

Father Duenas Memorial School

Phoenix Company



Advancement Instruction Guide

Requirements for Advancement in Rank

- All new cadets will hold the rank of Seaman Recruit, unless advanced by the SNSI/NSI due to prior NJORTC experience.
- You may begin working toward advancements by completing the service-hour and time requirements for each rank.

Seaman Recruit to Seaman Apprentice

- 1 month enrolled in NJORTC
- 5 service hours as a Seaman Recruit
- Basic Leadership Training

Seaman Apprentice to Seaman

- 2 months enrolled in NJORTC
- 5 service hours as a Seaman Apprentice
- 1 month as a Seaman Apprentice

Seaman to Petty Officer 3rd Class

- 3 months enrolled in NJORTC
- 10 service hours as a Seaman
- 2 months as a Seaman

Petty Officer 3rd Class to Petty Officer 2nd Class

- 5 months enrolled in NJORTC
- 10 service hours as a Petty Officer 3rd Class
- 2 months as a Petty Officer 3rd Class

Petty Officer 2nd Class to Petty Officer 1st Class

- 7 months enrolled in NJORTC
- 15 service hours as a Petty Officer 2nd Class
- 3 months as a Petty Officer 2nd Class

Petty Officer 1st Class to Chief Petty Officer

- 1 year enrolled in NJORTC
- 20 service hours as a Petty Officer 1st Class
- 4 months as a Petty Officer 1st Class

- Officer Rank Allowances:

Ensign (6)

- Training Officer
- Armed Drill Team Commander
- Unarmed Drill Team Commander
- Color Guard Commander
- 1st Platoon Commander
- 2nd Platoon Commander

Lieutenant Junior Grade (3)

- Administration Officer
- Supply Officer
- Honor Guard Commander

Lieutenant (1)

- Operations Officer

Lieutenant Commander (1)

- Executive Officer

Commander (1)

- Commanding Officer

(All Officers must have reached the rank of Chief Petty Officer)

Seaman Apprentice Exam

Written:

- | | |
|----------------------------|---|
| -Individual Military Drill | Study Chapter 1,7, and 8 of the NJROTC Cadet Drill Manual |
| -Uniform Regulations | Study Chapter 1 of the NJROTC Cadet Field Manual |
| -Military Time | Study Page 3 of the Advancement Instruction Guide |

Practical:

- Individual Drill

<u>Civilian Time</u>	<u>Military Time</u>	<u>Spoken</u>
12 AM	0000	Zero Zero Zero Zero
1 AM	0100	Oh One Hundred
2 AM	0200	Oh Two Hundred
3 AM	0300	Oh Three Hundred
4 AM	0400	Oh Four Hundred
5 AM	0500	Oh Five Hundred
6 AM	0600	Oh Six Hundred
7 AM	0700	Oh Seven Hundred
8 AM	0800	Oh Eight Hundred
9 AM	0900	Oh Nine Hundred
10 AM	1000	Ten Hundred
11 AM	1100	Eleven Hundred
12 PM	1200	Twelve Hundred
1 PM	1300	Thirteen Hundred
2 PM	1400	Fourteen Hundred
3 PM	1500	Fifteen Hundred
4 PM	1600	Sixteen Hundred
5 PM	1700	Seventeen Hundred
6 PM	1800	Eighteen Hundred
7 PM	1900	Nineteen Hundred
8 PM	2000	Twenty Hundred
9 PM	2100	Twenty-One Hundred
10 PM	2200	Twenty-Two Hundred
11 PM	2300	Twenty-Three Hundred
12 AM	2400	Twenty-Four Hundred

Note: While 0000 and 2400 are the same time, it is common to consider 0000 as the beginning of the day and 2400 as the end of the day.

Correct: 12:30 AM --- 0030

Incorrect: 12:30 AM --- 2430

Seaman Exam

Written:

- Squad and Platoon Drill Study Chapter 7 and 8 of the NJROTC Cadet Drill Manual
Study Page 4 of the Advancement Instruction Guide
- Manual of Arms Study Chapter 3 of the NJROTC Cadet Drill Manual
- NJROTC Ranks and Rates Study Chapter 2 of the NJROTC Cadet Field Manual
Study Page 2 of the Advancement Instruction Guide

Practical:

- Squad Drill
 - Manual of Arms
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The Phoenix Company has two unique rules of marching a squad/platoon.

1. While marching to the rear, no commands can be given EXCEPT “Change Step, March” and “To the Rear, March”.
2. An important rule to remember is to never turn your back from a squad/platoon.
 - a. The commander/unit leader cannot do a normal Left Flank with the squad/platoon if commanded (except if the command comes after a Right Flank).
 - i. To command a Left Flank while marching, the commander must first perform a Left Oblique and march further from the squad/platoon.
 - ii. Once the commander has enough distance from the squad/platoon, the commander says “By the Left Flank, March” and marches in half steps (The commander may smartly turn his face to the squad/platoon).
 - iii. Once the squad/platoon is closer to the commander, the commander says, “By the Right Flank, March” and performs a Right Oblique to march in the same direction as the platoon.
 - b. The commander/unit leader cannot do a normal To the Rear while marching from the rear. Instead, the commander does a “Special” To the Rear to march in the same direction as the squad/platoon after a To the Rear is given from the rear.
 - i. To perform a “Special” To the Rear, the commander performs two left flanks, always facing the platoon.

(Note that all these steps must be done in cadence with the squad/platoon.)

Petty Officer Third Class Exam

Written:

-Military Customs,
Courtesies, and Etiquette

Study Chapter 3 of the NJROTC Cadet Field Manual
Study Pages 5-8 of the Advancement Instruction Guide

-NJROTC Ribbons
and Awards

Study Chapter 1 (FM-28 to FM-35) of the
NJROTC Cadet Field Manual

-General Orders to
The Sentry

Study Appendix 2 of the NJROTC Cadet Field Manual

Practical:

-General Orders to The Sentry

Rules for Displaying Carrying the FLAG of the United States

The Pledge of Allegiance: "I pledge allegiance to the Flag of the United States of America and to the Republic for which it stands, one nation, indivisible, with liberty and justice for all." When recited, everyone not in military uniform should stand at attention with their right hand over their heart. Men should remove their hats with their right hand and hold it at the left shoulder with the hand over the heart. Military personnel should remain silent, face the flag and salute while standing at attention.

If the flag is not flown during the playing of the National Anthem, all present stand and face the music. People in uniform salute at the first note, holding the salute until the last note. Others stand at attention; men should remove their hats and hold them at the left shoulder with the right hand over the heart. If the flag is displayed, all in uniform should salute and others place their right hand over their hearts.

When flags of two or more nations are displayed, they should be approximately equal size and flown from separate staffs of the same height. International usage forbids the flag of one nation to fly above another in peacetime.

When the flag is passing in a parade, being hoisted or lowered, all present should face the flag, stand at attention and salute accordingly. People not in uniform and men not wearing hats place their right hands over their hearts. Men wearing hats should remove them and hold them at the left shoulder with the right hand over the heart.

When displaying with another flag against a wall from crossed staff, the U.S. flag will be on its own right with its staff crossing over the staff of the other flag.
When flown from a staff in a church chancel or speaker's platform, the flag should be placed on the speaker's right. Any other flag should be placed on the left of the speaker (the right of the audience).
If the flag is displayed on a speaker's platform, it should be placed behind above the speaker with the union to the audience's left. When displayed either horizontally or vertically against a wall the union should be uppermost and to the observer's left.
When the flag covers a casket, the union should be at the head and over the left shoulder. During the burial ceremony, the flag must not touch the ground nor be lowered into the grave. To fly at half-staff, the flag should be hoisted to the peak, then lowered. The flag should again be raised to the peak before it is lowered for the day.
When shown in a row of flags, the national flag will be at the right of the line (the viewer's left).
If the flag is displayed from a staff projecting horizontally or at an angle from a building, the union (field of stars) should be at the peak, unless flown at half-staff. When flown from a halyard over a sidewalk from a building pole, the flag should be hoisted union first from the building.
Unless flown from a staff, the flag should be displayed flat or in such a manner that its fold fall free. When suspended over a street, the flag should be hung vertically with the union to the north in an east-west street or to the east in a north-south street.
When carried in a procession with other flags, the national flag should be on the marching right. If there is a line of other flags, it should be front of the center of that line. The U.S. flag should always be staffed when carried on a float, unless it is displayed horizontally or vertically against a wall or surface in which case the union should be uppermost and to the observer's left.
Although the flag should be a distinctive feature at an unveiling of a statue or monument, it should never be used as the covering for the statue or monument.

When displayed among a group of flags or pennants from a central staff, the national flag shall be centered and highest.

No flag or pennant will be flown above or to the right of the U.S. flag at the same level, except the church pennant which may be flown above the flag during religious services aboard ship.

Rules for Respecting the FLAG of the United States

The flag of the United States should be flown daily from sunrise to sunset in good weather from public buildings, schools (on school days), permanent staffs, and in or near polling places on election days. The flag may be displayed 24 hours a day on special patriotic occasions or for a patriotic effect, if properly illuminated during the hours of darkness.

The flag should not be displayed on days when the weather is bad, except when an all-weather flag is used.

The flag should always be flown on national and state holidays and on those occasions proclaimed by the President. On Memorial Day the flag should be half staffed until noon.

The flag should be hoisted briskly and lowered ceremoniously. It should never be dipped to any person or thing nor should it ever be displayed with the union down except as a signal of dire distress.

The flag should never touch anything beneath it, nor should it ever be carried flag or horizontally—always aloft and free.

It should never be used as wearing apparel, bedding, drapery or decoration, for carrying or holding anything, or stored in such a manner that it will be damaged or soiled.

The flag should never be fastened, displayed, used, or stored in such a manner as to be easily torn, soiled, or damaged. It should never be used as a covering for a ceiling.

The flag should not be used for advertising purposes in any manner whatsoever. Nor should any picture, drawing, insignia, or other decoration be placed upon or attached to the flag, its staff or halyard.

The flag should not be embroidered on cushions, handkerchiefs or other personal items nor printed on anything designed for temporary use and then discarded. However, flag patch may be affixed to the uniform of military personnel, firemen, policemen and members of patriotic organizations.

When the is so worn or soiled that it is no longer suitable for display, it should be destroyed in a dignified manner, preferably by burning.

NO DISRESPECT OF ANY KIND SHOULD BE SHOWN TO THE FLAG OF THE UNITED STATES. *Based on amended Public Law 94-344; 94th Congress (U.S. Code, Title 36, Chapter 10, Sections 171-177)*

Petty Officer Second Class Exam

Written:

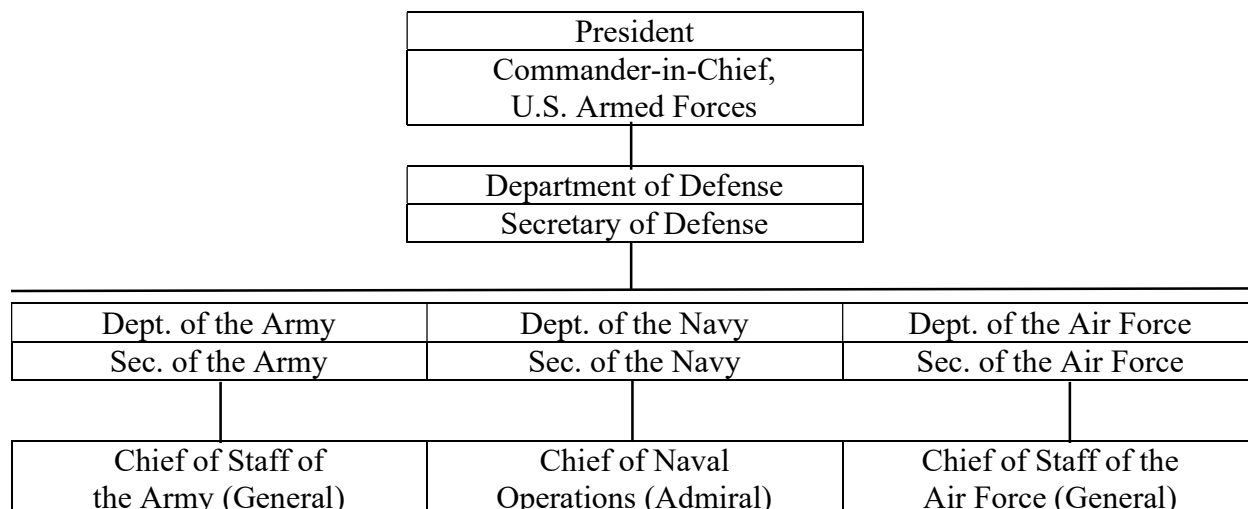
- | | |
|---------------------------------------|---|
| -Color Guard and Guidon | Study Chapter 6 of the NJROTC Cadet Drill Manual |
| -Chain of Command | Study Pages 9-13 of the Advancement Instruction Guide |
| -Listing the current Chain of Command | Study Pages 9-13 of the Advancement Instruction Guide |

Practical:

- Manual of the Guidon
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Military Chain of Command

- The military chain of command comes under the Executive Branch of the U.S. government. Under the President, there is a Department of Defense (DOD) which is responsible for directing the U.S. Armed Forces in carrying out the military policies of the United States. The DOD is headed by a civilian Secretary of Defense (SECDEF) who is appointed by the President with Senate approval. As shown below, three service departments headed by civilian secretaries come under SECDEF.
- Under the civilians who head the DOD and Service Departments are the career military officers who head their respective services: The Chief of Staff of the Army, the Chief of Naval Operations (CNO), and the Chief of Staff of the Air Force. Together with the Commandant of the Marine Corps they form the Joint Chiefs of Staff (JCS) headed by a chairman who is selected by the President. Since the U.S. Marine Corps is an independent organization under the Secretary of the Navy, the Commandant of the Marines Corps attends JCS meetings, but is concerned only with matters that directly affect the Marine Corps. The U.S. Coast Guard is not represented on the JCS, because it normally operates in the Department of Transportation in peacetime. In time of war, however, it becomes part of the U.S. Navy. The military chain of command down to the individual service level is shown below.



National Chain of Command

Commander-in-Chief (President/POTUS) *	Honorable (Name)
Vice President (VP) *	Honorable (Name)
Secretary of Defense (SECDEF) *	Honorable (Name)
Secretary of Navy (SECNAV) *	Honorable (Name)
Chief of Naval Operations (CNO) **	Admiral (Name)
Chief of Naval Education and Training (CNET) **	(Rank) (Name)
Naval Service Training Command (NSTC) **	(Rank) (Name)
NJROTC Area Manager **	(Rank) (Name)
NSI/SNSI ***	(Rank) (Name)

* Civilian

** Military (Active Duty)

*** Retired Military

Phoenix Company Chain of Command:

Commanding Officer	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, efficacy, training, performance, and conduct of the unit • Ensures that all cadets receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the SNSI/NSI
Executive Officer	<ul style="list-style-type: none"> • Is prepared to act in place of the company commander if required • Supervises all the unit staff • Carries out all tasks assigned by the Commanding Officer
Operations Officer	<ul style="list-style-type: none"> • Schedules and coordinates all activities of the unit • Prepares a unit annual, monthly, and weekly calendar of activities
Administration Officer	<ul style="list-style-type: none"> • Keeps unit and administrative files and records • Ensures that all unit reports are prepared and submitted as required • Prepares all unit correspondence
Supply Officer	<ul style="list-style-type: none"> • Inventories, orders, and issues all unit supplies and equipment • Orders, stores, inventories, and accounts for all uniform items • Maintains appearance, security, and control of unit storeroom
Honor Guard Commander	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, training, performance, and conduct of Honor Guard members • Ensures that all members of Honor Guard receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the Commanding Officer
Training Officer	<ul style="list-style-type: none"> • Is accountable for teaching basic and exhibition drill movements to cadets and recruits • Supervises all teams and platoons in the unit

Color Guard Commander	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, training, performance, and conduct of Color Guard members • Ensures that all members of Color Guard receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the Commanding Officer
Unarmed Drill Team Commander	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, training, performance, and conduct of Unarmed Drill Team members • Ensures that all members of Unarmed Drill Team receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the Commanding Officer
Armed Drill Team Commander	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, training, performance, and conduct of Armed Drill Team members • Ensures that all members of Armed Drill Team receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the Commanding Officer
1 st Platoon Commander	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, training, performance, and conduct of 1st Platoon members • Ensures that all members of 1st Platoon receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the Commanding Officer

2 nd Platoon Commander	<ul style="list-style-type: none"> • Is accountable for appearance, discipline, training, performance, and conduct of 2nd Platoon members • Ensures that all members of 2nd Platoon receive opportunities for leadership in accordance with their experience and ability • Carries out the orders of the Commanding Officer
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Source: Lavin, Intro to NJROTC, pp. 2-14

Petty Officer First Class Exam

Written:

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|---------------------------|--|
| -Personnel Inspection | Study Chapter 4 of the NJROTC Cadet Field Manual
Study Page 14 of the Advancement Instruction Guide |
| -Military Rates and Ranks | Study Pages 15-17 of the Advancement Instruction Guide |
| -Navy Rates and Ranks | Study Pages 15-17 of the Advancement Instruction Guide |

Practical:

- Platoon Drill
-

FDMS NJROTC PERSONNEL INSPECTION

- Inspection is graded from a scale from 0-10 (0 being the lowest possible score and 10 being the highest possible score).
 - Minor Infraction is a deduction of 0.1 each for ribbon/nametag/J-Bar/rank alignment, IP, ribbon order, bearing/posture, gig-line, wrinkles, and scratched buckle.
 - Regular Infraction is a deduction of 0.3 each for knowledge (current events, chain of command, and general orders).
 - Major Infraction is a deduction of 1.0 each for short trousers and shoes dirty/little shine.
 - Super 6 Infraction is a failed inspection with an automatic score of 6.9 for missing cover/hat or belt, long hair, faddish haircut, facial hair/sideburns, no shine on shoes, and too many minor/regular/major infractions.
 - Unexcused Tardiness according to the Student Handbook is a deduction of 2.0 (make-up may be allowed by the SNSI/NSI)
 - Unexcused Absence according to the Student Handbook is an automatic score of 0 (make-up may be allowed by the SNSI/NSI). Cadets with multiple missing inspections shall receive a warning. If continued, cadets will be referred to the Review Board.
 - Wrong Uniform is an automatic score of 0 (make-up may be allowed by the SNSI/NSI)
 - If a cadet has an excused absence according to the Student Handbook, he can make up inspection during any day at 0730 by CO/XO/OPS.
- Inspections are done weekly, normally on Wednesday.
- Showtime is normally 0715 for Staff and 0730 for all cadets.
- Location is normally in the Jungle or alternatively in front of the CDR White Building.
- Uniform of the Day is normally NSU or alternatively other uniforms (school uniform, SDB, etc.) if assigned by the SNSI/NSI.

RANK INSIGNIA OF THE U.S. ARMED FORCES

ENLISTED

E-1 E-2 E-3 E-4 E-5 E-6 E-7 E-8 E-9 SENIOR ENLISTED ADVISORS

ARMY

no insignia											
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Specialist (SPC)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)

MARINES

no insignia											
Private (Pvt)	Private First (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSGt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)

AIR FORCE

no insignia													
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSGt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)

NAVY

no insignia										
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCP0)	Force or Fleet Command Master Chief Petty Officer (FORMC) (FLTMC)	Master Chief Petty Officer of the Navy (MCPON)

COAST GUARD

Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCP0)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCP0-CG)

RANK INSIGNIA OF THE U.S. ARMED FORCES

OFFICERS

0-1 0-2 0-3 0-4 0-5 0-6 0-7 0-8 0-9 0-10 SPECIAL

ARMY - AIR FORCE - MARINES

Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)

NAVY - COAST GUARD

Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADML)	Rear Admiral Upper Half (RAADM)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

W-1

W-2

W-3

W-4

W-5

ARMY

Warrant Officer (WO1)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)

NAVY - COAST GUARD

Warrant Officer 1 W-1 * The grade of Warrant Officer W-1 is no longer in use.				NO Chief Warrant Officer (CW05)
	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	

MARINES

Warrant Officer (WO)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)

AIR FORCE

NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT
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Flag Officers – Navy Officers of the rate of O-7(Rear Admiral Lower Half) and above that have the privilege of flying a personal flag on the ship or station to which they are attached. The personal flag of an officer of the line has a blue field with white stars and that of a staff corps officer, a white field with blue stars. The number of stars on the flag indicates their rate/rank.

(Rear Admiral Lower Half – 1 star)

(Rear Admiral Upper Half – 2 stars)

(Vice Admiral – 3 stars)

(Admiral – 4 stars)

Chief Petty Officer Exam

Written:

- | | |
|------------------------|--|
| -SA, SN, PO3 Questions | See Guidelines for SA, SN, and PO3 Exams |
| -PO2, PO1 Questions | See Guidelines for PO2 and PO1 Exams |
| -Manual of the Sword | Chapter 4 of the NJROTC Cadet Drill Manual |
| -Leadership | Study Pages 18-19 of the Advancement Instruction Guide |

Practical:

- Individual Drill
- Squad Drill
- Manual of Arms
- General Orders to The Sentry
- Manual of the Guidon
- Platoon Drill
- Manual of the Sword

Leadership Terms (JJIDITIEBUCKLE)

Justice	The quality of being impartial and consistent in exercising command
Judgement	The quality of weighing facts and possible solutions on which to base sound decisions
Decisiveness	Ability to reach determinations promptly and to announce those determinations in a clear, forceful manner
Integrity	Uprightness of character and soundness of moral principle, absolute truthfulness and honesty
Dependability	The certainty of the proper performance of duty
Tact	The ability to deal with others without creating offense
Initiative	Seeing what has to be done and commending a course of action, even in the absence of orders
Endurance	The mental and physical stamina measured by the too stand pain, fatigue, distress, and hardship
Bearing	Creating a favorable impression in damage, appearance, and personal conduct of all times
Unselfishness	Avoidance of providing for one's comfort and personal advancement at the expense of others
Courage	A mental quality that recognizes fear of danger or criticism but enables a man to proceed in the face of danger with calmness and firmness
Knowledge	Acquired information, including professional information and an understanding of subordinates
Loyalty	Faithfulness to the country, corps, unit, superiors, and subordinates
Enthusiasm	The display of interest and exuberance in the performance of duty

Leadership Terms (Approaches to Leadership)

Source: NS2 Textbook

Accountability	Total responsibility of all things within his or her command and for the success or failure, results, and performance of his or her group
Authority	The power or right to give commands, enforce obedience, take action, or make final decisions
Autocratic	A general leadership style that is direct, impersonal, quick, short, and based on the leader
Delegate	Giving power to individuals and groups in order to get the job done
Democratic	A general leadership style that is time-consuming, effective in the long term, and based on the participation of both the leader and followers
Morale	The confidence, enthusiasm, or spirit of a person/group/organization at a particular time
Self-discipline	A control of yourself
Persuade	Swaying opinions towards one's own belief/idea/side
Telling	A specific leadership style where the leader is in full power while the followers have little freedom or opinion; known to be the most autocratic
Selling	A specific leadership style where the leader informs the followers as to why his or her decisions are made
Testing	A specific leadership style where the leader experiments different scenarios on the followers and decide decisions based on reaction; may allow few suggestions, but will have the final say
Consulting	A specific leadership style where the leader first presents a problem and accepts different suggestions, then selects a solution and explains why he or she has chosen the solution
Joining	A specific leadership style where the group decides, and the leader follows; known to be the most democratic