

Management Principles

Lesson Objective: This block of instruction exposes students to leadership and management concepts to prepare them for higher leadership and planning roles within Civil Air Patrol.

Desired Learning Outcomes (DLO):

1. Participants will explain the value of data in decision making and demonstrate the ability to gather and use data in decision making.
2. Participants will demonstrate proficient staff work in the policy-making process above the unit level.
3. Participants will demonstrate how effective management principles can be used to affect safety during a large-scale CAP event or activity.
4. Read and discuss the Management Principles Reading list.

Scheduled Lesson Time: 60 minutes

Introduction

1. Data-Driven Decisions

With the ever-increasing proliferation of electronics in the world, data is becoming more and more easy to generate. The difficult task we are now starting to face is how to wade through all the data that we have access to in order to help us back the right decision. How do we avoid analysis paralysis? Meaning, how do you know when you have enough data to make a sound judgment? We want to avoid making data for data's sake. Instead, we want to focus on actionable items. Based on the data available, what action do you want to take as a commander? Or as a staff member what are you recommending to the commander for action? Consider the Quality Cadet Unit Award. It is supposed to be used to benchmark Units that have a robust Cadet Program. Are the right data points being measured? Should others be considered? Should the current metrics be adjusted? The more familiar and comfortable you become using data and backing that data up with the narrative behind it. The more sound your decisions will be and will also allow you explain your decisions. Example, why did we gain an aircraft in our Wing? Our average number of hours flown last year was the highest across the Region.

2. Proficient Staff Work

Wing Staff: Submit a sample OI or Supplement for your OPR that could be submitted for NHQ approval.

Group Command/Staff: Submit a position paper on having 100% completion of the Yeager Award for all members of your Group or a new partnership with an organization or agency within your area.

Make sure to familiarize yourself with the available publication templates on NHQ's website that show the proper formatting for the specified piece of writing. Be able to discuss the various formats with the instructor and what uses they have at your echelon.

Level 4 Management Principles Student Guide

3. Management Principles & Safety

With your instructor step through each of the 14 Management Principles and how each one of them plays into large event safety.

4. Read & Discuss Henri Fayol's 14 Management Principles

Discuss these more in a larger scope for your echelon and how you can apply them more consciously in your role.

Lesson Summary and Closure

Through our reading and discussion on data-driven decisions and Fayol's Management Principles, we can see how the combination of both data applied consciously through various principles can yield positive organizational change. The more you know and understand where the data is coming from the better you will be able to either make decisions as a commander or aid your commander in making their decisions. Most importantly, why that decision was made and the data helping to reach the conclusion.

ASSIGNMENT: Pull and analyze the Quality Cadet Unit Report, aircraft utilization reports, or AEX and AE Awards for your Wing. Complete a report for your Wing Director analyzes the data you collected and makes recommendations to improve wing performance in that area. Submit a proposal via a position paper on what actions the Group or Wing can take to support units to pursue excellence. Make sure your goal is SMART.