

Mitchell Review

1. Attention to detail is important when doing drill.
2. There are four types of learners: Auditory(listening), Visual (watching videos), kinesthetic (physically moving and staying active – games and role-playing), tactile (physical touch things).
3. Four characteristics of leaders: expert, motivator, communicator, visionary
4. Transformational leadership:
 - a. Idealized influence is the leader's principles and standards having the power to attract followers. Gandhi
 - b. Inspirational Motivation describes leaders who communicate high expectations to followers and inspiring them to be committed to the shared vision. Promotes team spirit. King Henry V
 - c. Intellectual Stimulation means everyone should always be learning. They don't want "yes" men.
 - d. Individualized consideration describes leaders who are supportive and listen.
5. Coaching is the process where leaders try to solve performance problems and develop their people. Coaching starts with observation, then a clear purpose, dialogue is third.
6. Leadership is a science because it requires you to think and it is academic subject requiring study, observation and experimentation, it is an art because it requires imagination and creative skill.
7. Leadership grid theory: allows people to discuss behaviors in a disconnected way. Believes behaviors are rooted in core beliefs, values, attitudes, and assumptions that are ingrained and remain constant.
 - a. 9,1 - controlling, direct, dominate – high concern for results, low for people.
 - b. 1,9 - accommodating, yield and comply – low concern for results, high for people.
 - c. 5,5 - status quo, balance, and compromise - medium concern for results/ people.
 - d. 1,1 Indifferent, evade, elude – low concern for results and people.
8. Maslow's Hierarchy of Needs:
 - a. Physiological needs – food, water, body functions, shelter
 - b. Safety needs – free from fear, violence, uncertainty, need routines, stability
 - c. Love or Belonging – basic connections and sense of belonging
 - d. Esteem needs – free good about yourself and attention, honor, appreciation
 - e. Self-Actualization – be all you can be .. what a man can be, he must be
9. Exercise is the most important part of a plan to manage stress. One relaxation technique is controlled breathing .
10. Great Man Theory – leaders are born - fallacy
11. Communication Fundamentals:
 - a. Know your Purpose – a statement of what your audience needs to understand, do or believe.
 - b. Know your Audience – who will you talk to – age, gender, culture...
 - c. Organize your Ideas – the way you put something together – outline.
12. A unit's performance on drill shows the cadets self-discipline.
13. Writing:

- a. Essays should have at least 3 body paragraphs.
14. 6-Step problem solving method (fix these)
 - a. Recognize the problem
 - b. Gathering data
 - c. List possible solutions
 - d. Select final solution
 - e. Act
 15. The feeling of team spirit makes being on a great team special.
 16. President John Adams signed the Alien and Sedition Act making criticism of the federal government a criminal act.
 17. Peter Senge's idea of seeking additional information through questioning or inquiry helps to avoid arguments.
 18. Status Quo means keeping things the same.
 19. Transitions in writing help your audience know you have finished one idea and are switching to a new thought. They work within and between paragraphs. Transitions within a paragraph connect thoughts between sentences.
 20. Brainstorming is generating a large number of ideas.
 21. America values its democratic values.
 22. Milgram experiment: Incorrect answers get an electric shock. Obedience to authority is a powerful motivator.
 23. Supervision requires trust, fairness and wisdom.
 24. A mentor is a close, trusted, experienced advisor.
 25. America invests in people to produce leaders.
 26. Time management Tools:
 - a. Calendar, watch, notepad, Time inventory, flexibility and fun.
 - b. Most essential tool is a prioritized "Do List".
 27. Military like lifestyle can sometime lead to a hostility towards creative thinking.
 28. Automatic thoughts are thoughts that come initially, without consideration.
 29. Defense Mechanisms:
 - a. Displacement – redirecting feelings about something onto something else less threatening. Angry with mom... fuss at dog.
 - b. Projections – taking your own thoughts or feelings and falsely attributing them to someone else. Homesick Bullying, you're a baby.
 - c. Rationalization – devising explanations for behavior. Sour Grapes.
 - d. Intellectualization – think about a situation without emotional in an abstract way. Dumped by girlfriend ... only 76% of working anyway.
 - e. Denial – fail to acknowledge facts that are apparent to everyone else.
 - f. Suppression – choosing not to think about anxieties or problems. Don't think about embarrassing situations ever again.
 - g. Withdrawal – removal from painful events, people, or things. Boys in the corner of a dance because fear that girls won't dance with them. Leads to loneliness.
 30. Logical Fallacies – Error of reasoning ... making an argument based on bad reasoning.
 - a. Ad Hominem – personal attack on someone.

- b. Appeal to Authority – some smart person says/believes it’s true so it must be true.
 - c. Post Hoc – two things happen, did one cause the other? Antidotal evidence. MySpace is popular, we found Saddam Hussein.
 - d. Appeal to Tradition – old ideas are better and the leader should prevent change. We’ve always done it that way.
 - e. Red Herring – this is a distraction, it might be true, but not relevant to the conversation. Cadet Curry should be cadet of the year..but Cadet Arnold has been in longer.
 - f. Weak Analogy – Comparing two things that are not the same. Encampment is like basic training.
 - g. Straw Man – misrepresenting the oppositions position to make it seem weaker than it is. Curry doesn’t want the F-pp fighters, but I do because I don’t want America to be defenseless.
 - h. Begging the Question – Your reasoning is running around in circles. You can’t give me a C, I’m an A student. Honesty means being honest.
 - i. False Dilemma – Thinking there are only two choices and not looking for alternative solutions. You can do good in school or be a good cadet.
 - j. Slippery Slope – The idea that one thing leads to another. Give to the poor and they will never work.
31. Shared vision is when everyone is onboard with the plan, they work together to find a way to make it work.
32. Leadership readiness means:
- a. Technical readiness – know regulations and requirements to get the job done.
 - b. Physical readiness - be healthy, exercise, eat right.
 - c. Mental readiness – manage stress.
33. We are professionals – professionals put other’s interests first. Our core value of volunteer service shows our professionalism. Professionals have special skills and an ethical code.
34. When public speaking your can relax by interacting with the audience.
35. The mission gives the team a reason for existing.
36. Teaching methods-
- a. Lecture –
 - b. Guided Discussion – instructor-controlled group discussion.
 - c. Demonstration-Performance – to physically practice new skills.
 - d. Experiential – games, role-playing, hands-on, service projects, problem-solving.
 - e. Simulation – used to practice existing skills.
37. Know the CAP chain of command.
38. The uniform is a vehicle for learning self-discipline, personal responsibility, and self-respect.
39. Leadership is about serving people, not controlling them.
40. To building a learning organization you need:
- a. Systems thinking – organization as a large system with parts.
 - b. Person mastery -approaching life as a creative work, working to be better.

- c. Shared Vision –
 - d. Team learning – learning to work together and increase knowledge for the team.
 - e. Mental models – how we think the world works.
41. Path-Goal model of leadership
- a. Directive leader – specific instructions, clear standards, and rules.
 - b. Supportive – meets humans needs of followers.
 - c. Participative – leaders allow subordinates to help in decision-making.
 - d. Achievement-orientated – relies on followers to set and meet goals.