

SECTION 3**PO 203 – DEMONSTRATE LEADERSHIP ATTRIBUTES WITHIN A PEER SETTING**

1. **Performance:** Demonstrate Leadership Attributes Within a Peer Setting
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Any conditions.
3. **Standard:** In accordance with specified references, the cadet will demonstrate leadership attributes within a peer setting by:
 - a. positively contributing to a group;
 - b. displaying a positive attitude towards learning; and
 - c. being accountable for personal actions and choices.
4. **Remarks:** N/A.
5. **Complementary Material:**
 - a. Complementary material associated with PO 203 is designed to enhance the cadet's ability to demonstrate leadership attributes:
 - (1) EO C203.01 (Record Entries in a Reflective Journal),
 - (2) EO C203.02 (Employ Problem Solving),
 - (3) EO C203.03 (Discuss Characteristics of a Leader),
 - (4) EO C203.04 (Participate in a Presentation Given by a Leader),
 - (5) EO C203.05 (Participate in Trust-Building Activities), and
 - (6) EO C203.06 (Participate in Problem-Solving Activities).
 - b. Complementary training associated with PO 203 is limited to a total of 11 periods, which may be conducted during sessions or on a supported day. Squadrons are not required to use all 11 periods.

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EO M203.01 – DISCUSS LEADERSHIP WITHIN A PEER SETTING

1. **Performance:** Discuss Leadership Within a Peer Setting
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall discuss leadership within a peer setting.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Explain leadership within a peer setting, to include: <ol style="list-style-type: none"> a. responsibilities of a Proficiency Level Two cadet, to include: <ol style="list-style-type: none"> (1) following the chain of command; (2) setting the example; (3) being firm, fair and friendly; (4) being respectful to superiors and subordinates; (5) being aware of safety hazards; (6) displaying initiative; and (7) setting goals; and b. squadron specific Proficiency Level Two cadet responsibilities. 	Interactive Lecture	15 min	C0-134

TP	Description	Method	Time	Refs
TP2	Conduct a goal mapping activity by having the cadets record: <ul style="list-style-type: none"> a. short-term goals achievable at the squadron, such as: <ul style="list-style-type: none"> (1) improving their uniform; (2) improving their drill; (3) attending all parade nights, etc.; (4) long-term goals for the training year, such as; <ul style="list-style-type: none"> (a) getting promoted; (b) achieving perfect attendance; and (c) attending summer training, etc.; and b. the steps the cadets must take to achieve these goals. 	In-Class Activity	10 min	C0-022 (pp. 39 to 42)

5. **Time:**

- | | |
|-------------------------------|--------|
| a. Introduction / Conclusion: | 5 min |
| b. Interactive Lecture: | 15 min |
| c. In-Class Activity: | 10 min |
| d. Total: | 30 min |

6. **Substantiation:**

- a. An interactive lecture was chosen for TP1 to orient the cadets to junior leadership, to generate interest and present basic material.
- b. An in-class activity was chosen for TP2 as an interactive way to provoke thought, stimulate an interest among cadets and present leadership within a peer setting.

7. **References:**

- a. C0-022 (ISBN 0-02864-207-4) Cole, K. (2002). *The Complete Idiot's Guide to Clear Communication*. Indianapolis, IN: Alpha Books.
- b. C0-134 (ISBN 0-7852-7440-5) Maxwell, J. (1999). *The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow*. Nashville, TN: Thomas Nelson Publishers.

8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.

9. **Learning Aids:** Goal mapping template located at A-CR-CCP-802/PF-001, Annex A.

10. **Test Details:** N/A.

11. **Remarks:** The list of responsibilities in TP1 is not exhaustive. For each squadron Proficiency Level Two cadet responsibilities may vary.

EO M203.02 – DISCUSS THE PRINCIPLES OF LEADERSHIP

1. **Performance:** Discuss the Principles of Leadership
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall discuss the principles of leadership.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Discuss the principles of leadership, to include: <ol style="list-style-type: none"> a. leadership is influence; b. influence can be positive or negative; and c. leadership can create opportunities in life. 	Interactive Lecture	5 min	C0-112 (pp. 1 to 5)
TP2	Share brief narratives of youth who have influenced the environment or their community in a positive way and created opportunity for their future or the future of others.	Interactive Lecture	10 min	C0-113 (pp. 103 and 107) C0-131 C0-132
TP3	Discuss a peer leader who has influenced the environment or the community in a positive way.	Group Discussion	10 min	

5. **Time:**

a. Introduction / Conclusion:	5 min
b. Interactive Lecture:	15 min
c. Group Discussion:	10 min
d. Total:	30 min
6. **Substantiation:**
 - a. An interactive lecture was chosen for TP1 and TP2 to orient the cadets to the principles of leadership, to generate interest and to present basic material.
 - b. A group discussion was chosen for TP3 as it allows the cadets to interact with their peers and share their knowledge, experiences, opinions and feelings about leaders who display positive influence.

7. **References:**

- a. A0-010 CATO 11-03 D Cdts 2. (2006). *Cadet Program Mandate*. Ottawa, ON: Department of National Defence.
 - b. C0-112 (ISBN 0-8407-6744-7) Maxwell, J. C. (1993). *Developing the Leader Within You*. Nashville, Tennessee: Thomas Nelson Inc. Publishers.
 - c. C0-113 (ISBN 1-882664-12-4) Karnes, F. A. & Bean, S. M. (1995). *Leadership for Students: A Practical Guide for Ages 8-18*. Waco, Texas: Prufrock Press.
 - d. C0-131 *Free the Children*. (2007). Craig Kielburger Biography. Retrieved 13 March 2007, from <http://www.freethechildren.com/aboutus/craigmarc/craigkielburger.htm>.
 - e. C0-132 Kidz World. (2007). *Teen Protects White Bear*. Retrieved 13 March 2007, from <http://www.kidzworld.com/article/1065-teen-protects-white-bear>.
8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.
9. **Learning Aids:** Narratives of youth who have positively influenced the environment or their community.
10. **Test Details:** N/A.
11. **Remarks:** Instructors are encouraged to research recent newsworthy articles of youth in the area that have positively influenced the environment or their community, to share as in-class stories.

EO M203.03 – DISCUSS EFFECTIVE COMMUNICATION IN A PEER SETTING

1. **Performance:** Discuss Effective Communication in a Peer Setting
2. **Conditions:**
 - a. Given:
 - (1) Supervision; and
 - (2) Assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall discuss effective communication in a peer setting.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Discuss how communication is fundamental to influencing others, to include: <ol style="list-style-type: none"> a. effective communication as a skill; b. aspects of non-verbal communication; and c. sending, receiving, and responding to messages. 	Interactive Lecture	10 min	C0-115 (pp. 43 and 44) C0-144 (p. 18)
TP2	Explain the three styles of communication, to include: <ol style="list-style-type: none"> a. aggressive communication; b. passive communication; and c. assertive communication. 	Interactive Lecture	5 min	C0-022 (pp. 211 and 212)
TP3	Discuss assertive communication, to include: <ol style="list-style-type: none"> a. using "I" statements; and b. active listening skills. 	Interactive Lecture	10 min	C0-022 (pp. 230 to 234) C0-144 (p. 13)

5. **Time:**
 - a. Introduction / Conclusion: 5 min
 - b. Interactive Lecture: 25 min
 - c. Total: 30 min

6. **Substantiation:** An interactive lecture was chosen for this lesson to orient the cadets to effective communication in a peer setting, to generate interest and to present basic material.
7. **References:**
 - a. C0-022 (ISBN 0-02864-207-4) Cole, K. (2002). *The Complete Idiots Guide to Clear Communications*. USA: Pearson Education, Inc.
 - b. C0-115 (ISBN 0-7879-4059-3) Van Linden, J. A. & Fertman, C. I. (1998). *Youth Leadership*. San Francisco, California: Jossey-Bass Inc.
 - c. C0-144 (ISBN TBA) Colver, E. & Reid, M. (2001). *Peacebuilders 2: Peer Helping*. Ottawa, ON: YouCAN.
8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.
9. **Learning Aids:** N/A.
10. **Test Details:** N/A.
11. **Remarks:** N/A.

EO M203.04 – DEMONSTRATE POSITIVE GROUP DYNAMICS

1. **Performance:** Demonstrate Positive Group Dynamics
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, and while in a peer group setting, the cadet shall demonstrate positive group dynamics, to include:
 - a. contributing to group goals;
 - b. exhibiting trust in the group;
 - c. creating a safe environment for others to share their opinions;
 - d. following the leader;
 - e. finishing the task;
 - f. displaying esprit de corps; and
 - g. appreciating others within the group.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Discuss positive group dynamics.	Group Discussion	10 min	

TP	Description	Method	Time	Refs
TP2	Explain how to display positive group dynamics, by: <ol style="list-style-type: none"> a. contributing to group discussions by providing input; b. motivating yourself; c. ensuring your group goals are consistent with the aims of the CCM; d. trying new things; e. being sensitive to other points of view; f. knowing your teammates' strengths and weaknesses; g. increasing your self-confidence through positive self-talk; h. being cooperative; i. resolving conflicts as quickly as possible at the lowest and most appropriate level; and j. celebrating successes. 	Interactive Lecture	25 min	C0-028 C0-114 (p. 12) C0-115
TP3	Demonstrate positive group dynamics.	In-Class Activity	15 min	

5. **Time:**

a. Introduction / Conclusion:	10 min
b. Group Discussion:	10 min
c. Interactive Lecture:	25 min
d. In-Class Activity:	15 min
e. Total:	60 min

6. **Substantiation:**

- a. A group discussion was chosen for TP1 as it allows the cadets to interact with their peers and share their knowledge, experiences, opinions, and feelings about positive group dynamics.
- b. An interactive lecture was chosen for TP2 to orient the cadets to positive group dynamics, to generate interest and to present basic material.
- c. An in-class activity was chosen for TP3 as an interactive way to provoke thought and stimulate interest among cadets.

7. References:

- a. C0-028 (ISBN 0-07-046513-4) Newstrom, J. & Scannell, E. (1998). *The Big Book of Team Building Games*. USA: McGraw-Hill Companies.
- b. C0-114 (ISBN 0-02-863656-2) Pell, A. R. (1999). *The Complete Idiot's Guide to Team Building*. USA: Alpha Books.
- c. C0-115 (ISBN 0-7879-4059-3) Van Linden, J. A. & Fertman, C. I. (1998). *Youth Leadership*. San Francisco, California: Jossey-Bass Inc.

8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.

9. **Learning Aids:** N/A.

10. **Test Details:** N/A.

11. **Remarks:** The instructor shall provide a safe learning and team-building environment in which the cadets will display and demonstrate positive group dynamics.

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EO M203.05 – DISCUSS INFLUENCE BEHAVIOURS

1. **Performance:** Discuss Influence Behaviours
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall discuss influence behaviours, to include:
 - a. the directive approach;
 - b. the persuasive approach; and
 - c. the participative approach.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Perform in a skit to portray the directive influence behaviour.	In-Class Activity	5 min	A0-047 A0-048
TP2	Perform in a skit to portray the persuasive influence behaviour.	In-Class Activity	5 min	A0-047 A0-048
TP3	Perform in a skit to portray the participative influence behaviour.	In-Class Activity	5 min	A0-047 A0-048
TP4	Discuss situations in which cadets may employ the various influence behaviours in peer group settings, to include: <ol style="list-style-type: none"> a. at cadets; and b. at school, etc. 	Group Discussion	10 min	C0-113 (pp. 88 to 91 and 164) C0-115

5. **Time:**
 - a. Introduction / Conclusion: 5 min
 - b. In-Class Activity: 15 min
 - c. Group Discussion: 10 min
 - d. Total: 30 min

6. **Substantiation:**

- a. An in-class activity was chosen for TP1–3 as an interactive way to provoke thought and stimulate interest among cadets.
- b. A group discussion was chosen for TP4 as it allows the cadets to interact with their peers and share their knowledge, experiences, opinions, and feelings about influence behaviours.

7. **References:**

- a. A0-047 A-PA-005-000/AP-004 DND. (2005). *Leadership in the Canadian Forces: Conceptual foundations*. Ottawa, ON: Department of National Defence.
- b. A0-048 A-PA-005-000/AP-003 DND. (2005). *Leadership in the Canadian Forces: Doctrine*. Ottawa, ON: Department of National Defence.
- c. C0-113 (ISBN 1-882664-12-4) Karnes, F. A. & Bean, S. M. (1995). *Leadership for Students: A Practical Guide for Ages 8-18*. Waco, Texas: Prufrock Press.
- d. C0-115 (ISBN 0-7879-4059) Van Linden, J.A. & Fertman, C.I. (1998). *Youth Leadership*. San Francisco, California: Jossey-Bass Inc.

8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.

9. **Learning Aids:** Skits found at A-CR-CCP-802/PF-001, Annex A, B and C.

10. **Test Details:** N/A.

11. **Remarks:** N/A.

EO M203.06 – EMPLOY PROBLEM SOLVING

1. **Performance:** Employ Problem Solving
2. **Conditions:**
 - a. Given:
 - (1) Supervision; and
 - (2) Assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall employ problem solving.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	a. Explain problem-solving, to include: <ol style="list-style-type: none"> (1) trial and error analysis; and (2) logical analysis; and b. steps in the problem-solving process, to include: <ol style="list-style-type: none"> (1) confirming the task; (2) identifying the problem; (3) determining the critical factor; (4) developing alternate solutions; (5) comparing alternatives; (6) determining the best solution; (7) implementing the solution; and (8) evaluating the plan and the implementation. 	Interactive Lecture	20 min	A2-036 C0-115 (pp. 45 and 46) C0-135 (pp. 221 to 223)
TP2	Conduct a writing activity where cadets solve problems using the technique from TP1.	In-Class Activity	10 min	C0-115 (pp. 45 and 46)
TP3	Conduct a discussion where cadets explain their choices from the problem-solving exercise.	Group Discussion	20 min	C0-115 (pp. 45 and 46)

5. **Time:**

a. Introduction / Conclusion:	10 min
b. Interactive Lecture:	20 min
c. In-Class Activity:	10 min
d. Group Discussion:	20 min
e. Total:	60 min

6. **Substantiation:**

- a. An interactive lecture was chosen for TP1 to orient the cadets to problem solving.
- b. An in-class activity was chosen for TP2 as an interactive way to provoke thought, stimulate interest among cadets and present problem-solving.
- c. A group discussion was chosen for TP3 as it allows the cadets to interact with their peers and share their knowledge, experiences, and opinions about problem-solving.

7. **References:**

- a. A2-036 A-CR-CCP-121/PT-001 D Cdts 3. (2003). *Royal Canadian Army Cadet Reference Book*. Ottawa, ON: Department of National Defence.
- b. C0-115 (ISBN 0-7879-4059-3) Van Linden, J. A. & Fertman, C. I. (1998). *Youth Leadership*. San Francisco, California: Jossey-Bass Inc.
- c. C0-135 (ISBN 0-7645-5176-0) Loeb, M. & Kindel, S. (1999). *Leadership for Dummies*. Indianapolis, Indiana: Wiley Publishing, Inc.

8. **Training Aids:**

- a. Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area; and
- b. Scenarios of problems.

9. **Learning Aids:** Scenarios of problems.

10. **Test Details:** N/A.

11. **Remarks:** N/A.

EO M203.07 – DISCUSS PERSONAL INTEGRITY AS A QUALITY OF LEADERSHIP

1. **Performance:** Discuss Personal Integrity as a Quality of Leadership
2. **Conditions:**
 - a. Given:
 - (1) Supervision; and
 - (2) Assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall discuss personal integrity as a quality of leadership.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Explain personal integrity, to include: <ol style="list-style-type: none"> a. the definition of integrity; b. that personal integrity is the foundation of leadership; c. that personal integrity ensures the leader will be consistent because the leader's beliefs will be mirrored by his actions; and d. that to earn the trust of others, a leader must lead by example because their words and actions must match. 	Interactive Lecture	5 min	C0-112 (pp. 35 to 47)
TP2	Conduct an activity where cadets brainstorm where they have seen integrity displayed within their peer group, to include: <ol style="list-style-type: none"> a. honesty; b. honour; c. good character; d. decency; e. fairness; f. sincerity; and g. trustworthiness, etc. 	In-Class Activity	5 min	
TP3	Conduct an activity where cadets create a poster that shows an example of integrity. The poster may be in the form of a drawing, map, a saying, etc.	In-Class Activity	15 min	

5. **Time:**

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|-------------------------------|--------|
| a. Introduction / Conclusion: | 5 min |
| b. Interactive Lecture: | 5 min |
| c. In-Class Activity: | 20 min |
| d. Total: | 30 min |

6. **Substantiation:**

- a. An interactive lecture was chosen for TP1 to orient the cadets to personal integrity as a quality of leadership.
- b. An in-class activity was chosen for TP2 and TP3 as an interactive way to provoke thought, stimulate interest among cadets and present personal integrity as a quality of leadership.

7. **References:**

- a. A0-010 CATO 11-03 D Cdts 2. (2006). *Cadet Program Mandate*. Ottawa, ON: Department of National Defence.
- b. C0-112 (ISBN 0-8407-6744-7) Maxwell, J. C. (1993). *Developing the Leader Within You*. Nashville, Tennessee: Thomas Nelson Inc. Publishers.

8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.

9. **Learning Aids:**

- a. Pencil crayons/felt markers; and
- b. 8.5 x 14 inch paper.

10. **Test Details:** N/A.

11. **Remarks:** N/A.

EO M203.08 – PARTICIPATE IN TEAM-BUILDING ACTIVITIES

1. **Performance:** Participate in Team-Building Activities
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, the cadet shall participate in team-building activities.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Conduct team-building activities through trust games.	In-Class Activity	25 min	C0-152 C1-006 (pp. 79 to 95)

5. **Time:**
 - a. Introduction / Conclusion: 5 min
 - b. In-Class Activity: 25 min
 - c. Total: 30 min
6. **Substantiation:** An in-class activity was chosen for this lesson as it is a fun and challenging way to expand the cadet's knowledge of team-building activities and reinforce their appreciation of the fundamentals of leadership.
7. **References:**
 - a. C0-152 Wilderdom. (2007). *Index to Group Activities, Games, Exercises and Initiatives: Trust-Building Activities*. Retrieved 26 April 2007, from <http://wilderdom.com/games/descriptions/SliceNDice.html>.
 - b. C1-006 (ISBN 0-8403-5682-X) Ronhke, C. (1984). *Silver Bullets: A Guide to Initiative Problems, Adventures Games and Trust Activities*. USA: Kendall/Hunt Publishing Company.
8. **Training Aids:** N/A.
9. **Learning Aids:** N/A.
10. **Test Details:** N/A.
11. **Remarks:** N/A.

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EO C203.01 – RECORD ENTRIES IN A REFLECTIVE JOURNAL

1. **Performance:** Record Entries in a Reflective Journal
2. **Conditions:**
 - a. Given:
 - (1) Supervision; and
 - (2) Assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with Karnes, F. A. & Bean, S. M., *Leadership For Students: A Practical Guide for Ages 8-18*, Prufrock Press, the cadet shall record entries in a reflective journal after a specific training activity, by writing, mapping, or drawing.

4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Conduct an activity during which cadets record their thoughts on the leadership they displayed and the leadership they observed on a specific training activity.	In-Class Activity	25 min	C0-113 (pp. 122 to 131)

5. **Time:**
 - a. Introduction / Conclusion: 5 min
 - b. In-Class Activity: 25 min
 - c. Total: 3 x 30 min
6. **Substantiation:** An in-class activity was chosen for this lesson to reinforce leadership principles and characteristics and to provoke thought. It also allows the cadets to interact with their peers and share their knowledge, experiences, opinions and feelings about a recent team-building or training activity.
7. **References:** C0-113 (ISBN 1-882664-12-4) Karnes, F. A. & Bean, S. M. (1995). *Leadership for Students: A Practical Guide for Ages 8-18*. Waco, Texas: Prufrock Press.
8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.
9. **Learning Aids:** Template of questions for reflection.
10. **Test Details:** N/A.
11. **Remarks:**
 - a. This EO should follow a significant practical activity such as a tour, a field exercise or EO M203.08 (Participate in Team-building Activities).
 - b. This EO has been allocated three periods. Squadrons may conduct this training more than once a year.

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EO C203.02 – EMPLOY PROBLEM SOLVING

1. **Performance:** Employ Problem Solving
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with specified references, and as a member of a group of no more than four, the cadet shall demonstrate problem solving by:
 - a. completing the activities, scenarios or simulations provided; and
 - b. peer sharing:
 - (1) the decision made; and
 - (2) the reason for the decision.
4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Conduct an activity where cadets solve problems using logical analysis by: <ol style="list-style-type: none"> a. confirming the task; b. identifying the problem; c. determining the critical factor; d. developing an alternate solution; e. comparing alternate solutions; f. determining the best solution; g. implementing the solution; and h. evaluating the plan and implementation. 	In-Class Activity	25 min	C0-115 (pp. 45 and 46) A2-036
TP2	Conduct a group discussion where cadets explain their choices from the problem-solving exercise.	Group Discussion	25 min	

5. **Time:**
 - a. Introduction / Conclusion: 10 min
 - b. In-Class Activity: 25 min
 - c. Group Discussion: 25 min
 - d. Total: 60 min

6. **Substantiation:**

- a. An in-class activity was chosen for TP1 as an interactive way to provoke thought and stimulate interest among cadets.
- b. A group discussion was chosen for TP2 as it allows the cadets to interact with their peers and share their knowledge, experiences, opinions and feelings about problem solving.

7. **References:**

- a. A2-036 A-CR-CCP-121/PT-001 D Cdts 3. (2003). *Royal Canadian Army Cadet Reference Book*. Ottawa, ON: Department of National Defence.
- b. C0-115 (ISBN 0-7879-4059-3) Van Linden, J. A. & Fertman, C. I. (1998). *Youth Leadership*. San Francisco, California: Jossey-Bass Inc.
- c. C0-135 (ISBN 0-7645-5176-0) Loeb, M. & Kindel, S. (1999). *Leadership for Dummies*. Indianapolis, Indiana: Wiley Publishing, Inc.

8. **Training Aids:**

- a. Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area; and
- b. Scenarios of problems.

9. **Learning Aids:** Scenarios of problems.

10. **Test Details:** N/A.

11. **Remarks:** N/A.

EO C203.03 – DISCUSS CHARACTERISTICS OF A LEADER

1. **Performance:** Discuss Characteristics of a Leader
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with Karnes, F. A. & Bean, S. M., *Leadership for Students: A Practical Guide for Ages 8-18*, Prufrock Press, the cadet shall discuss the characteristics of a leader, to include:
 - a. choosing a specific leader; and
 - b. sharing the characteristics of their leader.

4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	In a group of no more than four, cadets discuss their study of a specific leader.	In-Class Activity	30 min	C0-113 (pp. 162 to 166)
TP2	Conduct a group discussion where cadets volunteer to share their study of a specific leader with the entire group.	Group Discussion	20 min	C0-113 (pp. 162 to 166)

5. **Time:**

- | | |
|-------------------------------|--------|
| a. Introduction / Conclusion: | 10 min |
| b. In-Class Activity: | 30 min |
| c. Group Discussion: | 20 min |
| d. Total: | 60 min |

6. **Substantiation:**

- a. An in-class activity was chosen for TP1 to reinforce leadership principles to provoke thought.
- b. A group discussion was chosen for TP2 as it allows the cadets to interact with their peers and share their knowledge, experiences, opinions and feelings about characteristics of a leader.

7. **References:** C0-113 (ISBN 1-882664-12-4) Karnes, F. A. & Bean, S. M. (1995). *Leadership for Students: A Practical Guide for Ages 8-18*. Waco, Texas: Prufrock Press.
8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.
9. **Learning Aids:** N/A.
10. **Test Details:** N/A.
11. **Remarks:**.. Cadets will need to research a specific leader of their choice (a military person, political leader, pastor, teacher, etc.), in advance, and bring information or knowledge about that person to the class.

EO C203.04 – PARTICIPATE IN A PRESENTATION GIVEN BY A LEADER

1. **Performance:** Participate in a Presentation Given by a Leader
2. **Conditions:**
 - a. Given:
 - (1) supervision; and
 - (2) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough for the entire group.
3. **Standard:** The cadet shall participate in a presentation given by a leader.
4. **Teaching Points:** The leadership guest speaker is asked to:
 - a. describe their leadership characteristics, to include:
 - (1) their principles of leadership; and
 - (2) their qualities as a leader; and
 - b. facilitate a question and answer period.
5. **Time:**

a. Introduction / Conclusion:	10 min
b. Interactive Lecture:	50 min
c. Total:	60 min
6. **Substantiation:** An interactive lecture was chosen for this lesson to review, clarify, emphasize and summarize the teaching points.
7. **References:** N/A.
8. **Training Aids:** Presentation aids (e.g. whiteboard/flipchart/OHP) appropriate for the classroom/training area.
9. **Learning Aids:** N/A.
10. **Test Details:** N/A.
11. **Remarks:**
 - a. This EO is not to be conducted by squadron personnel so as to expose cadets to other leaders.
 - b. This EO may be duplicated by using a variety of leaders during optional periods in the training schedule.
 - c. Required training aids should be determined by contacting the speaker prior to the presentation.
 - d. There is no instructional guide for the lesson.

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EO C203.05 – PARTICIPATE IN TRUST-BUILDING ACTIVITIES

1. **Performance:** Participate in Trust-Building Activities
2. **Conditions:**
 - a. Given:
 - (1) a blindfold;
 - (2) supervision; and
 - (3) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with Ronhke, C., *Silver Bullets: A Guide to Initiative Problems, Adventures Games and Trust Activities*, Kendall/Hunt Publishing Company, the cadet shall participate in team-building activities, using problem-solving techniques and reflective thinking skills.

4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Conduct team-building activities through trust games.	Experiential	25 min	C1-006 (pp. 79 to 95)

5. **Time:**
 - a. Introduction / Conclusion: 5 min
 - b. Experiential: 25 min
 - c. Total: 30 min
6. **Substantiation:** An experiential approach was chosen for this lesson as it allows the cadets to acquire new skills through a direct experience. This approach allows cadets to experience trust-building activities and define that experience on a personal level.
7. **References:** C1-006 (ISBN 0-8403-5682-X) Ronhke, C. (1984). *Silver Bullets: A Guide to Initiative Problems, Adventures Games and Trust Activities*. USA: Kendall/Hunt Publishing Company.
8. **Training Aids:** A blindfold.
9. **Learning Aids:** N/A.
10. **Test Details:** N/A.
11. **Remarks:** N/A.

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EO C203.06 – PARTICIPATE IN PROBLEM-SOLVING ACTIVITIES

1. **Performance:** Participate in Problem-Solving Activities
2. **Conditions:**
 - a. Given:
 - (1) a stopwatch;
 - (2) supervision; and
 - (3) assistance as required.
 - b. Denied: N/A.
 - c. Environmental: Suitable classroom facilities or training area large enough to accommodate the entire group.
3. **Standard:** In accordance with Ronhke, C., *Silver Bullets: A Guide to Initiative Problems, Adventures Games and Trust Activities*, Kendall/Hunt Publishing Company, the cadet shall participate in team-building activities, using problem-solving techniques and reflective thinking skills.

4. **Teaching Points:**

TP	Description	Method	Time	Refs
TP1	Conduct team-building activities through problem-solving games.	Experiential	25 min	C1-006 (pp. 110 to 123)

5. **Time:**
 - a. Introduction / Conclusion: 10 min
 - b. Experiential: 50 min
 - c. Total: 60 min
6. **Substantiation:** An experiential approach was chosen for this lesson as it allows the cadets to acquire new skills through a direct experience. This approach allows cadets to experience trust-building activities and define that experience on a personal level.
7. **References:** C1-006 (ISBN 0-8403-5682-X) Ronhke, C. (1984). *Silver Bullets: A Guide to Initiative Problems, Adventures Games and Trust Activities*. USA: Kendall/Hunt Publishing Company.
8. **Training Aids:** A stopwatch.
9. **Learning Aids:** N/A.
10. **Test Details:** N/A.
11. **Remarks:** N/A.