attributes their success to their demanding, no-nonsense leadership style. The cadet staff laid down the law at the beginning of the encampment by issuing demerits the moment an infraction occurred. Then they sent a clear message to all the cadets that such behavior would not be tolerated by the way cadets marching tours were verbally chastised by the cadet officers conducting the tours. At this point the majority of the cadets stayed out of trouble, but there were a few who continued to cause trouble. However, the Commandant, Capt Enlightened, does not share Col Military's evaluation of the situation. Capt Enlightened, a former cadet, has been a senior for two years and has served in numerous encampment positions including that of cadet commander. At this evening's cadet staff meeting Capt Enlightened dropped a bomb when she let the staff know that she was really displeased with the leadership and management skills demonstrated thus far by the cadet staff. She quoted CAPM 50-16, paragraphs 1-7 and 1-10, as justification for the decision, approved by the encampment commander, to eliminate the demerit/tour system effective immediately. She also made it clear that she had every confidence that the cadet staff would be able to run an outstanding and effective encampment by demonstrating positive leadership rather than relying on a negative control system such as a demerit system. What should Col Military do? If you were the staff of that encampment what could you do about this situation?

Challenge #3 C/1Lt Wonderful, flight commander of A Flight at the Competitive Wing Encampment, has never encountered a situation quite like this one in all his experience on cadet staff. His flight is in the midst of an internal war. Three of the cadets in the flight come from Drill Cadet Squadron, and three come from Activities Composite Squadron. The cadets whose home unit is Drill Cadet Squadron feel that they are far superior to the rest of the flight because they have been members of the Wing's first place drill team for the past two years. The cadets from Activities Composite Squadron feel that they are superior because they have participated in all aspects of the cadet program, not just drill. Arguments break out every time the flight has a bit of free time, and Lt Wonderful just can't get them to work together as a team. The final straw came this morning when a fight broke out during the first break. What should Lt Wonderful do?

Challenge 4 C/Maj Excellent had misgivings about C/2Lt Lacking serving as one of the flight commanders in her squadron at the Outstanding Wing Type A Encampment. Lt Lacking was not really effective last year when he served as flight sergeant, but the encampment commander feels that every cadet deserves a second chance to develop their leadership potential, so Maj Excellent is stuck with him. Lt Lacking's flight sergeant, C/MSgt Natural has turned out to be an outstanding leader even though this is his first staff position. Lt Lacking and Sgt Natural get along ok, but there has been increasing friction between them as the encampment progresses. At first it was only the cadet staff who were grumbling that cadets Lacking and Natural should switch positions, but now the cadets in their flight have been heard to say the same thing with disgust as they look to see how far behind the other flights they are in the honor flight competition. Several of these cadets have finally had enough and have gone through the chain of command to speak to their squadron commander, Maj Excellent. How should Maj Excellent handle the complainers? What should she do about the situation in the flight?

Challenge 5 A Flight Commander, C/1Lt Apprehensive, has noticed that his flight's TAC Officer, SM Friendly, seems to be hanging around C/A Vulnerable an awful lot. It seems that whenever the flight has to travel by vehicle SM Friendly manages to sit right next to cadet Vulnerable, and it seems to him that they sit pretty close together. The other night, Lt Apprehensive thought he saw SM Friendly come out of cadet Apprehensive's room. At the time he wasn't sure so he didn't mention it to anyone, but now Lt Apprehensive his feeling increasingly more uncomfortable about the situation. What should Lt Apprehensive do?

Challenge 6 The fire alarm sounded at 2 A.M., and all of the cadets efficiently evacuated the building. C/Lt Col Alert, Alpha Squadron Commander, walked over to his two flight commanders to compliment them on their efficiency in conducting the drill. When they thanked him for the compliment, Col Alert smelled a very strong odor of alcohol. What should Col Alert do?

Challenge 7 C/FO New and her flight are on the way to the base theater for the encampment graduation. Since its raining very hard and the base theater is on the far side of the base, the flight is riding in the CAP van which is being driven by SM Careful. Halfway to the theater, a truck runs a stopsign and ploughs into the van on the driver's side. SM Careful is seriously injured and is unconscious. Two of the cadets also seem to be badly hurt, but FO New was only shaken up. How should FO New handle this situation?

Challenge 8 The flight commander, C/1Lt Responsible, is having difficulties with his TAC Officer, 2Lt Eager. 2Lt Eager, a fairly new senior member with no prior encampment experience, is anxious to do a good job as tactical officer. The trouble is that she tends to give so many instructions and comments that she appears to take over the flight. Lt Responsible is starting to wonder who the real flight commander is in the flight. What should Lt Responsible do about the situation?

Challenge 9 C/Sgt Romeo is causing problems for his flight commander, C/Capt Mature. Despite warnings, cadet Romeo continues to openly flirt with the female cadets whenever the opportunity presents itself. In the beginning his actions were quite innocent and evn humorous, but they are starting to cause concern. Just now Capt Mature found Cadets Romeo and Juliet alone in an unauthorized area. They appeared quite flustered when confronted. How should Capt Mature handle this situation?

Challenge 10 During the Encampment Critique of the Gung Ho Wing Type A Encampment the results of the cadet evaluation sheets were shared with the entire cadet staff. While the cadets' scoring of the classes and instructors was very high, there were a large number of cadets who rated the cadet staff very poorly. They felt that the cadet staff did not practice the positive leadership skills which they were teaching the cadets; that the cadet staff were poor role models when they didn't attend, were late or fell asleep during class; and that they should try to help cadets learn how to correct errors rather than just waiting to pounce on them to show their power. The encampment commander and commandant announced that they felt the criticism was warranted to some degree. You are the members of that cadet staff. How would you react to the results of the evaluation? What suggestions would you make for next year's staff?

DO'S AND DON'T'S FOR SEMINAR LEADERS



DO

- Ask thought-provoking questions
- Be a good listener
- Be open-minded
- Secure uniform participation
- Lead by skillful questions
- Grasp what lies behind the words of the speaker
- Think ahead of the group
- Encourage the group to do its own thinking
- Acquaint members with one another
- Establish an attitude of common helpfulness
- Be sensitive to group actions and reactions
- Try to understand why individuals behave as they do
- Develop skillful behavior in group procedures to help the group achieve its purposes
- Be honest about what you don't know
- Be friendly



DON'T

- Force your own opinion
- Argue
- Quibble
- Use sarcasm
- Ridicule
- Talk too much
- Use distracting mannerisms
- Become excited
- Lose your temper
- Be late for meetings
- Run overtime
- Be pompous
- Be too serious
- Talk personalities
- Use words the group does not understand
- Give advice

Figure 2