

SPECIAL READING

LEARN TO LEAD

CIVIL AIR PATROL CADET PROGRAMS

LEADERSHIP IN COMMITTEE

SPECIAL READING for
CADET ADVISORY

COUNCIL REPRESENTATIVES



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SPECIAL READING for CADET ADVISORY COUNCIL REPRESENTATIVES

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LEARN TO LEAD

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LEADERSHIP IN COMMITTEE

“Deliver us from committees.”¹

ROBERT FROST

“I’ve searched all the parks in all the cities — and found no statues of Committees.”²

GK CHESTERTON

Committees are a common venue for leadership. Congress operates via committee. University departments govern themselves as committees. Every Fortune 500 company is directed by a committee. The accused stand trial before a jury, a committee of one’s peers. Homeowners’ associations, churches, student clubs, civic groups, and countless other everyday institutions use committees. As a leader, you can expect that in the course of your personal and professional life you will serve on many committees. Therefore, anyone who aspires to any sort of leadership role must develop committee-leading skills.



COMMITTEES AS VEHICLES FOR LEADERSHIP

OBJECTIVES:

1. Define the term “committee.”
2. List three reasons why leadership by committee can be helpful.

From this point in your cadet career forward, nearly all the work you will accomplish will be as a member of a small team. As Margaret Mead has pointed out, small groups of “thoughtful, committed citizens can change the world.” For our purposes, a committee is a group of people entrusted to study issues, make recommendations or decisions, or perform some kind of service to a larger group. Thus, a small team can also be defined as a committee. What are some of the reasons for committees being used as vehicles for leadership?

Good Ideas Can Come from Anybody. First, anybody’s viewpoint could be valuable; high-ranking leaders do not have a monopoly on good ideas. Nearly all good ideas result from the diversity of the group. If that principle is true, it makes sense to not simply tolerate low-level subordinates contributing to leadership discussions, but for organizations to aggressively seek input from everyone who could have something to contribute. Committees provide a venue for doing that.



Benefits of Specialization

By specializing in one or two facets of an issue, committees and subcommittees develop incredible expertise. As a result, the overall organization gets smarter and can make more enlightened decisions.

Committees Can Be Smarter Than Individuals.

Second, there is some evidence to suggest that groups can make better decisions than individuals. Although the populist view of leadership presumes the command-and-control mindset where a single, decisive leader charges to victory, there is great danger in allowing a single individual to decide some matters on his or her own. The jury system, for example, was created so that no one person could send you to jail. In the safety arena, a small group of people pre-flighting an obstacle course or discussing the plan for a trek into the wilderness is more apt to identify potential hazards than a single individual.³ Groups can be smarter than the individual leader.

Group Action Adds Legitimacy to Decisions. Third, people are more likely to support, or at least accept, the decisions they had a voice in creating. Committees give people a voice, a seat at the table. Citizens of western democracies may complain about their governments, but they recognize the government's basic legitimacy because the massive committee called the electorate voted the leaders into office. Moreover, a committee-style group decision-making process promoted unity among the Chilean miners who were trapped underground for ten weeks in 2010. "Everything was voted on....," reported one of the survivors. "We were 33 men, so 16 plus one was a majority."⁴ Even after rescue, committee-style leadership continued. The survivors all agreed to consult with one another before speaking with the worldwide media clamoring for their stories. Committees create a sense of unity that can withstand stressful times and dissenting views.



The Power of Group Decisions

On the popular TV show, *Project Runway*, a panel confers about the contestants' fashion designs, then announces the winner and loser.

If a designer fails to impress one particular panelist, he or she still has a chance to win because three other panelists have a say in the group's final decision.

Group-based decisions reflect a sense of majority rule, adding a legitimacy that a single person's decision does not have, no matter how wise that individual may be.

OPPORTUNITIES FOR COMMITTEE LEADERSHIP

OBJECTIVES:

3. Define the term "standing committee."
4. Define the term "select committee."
5. List five triggers that alert an organization to begin using a committee.

When should organizations form committees? There are at least five different triggers that warrant an organization putting committee-style leadership in motion.

In-Depth Discussion. When the issues are complex, nuanced, and easy to get wrong, committees can provide a service by studying the issue in detail. The larger organization benefits because it can proceed with the other challenges on its agenda.

Manageable Group Size. Democratic principles are not always easy to uphold in the real world. Discussions among ten individuals are difficult enough; discussions among one hundred people are virtually impossible on practical grounds. Committees make democratic leadership principles easier to manage simply by virtue of the group size being smaller than the overall organization.

Division of Labor. Busy, ambitious organizations take on several challenges simultaneously. Committees help the organization by allowing a division of labor. The leadership burden is shared when one committee takes ownership of one slice of the organization's challenges, and another committee focuses upon a different slice of the organization.

Specialization & Expertise. Committee systems raise the overall organization's collective intelligence. By specializing in one or two facets of the organization, committee members become seasoned experts in those subtopics. As a result, the organization makes decisions that are smarter, and better informed.

Special Handling. Some matters require discreet handling. Personnel issues, national intelligence matters, and mergers and acquisitions are examples. Committees enable the overall group to maintain both a degree of confidentiality and democratic leadership.

MEETINGS: WHERE COMMITTEES GET THE JOB DONE

OBJECTIVES:

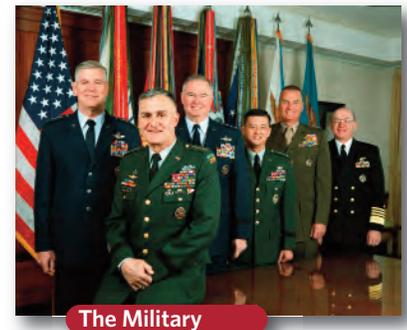
6. Describe six tools leaders can use to ensure productive committee meetings.
7. Identify ways to contribute politely during web, phone, and video conferences.
8. List some helpful tips for meeting etiquette.

*"A committee is a group that keeps minutes and wastes hours."*²⁵

MILTON BERLE

Individual members of the committee might complete some of the committee's work on their own, but eventually a committee must convene to discuss its business. The venue for doing so is the committee meeting. What are some guidelines leaders can use to ensure meetings are productive?

Goal Statements. Is this meeting really necessary? Before calling a meeting, the committee leader, chairperson, or boss should ask, "What is this meeting intended to achieve?" "What would happen if



Committees are Everywhere

Leadership by committee often gets a bad rap. And yet the president relies upon a committee – his cabinet – for leadership (top), the economy is controlled by a committee – the Federal Reserve Board of Governors, (middle), and the military is run by a committee – the Joint Chiefs of Staff (bottom).

we didn't meet?," and "How will we know if the meeting is a success or failure?"⁶ When requesting the meeting and when calling the meeting to order, the committee leader should express the purpose of the meeting in a concise goal statement.

Objective-Driven Agendas. The agenda is the key document driving the meeting. When published in advance, agendas enable participants to arrive at the meeting fully prepared to accomplish the meeting's goals. On a simplistic level, an agenda is merely a list of topics that the committee will work through, perhaps with some hint as to how much time will be devoted to each. While that method may work for the briefest, most casual meetings, such a vague approach is bound to make any meeting of substance ineffective. The most effective agendas are objective-driven. They don't merely list topics; they identify actions and outcomes. See the sidebar for examples.

Read-Aheads. Information that is purely factual should be distributed via email. Presenting factual information orally not only wastes the committee's precious time, but requires the audience to take notes and possibly make errors in the process. On a more positive note, read-aheads – documents that provide background and context about an issue – make discussions more fruitful because they allow participants to absorb the key information in advance and then devote the meeting time to discussion, not mere information transfer. One expert observes, "The act of writing sentences and preparing a [read-ahead] will make for smarter reports."⁷ The result is shorter meetings, discussions that get to the heart of the issue, and better group decisions.

Oral Presentations. Sometimes purely factual information requires special handling. Perhaps a particular individual should deliver the news ("I'm resigning as squadron commander because our family is moving away"). Or if the matter is delicate, an oral delivery helps ensure the message strikes just the right tone and emphasizes just the right nuances, while also allowing for immediate questions and answers. Finally, some information is important in that it provides context. Email messages go unread if the subject line seems irrelevant to an individual recipient, but during the course of an oral presentation, that same individual may discover an unforeseen connection between her area of responsibility and the topic at hand.

Agenda Sequencing & Breakouts. It is common for groups to be most energetic at the beginning of a meeting. Therefore, the chairperson may find it useful to place the most critical topics toward the top of the agenda. Likewise, if the least important items are scheduled last, they may be postponed if the meeting runs out of time. A similar



MEETING ETIQUETTE ⁸

The chairperson articulates a clear goal for the meeting

The chair keeps meetings as brief as possible, partly by distributing factual information in advance

All participants come prepared to contribute, having completed any "homework" assignments

All participants attend the meetings they have committed to

All participants arrive on time and remain until the end

All participants focus on the business at hand, not their laptops or phones

All participants listen respectfully during discussions, and wait their turn to speak



issue is the use of breakout or off-line discussions. If an issue affects only a minority of the group, the committee might work through all topics of mutual interest first, then conclude the meeting (as far as the full committee is concerned), after which that minority of concerned people deal with their business apart from the full committee. Behind this basic philosophy of agenda sequencing and breakout sessions is the belief that meetings should respect each individual's time by being as brief as possible.

Closings & Minutes. Time spent recapping a meeting's results is time well spent. Before closing the meeting, the chair orally summarizes what was decided, and the committee's and/or each individual member's next steps. Who is responsible for doing what, and by when? This is also the time to identify the issues that remain on the committee's docket, and when and where the committee will meet next. If an oral summary is insufficient, meeting minutes – a written summary of the meeting's outcomes – provide a more substantial record. Minutes can be a simple listing of key decisions, or an in-depth record of all discussions, parliamentary procedures, and voting results. In the context of a staff officer working on projects and conducting routine business, the general practice is to keep minutes succinct and for the chairperson or scribe to email the notes to all participants within a few days - the sooner the better.



Time is Money

Goal statements, objective-driven agendas, read aheads, and accurate minutes are tools that make meetings effective, not wastes of time and money.

TOPICAL VS. OBJECTIVE-DRIVEN AGENDAS

A **topical agenda** is simply a list of topics to somehow be covered during a meeting. This topical agenda tells us little.



What does the committee hope to accomplish in these areas? If given an agenda in this form, chances are you'll have no idea what you should do to prepare.

An **objective-driven agenda** specifies what the committee will accomplish. It still includes a list of topics, but goes a step further by identifying the desired outcomes. Action verbs start each sentence (e.g., create, receive, examine, select). The outcomes are the phrases that follow those action verbs. At the end of the meeting, as the committee reviews the agenda, if they can answer, "Yes, we did that," then everyone can be confident that the meeting was successful.

Meeting Agenda

1800-1810 hrs. C/MSgt Goddard
Color Guard: For Discussion & Action

Create a schedule for practices and identify three community events to participate in during the calendar year.

1810-1815 hrs. C/2d Lt Mitchell
Day Hike: For Information

Receive briefing on trip itinerary, safety considerations, and training goals.

1815-1825 hrs. C/Capt Earhart
Cadet of the Month: For Decision

Examine the raw scores, discuss individual cadets' performance, and select the winner.

TELECONS, WEBCHATS, & VIDEOCONFERENCES

Meetings held via teleconference or online have special challenges. It is easy for participants to get distracted because of the lack of face-to-face interaction. Conversations can be tough to manage because visual cues are not available to guide the flow, or signal whose turn it is to speak. Background noise and secondary activities taking place at each individual's location interfere with the group's discussion. Listed below are some guidelines to help telecons, webchats, and videoconferences succeed.

Teleconferences

- Place yourself in a quiet space, free from distractions
- Be ready to receive the call precisely on time, if not a few minutes early
- State your name before speaking
- Make a special effort to be clear and concise
- Identify the person to whom you are responding, or to whom you are directing a question
- Announce if departing from the call early; announce yourself upon returning to the call



Web Chats with Audio & Text Capability

- Be online and ready to accept the chat / call precisely on time, if not a few minutes early
- If a new user of the technology, try to test your connection and software in advance
- Place yourself in a quiet space, free from distractions
- Mute your microphone when not speaking
- Type a period "." in the text chat to indicate your desire to speak
- Turn down your speaker volume when speaking, to avoid audio feedback
- Offer parenthetical remarks in the text chat, not orally
- Provide web links via the text chat, if referencing a document



Videoconferences⁹

- If a new user of the technology, try to test your connection and software in advance
- Dress as you would for an in-person meeting
- Place yourself in a quiet space, free from distractions
- Make eye contact with and speak directly to the camera
- Avoid side conversations; if you absolutely have to discuss something privately, mute your speaker



TYPES OF COMMITTEES

Standing Committee

A committee that operates continuously and has an indefinite charter.

Select Committee

A committee that is established on a temporary basis, usually to consider a one-time issue. These committees disband once their work is completed. Some select committees of the U.S. Congress became standing committees or have operated for many years, becoming standing committees in effect.

LEADERSHIP CHALLENGES FOR MEETING FACILITATORS & COMMITTEE CHAIRS

OBJECTIVES:

9. Define the job of a meeting facilitator.
10. Defend the idea of the committee chairperson or meeting facilitator as a servant leader.
11. Identify four hallmarks of facilitative leadership.
12. List eight tips a facilitative leader can use to actively manage a group discussion.

Facilitative Leadership. The individuals who preside over meetings and committees serve a facilitative role. The job of facilitators is to “evoke the best possible performance from each member of their team.”¹⁰ They are *process-focused*, not *content-focused*. That is, they are responsible for creating the conditions so that the group can thoroughly engage the issues via discussions, find the best possible solution, and build consensus for that solution. Members of the committee or team (not the chair) take responsibility for content and for studying the issues and hashing out workable solutions.

Joys & Challenges of the Chair. Reflecting on the joys and perks of being a chairperson, one expert wrote, “There is, in fact, only one legitimate source of pleasure in chairmanship, and that is pleasure in the achievements of the meeting – and to be legitimate it must be shared by all those present.”¹¹ Immature leaders may be tempted to dominate the committees and meetings they “command.” Again, that same expert advises, “It is the chairman’s self-indulgence that is the greatest single barrier to the success of a meeting. His first duty . . . is to be aware of the temptation [to dominate].”¹² If you chair a meeting and hear yourself talking more than anyone else, step back; you’ve become too much of a domineering force.

CHAIRPERSON AS FACILITATOR & SERVANT LEADER

An authoritarian or domineering leadership style is out of place in a committee setting. After all, the whole point is to harness the group’s collective knowledge to win. Therefore, the facilitative leadership style requires an unassuming, collaborative spirit, where the leader stands back and gently redirects the group or prompts enquiry into new lines of thought. His or her role is to serve the team, not command it. Some of the hallmarks of facilitative leadership include:¹³

A Neutral Attitude. Facilitative leaders don’t inject themselves into the substance of debates. Rather, they withhold their personal opinions, guarding their neutrality



Process-Focus vs. Content-Focus

Like a flight line marshaller, a committee chair is process-focused, not content focused. The chair’s concern is in starting the engines on time and taxiing to the right runway, not the aircraft’s final destination.

“WAS I ASKING FOR YOUR OPINION?!?!?”

The authoritarian leadership style is out of place in a committee setting, where the whole point is to promote a lively sharing of ideas.



by being even-handed, carefully choosing their words, and carefully summarizing or enquiring into the different ideas under consideration. A neutral attitude helps the momentarily unpopular idea get a fair hearing.

Adherence to Process. The facilitative leader is assertive in matters of process. He or she helps the group frame the issues they will discuss and to identify key questions. He or she advocates for the team's norms or standards of professionalism. This includes each member's duty to listen attentively, to speak only when granted the floor, to keep their comments on topic, to keep the meeting on schedule, and to enforce parliamentary procedures (if used).

Desire for Consensus. Being responsible for the group's collective success, the facilitative leader has to be a consensus-builder. Groups can easily find themselves divided by competitive, win/lose situations. Facilitative leaders do not take sides but instead help the group find a consensus or win/win position. They also ensure that every stakeholder has a voice in the process, or at least, that the group considers the issue from all possible viewpoints.

Counterweight to the Status Arena. Committee members bring their egos and insecurities with them. Meetings are status arenas. Meetings might offer team members their only opportunity to gauge and improve their relative standing among their peers.¹⁴ It is the facilitator's responsibility to be mindful of the jockeying for status and individuals' attempts to win while embarrassing a rival at the same time. The team-minded facilitator throws cold water onto the fires of status anxiety and promotes a sense of unity.

FACILITATION TECHNIQUES

How does the facilitator provide for the smooth operation of the meeting in fulfillment of the objective-driven agenda? He or she actively manages the discussion. Among the many tools available for this endeavor are:

Ask open-ended questions. Push the members to go beyond one-dimensional answers by asking open-ended questions. For example, "What are some aspects of our recent field training that went well?" is superior to, "Did you like the field training?"

Ask for specificity in responses. Again, one advantage of committees is their ability to focus on detail. Do not be satisfied with generalities; challenge members to add specificity to their responses. For example, "How much time should be allotted to each component of the staff training?" is a question that probes deeper into a generalization such as, "We didn't have enough time for staff training."

See chapter 4 for more on servant leadership.



Status Arena

A meeting is an opportunity for individuals to assert their relative importance or social status. The facilitator's challenge is to suppress the clashing of personalities so that the group can have productive discussions.

Redirect questions to the group. Team members will instinctively turn to the facilitator or presiding official for answers to their questions. Instead of accepting that deference as an invitation to offer a personal opinion, redirect the question. “Cadet Curry asks a good question. Who has a perspective to share in response to it?”

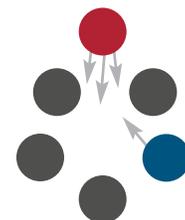
Invite quiet members to join the discussion. As mentioned above, the facilitator works to evoke the best performance from each member of the team. Therefore, quiet members need to be drawn into the conversation. This is a delicate challenge because if the quiet person feels ambushed by the facilitator’s pop-quiz style of questioning, the result will be counterproductive. A two-step effort is often effective. First, issue a general invitation: “Would anyone who has not yet spoken like to be heard on this issue?” If that approach is insufficient, when one speaker winds down, make eye contact with the quiet person, address him by name, and ask an open-ended question. “Cadet Curry, what are some points that have made sense to you so far?”

Record ideas and make them visible to all. Flipcharts, whiteboards, and Word documents displayed by projector are good tools for capturing ideas. This approach accomplishes two things. First, it provides a written record of ideas that the group can refer back to and build upon. Second, it assures participants that each idea has been heard and considered.

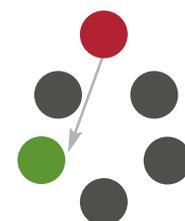
Signal to dominating members their need to hold back. If one member begins to dominate the discussion by being the first to speak on every issue or speaking for the longest duration, the group’s overall dynamic can suffer. Reel the member in without dismissing his contributions. “Cadet Curry has contributed a lot of ideas. Let’s hear from some of you other cadets.” Also, a subtle nonverbal cue such as an outstretched palm pushing air down to the ground – a gesture that signals “apply the brakes” – may help the verbose become aware of his behavior. Repositioning yourself to another section of the room, and/or directing your gaze toward others can also work.

Help rambling members wrap up. A rambling speaker, one who metaphorically chases his own tail during a long-winded monologue, discourages other participants from sharing their ideas. Wait for a natural pause in their remarks, then quickly interject a “Thank you,” or more sympathetically, “Am I right that your central point is ...?” If the rambler’s comments touch on multiple subjects, an honest way to recapture the floor is, “Could we please hold off on those points for the moment because as you see on the agenda, we’re going to examine those topics in depth later.” Or, “Help those who are having trouble following you. In a single sentence, what is your main idea?”

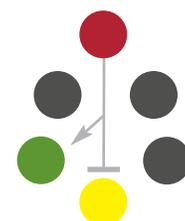
Redirect the energy of combative members. The Core Value of Respect demands that we challenge ideas, not an individual’s motives or dignity. Professionals assume that their colleagues are operating in good faith, unless proven guilty of misconduct. The unnecessarily combative participant should be reminded of those principles. “We’re all on the same team. Let’s try to work through the problem together.” Other commonalities can be emphasized, too. “We all want the same thing, to support the new cadets.” If the goals are in question, emphasize unity in another way. “We all seem to agree on the problem, so let’s work together to find a solution.” If the exchange is becoming heated and emotional, “Let’s try to remain fact-based and hold back on the opinions.” Finally, humor has a disarming effect, when delivered skillfully.



Redirecting a question to the group



Using a direct question to bring a quiet person into the conversation.



Signaling for a dominate member to hold back so that others can speak.

FUNDAMENTALS OF PARLIAMENTARY PROCEDURE

OBJECTIVES:

13. Define the term "parliamentary procedure."
14. Defend the use of parliamentary procedure for committee meetings.
15. Define the terms "motion" and "quorum."

In a formal committee setting, the facilitator maintains order and leads through parliamentary procedure. Put simply, parliamentary procedure is "a code of rules and ethics for working together in groups."¹⁵ These rules govern the "orderly and efficient transaction of business," and are designed to keep the committee or deliberative assembly running smoothly, whether it is in perfect harmony or in contentious debate.¹⁶ Some basic (and very simplified) principles of parliamentary procedure are outlined below.

QUORUM & BASIC MEETING SEQUENCE

The Quorum. Basic fairness requires that a good number of members be present for the committee's work to be legitimate. A quorum of at least one-half of the group's members is usually required, but each group can set its own standard.

Order of Business. The chairperson calls the meeting to order. The first order of business is approval of the minutes. Then unfinished or "old" business is considered. New business - that is, matters that the group has not considered before - comes next. Finally, the meeting ends with adjournment.

Guidelines for New Business. Regarding new business, management experts consistently advise groups to consider only those items that were submitted in advance and added to the agenda. This ensures the items will be properly staffed (in large organizations), or at the very least, that all voting members will have the time needed to think about the idea. New business that arises "from the floor," without prior notice or coordination, is notorious for being slipshod. In the heat of the moment, the group is bound to overlook important factors bearing upon the issue. Only bona fide emergency matters should be considered from the floor.

Voting Format. Voice votes or simple hand-raising is the norm for casual and semi-formal groups. Elections of officers are always decided by secret ballot. Further, a secret ballot is required upon the request of just one member.

"Parliamentary procedure" is sometimes known as "Robert's Rules," after the popular handbook by that name.

PROCESS for HANDLING MOTIONS

ASSEMBLY

1. A member makes the motion ("I move that ...")
2. Another member seconds the motion; he or she does not need to be recognized
3. The chair states the question "It is moved and seconded that (or 'to') ..."

CONSIDERING THE MOTION

1. Members debate the motion (unless undebatable), with the following preference in recognition:
 - a. Member who made motion
 - b. Member who has not spoken previously
 - c. If possible, alternate for and against
2. Chair puts question to a vote "The question is on the adoption of..."

"Those in favor of the motion, say aye (or stand, or mark ballots)."

"Those opposed, say no (or stand, or mark ballots)."
3. Chair announces result of vote

"The ayes have it and the motion is adopted."

(or) "The nays have it and the motion is lost."

BASIC RULES FOR MOTIONS¹⁷

INTENTION	PHRASING	INTERRUPT?	REQUIRE A 2ND?	SUBJECT TO DEBATE?	CAN BE AMENDED?	VOTES NEEDED TO PASS?
To end the meeting	"I move to adjourn."	No	Yes	No	No	Majority
To take a break	"I move to recess for X minutes."	No	Yes	No	Yes	Majority
Put the issue aside for now	"I move to table..."	No	Yes	No	No	Majority
Send the issue to committee for further study	"I move to refer the issue to committee"	No	Yes	Yes	Yes	Majority
Propose a change to the basic idea	"I move to amend by..."	No	Yes	Yes	Yes	Majority
End debate (best handled by obvious consensus or by a pre-set time limit)	"I move the previous question..."	No	Yes	No	No	2/3
Vote on the main proposal	"I move the previous question..." <i>(For clarity, the chair states the final form of the proposal, as amended)</i>	No	Yes	Yes	Yes	Majority
Figure out the exact status of the motion and debate	"Parliamentary inquiry"	Yes, but only if urgent	No	No	No	No
Provide a tidbit of helpful information	"Point of information"	Yes, but only if urgent	No	No	No	No
Go back to an issue that had been tabled	"I move to take from the table..."	No	Yes	No	No	Majority
Break the usual rules and adopt a special one-time rule	"I move to suspend the rules which..."	No	Yes	No	No	2/3

HANDLING MOTIONS

The simplest way to conduct business is via unanimous consent. Under this arrangement, the chair simply leads and facilitates the meeting using his or her own good judgment. Individual members take as much time as they need to speak. Debate ends when everyone seems to be done. Basic fairness prevails. But when even a single member believes the matters are becoming too complex or contentious for such a casual manner, that individual may object. The objection brings all of the formal parliamentary procedures into effect.

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PHOTO CREDITS. All photos are stock or from *Civil Air Patrol* sources, unless otherwise noted.

- p. 2 "Project Runway," Miramax / NBC Universal
- 3 White House photo, Federal Reserve photo, Department of Defense photo
- 7 Air Force photo (both)

THE CADET OATH

I pledge that I will serve faithfully
in the Civil Air Patrol Cadet Program
and that I will attend meetings regularly
participate actively in unit activities
obey my officers
wear my uniform properly
and advance my education and training rapidly
to prepare myself to be of service
to my community, state, and nation.

Cadets can expect to serve on committees. CAP, schools, the adult workplace, churches and civic groups, homeowner associations, and so many other organizations rely upon committees for leadership. This excerpt from LEARN TO LEAD focuses on leadership in committee. It is especially relevant to Cadet Advisory Council representatives, and should be part of their professional development at the start of each new CAC term.

TODAY'S CADETS: TOMORROW'S AEROSPACE LEADERS