



# Ethics in Leadership



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CAP is pretty good at recruiting new members, both senior and cadet. However, we don't often keep as many as we would like. Members leave for many reasons: work, school, not interested, age out, etc., but I think many leave because they don't feel valued. They don't feel they "belong". Maslow intimates that belonging is an innate need of humans. We all want to belong to something outside of ourselves. So how do leaders facilitate and fulfill the need to belong?

Noted author, speaker and theologian, Gordon B. Hinckley, suggests three principles to help our members belong. The first principle is friendship. Often cadets join a squadron because their friend does. If the friend leaves, so do they. The same might be said of adults that join. Every member needs a friend, someone who is active and committed to the organization. Those who are new should be welcomed and an active member can be assigned to teach them the ropes. They become an informal mentor.

The second is every member needs a responsibility. Belonging is strengthened by being needed. CAP offers many opportunities to serve and leaders should create opportunities for new members to engage with others, take on reasonable tasks and learn new skills. From the mundane of checking members into meetings to helping plan and execute significant events - being responsible, connected and knowledgeable is the key to inclusiveness. No one should be asked to do something for which they are unprepared and not trained. That is a sure way to drive people away.

The third is related. One can't do a job for which they have no training. It could be basic instruction about customs and courtesies, how to fill out paperwork, or how to lead. CAP has many ways to learn from informal to formal. Those in command bear the responsibility to see this is offered and completed at all levels. Leaders encourage others by setting the example. Learning in CAP should be ongoing. Complacency and stagnation are contrary to the cadet oath and to the senior ethos.

As staff and leaders, our opportunity is to live by and encourage others to live by these principles. Members who feel needed and have an opportunity to serve will not only remain active but will help the organization remain strong and vibrant.

Your comments and thoughts on this article are requested. Here is the new link for comments and feedback. [rmrchaplaincy@rmr.cap.gov](mailto:rmrchaplaincy@rmr.cap.gov).