



# ***Introduction to Army Leadership***

## ***Part 3 of 3***

***Competencies: Leads, Develops, Achieves***



# Introduction to Army Leadership



## Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

## Part 2

- CC LDP
- Attributes
  - Character
  - Presence
  - Intellect

## Part 3

- CC LDP
- Competencies
  - Leads
  - Develops
  - Achieves



# Class Objectives

- Explain the characteristics of a "Pentathlete" leader
- Explain the Army Leadership Requirements Model
- Provide examples of leader competencies in action
- Understand how to assess a leadership climate
- Discuss ways to conduct effective counseling



## A "Pentathlete" Leader

“In short, Army leaders in this century need to be Pentathletes, multi-skilled leaders who can thrive in uncertain and complex operating environments ... innovative and adaptive leaders who are experts in the art and science of the profession of arms.”

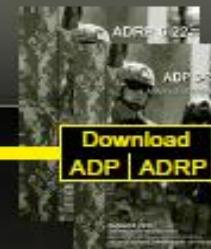
“The Army needs leaders who are decisive, innovative, adaptive, culturally astute, effective communicators and dedicated to life-long learning.”

Dr. Francis J. Harvey  
Former Secretary of the Army  
23 June 2005 Speech to CGSOC



U.S.ARMY

# ADP 6-22 Army Leadership



Download  
ADP | ADRP

Purpose of Leadership

Components of Leadership

Applying Influence

Leader Attributes

Leader Competencies

Leaders and Courage

Situational Leadership

Informal and Collective Leadership

Command and Leadership

Leadership Requirements Model

How Leaders Develop

CONTENTS

Army Leadership Requirements Model

Influencing people by providing purpose, direction, and motivation

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.

## ATTRIBUTES

### CHARACTER

Amy Values  
Empathy  
Warrior Ethos / Service Ethos  
Discipline

### PRESENCE

Military and professional bearing  
Fitness  
Confidence  
Resilience

### INTELLECT

Mental agility  
Sound judgment  
Innovation  
Interpersonal tact  
Expertise

### LEADS

Leads others  
Builds trust  
Extends influence beyond the chain of command  
Leads by example  
Communicates

### DEVELOPS

Creates a positive environment/ Fosters esprit de corps  
Prepares self  
Develops others  
Stewards the profession

### ACHIEVES

Gets results

## COMPETENCIES

- Oath to Constitution
- Subordinate to law & civilian authority

- Combat Power: Unifier and Multiplier

- Influence: Commitment, Compliance and Resistance

- Positive and harmful forms of leadership

## Outcomes

Secured U.S. interests  
Mission success  
Sound decisions  
Expertly led organizations  
Stewardship of resources  
Stronger families  
Fit units  
Healthy climates  
Engaged Soldiers & Civilians

## Other documents:

- Briefing

Levels of Leadership

Direct – Refine ability to apply competencies at a proficient level  
Organizational – Apply competencies to increasingly complex situations  
Strategic – Shape the military through change over extended time

Special Conditions of Leadership

Formal – designated by rank or position, command is an example  
Informal – take initiative and apply special expertise when appropriate  
Collective – synergistic effects achieved with multiple leaders aligned by purpose  
Situational – actions adjusted to complex and uncertain environments



## LEADERSHIP ASSESSMENT REPORT

CADET COMMAND REG 145-3  
REQUIREMENTS CONTROL SYMBOL ATCC-122

**PART I - Attributes (what a leader is):** Characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves

**1. Character:** A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences

ARMY VALUES (Comments mandatory in Part III for all 'NO' entries)	Yes	No	Yes	No
1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers				
2. DUTY: Fulfils professional, legal, and moral obligations				
3. RESPECT: Treats others as they should be treated; promotes dignity, consideration, & fairness				
4. SELFLESS-SERVICE: Places welfare of others and Army priorities before self				
EMPATHY: The ability to see something from another person's point of view; to identify with and enter into another person's feelings and emotions				
WARRIOR ETHOS: I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade				

Mark 'E', 'S', or 'N' for each observed attribute and/or core leader competency. IMPROVE comments in Part II are mandatory when rating of 'N' is indicated

**2. Presence**

The impression that a leader makes on others, which contributes to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions)

MB	Military Bearing	E	S	N	PF	Physically Fit	E	S	N
Projecting a commanding presence and professional image of authority									
CF	Confident	E	S	N	RS	Resilient	E	S	N
Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions									

**3. Intellectual Capacity**

The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities

MA	Mental Agility	E	S	N	SJ	Sound Judgment	E	S	N	IN	Innovation	E	S	N
Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation														
IP	Interpersonal Tact	E	S	N	DK	Domain Knowledge	E	S	N	IN	Domain Knowledge	E	S	N
Effectively interacts with others; possesses the capacity to understand personal														

**PART II - Core Leader Competencies (what a leader does):** Works to lead others; develops themselves, their subordinates and organizations to achieve mission accomplishment

**1. Leads**

The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment

LD	Leads Others	E	S	N	EI	Extends Influence beyond CoC	E	S	N
Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives									
LE	Leads by Example	E	S	N	CO	Communicates	E	S	N
Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character									

**2. Develops** Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care

CP	Creates a Positive Environment	E	S	N	PS	Prepares Self	E	S	N	DO	Develops Others	E	S	N
Creates a positive cultural and ethical environment														

**3. Achieves**

Sets objectives and focuses on mission accomplishment

GR	Gets Results	E	S	N
Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment				



# A Leader Who Leads

*The application of character, presence, intellect, and abilities while guiding others toward a common goal and mission accomplishment*



## Leads Others

*Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives*

## Builds Trust

*To establish conditions of effective influence and for creating a positive environment*

## Extends Influence Beyond Chain of Command

*Uses indirect means to influence others outside normal chain of command; involves diplomacy, negotiation, conflict resolution and mediation*

## Leads By Example

*Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character*

## Communicates

*Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques*



# A Leader Who Develops

*Taking actions to foster teamwork, encourage initiative, and to accept personal responsibility, while demonstrating care*



## Creates a Positive Environment / Fosters Esprit de Corps

*Creates a positive cultural and ethical environment*

## Develops Others

*Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile*

## Prepares Self

*Self-study, self-development, and multi-skilled; ensures they are prepared to lead*

## Stewards the Profession

*As part of the leader development responsibilities, they must prepare themselves and act to promote long-term stewardship of the Army*



# A Leader Who Achieves

*Sets objectives and  
focuses on mission  
accomplishment*



## Gets Results

- *Structuring what needs to be done so results are consistently produced*
- *Developing and executing plans while providing direction, guidance, and clear priorities toward mission accomplishment*
- *Manages the resources required for mission accomplishment*





## Assessing Climate

*What does  
this mean?*

- Army leaders shape the climate of their organizations
- Tools for assessing
  - ✓ Ethical Climate Assessment Survey (ECAS)  
[http://tsg3.us/tnsg\\_lib/unit\\_dig\\_lib/fm22\\_100/appd.pdf](http://tsg3.us/tnsg_lib/unit_dig_lib/fm22_100/appd.pdf)
  - ✓ Command Climate Survey  
<http://www.jackson.army.mil/sites/eo/docs/647>
- Questions such as...
  - ✓ Do leaders know what they are doing?
  - ✓ Do leaders have the courage to admit when they are wrong?
  - ✓ Do leaders act on the feedback they have been given?
  - ✓ Is leader behavior consistent with Army values?



## Counseling

- Provides feedback to subordinate leaders
- 3 types of counseling
  - ✓ event counseling
  - ✓ performance counseling
  - ✓ professional growth counseling
- Counselor should be an active listener, respectful, self-aware and culturally aware; and possess empathy and credibility



## Twelve O'clock High

- 918<sup>th</sup> Heavy Bombardment Group
- Leadership Challenges
- Commander relieved  
(*struggle between mission versus men*)
- Unit suffered heavy losses, poor morale, lack of standards, unwilling to take tactical risk
- New Commander: BG Savage
- Evaluate BG Savage in Core Leader Competencies using the “Blue Card” provided



## Practical Exercise:

How will YOU demonstrate the  
*Leader Competencies* when  
planning and executing the  
following tasks?

*Think of this as a reverse evaluation ... what do I need to DO ...  
... in order to complete the mission successfully ...  
... and receive an EXCELLENT leadership assessment??*



## FOR EXAMPLE:

### 1. Leads

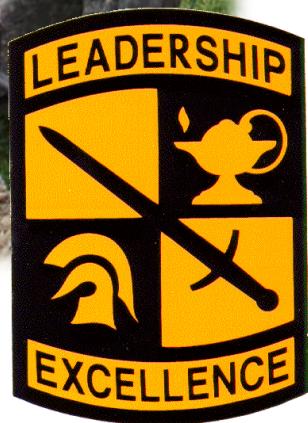
- a) Leads Others (LD)
- b) Builds Trust (BT)
- c) Extends Influence Beyond CoC (EI)
- d) Leads by Example (LE)
- e) Communicates (CO)

## Scenario: APFT

- Your ROTC program will conduct an Army Physical Fitness Test (APFT) in six weeks. You have been put in charge of this training event.
- Using your “Blue Card,” write out a list of tasks (actions) for each Leader Competency: Leads, Develops, and Achieves. Ensure that you address each sub-task.

**How will I ... Lead Others?**

**How will I ... Build Trust?**



## FOR EXAMPLE:

### 1. Leads

- a) Leads Others (LD)
- b) Builds Trust (BT)
- c) Extends Influence Beyond CoC (EI)
- d) Leads by Example (LE)
- e) Communicates (CO)

## Scenario: Lab

- Your ROTC program will conduct a Leadership Lab focused on Individual Movement Techniques (IMT) in six weeks. You have been put in charge of this training event.
- Using your “Blue Card,” write out a list of tasks (actions) for each Leader Competency: Leads, Develops, and Achieves. Ensure that you address each sub-task.

**How will I ... Lead Others?**  
**How will I ... Build Trust?**



## FOR EXAMPLE:

### 1. Leads

- a) Leads Others (LD)
- b) Builds Trust (BT)
- c) Extends Influence Beyond CoC (EI)
- d) Leads by Example (LE)
- e) Communicates (CO)

## Scenario: CWST

- Your ROTC program will conduct Combat Water Survival Training (CWST) in six weeks. You have been put in charge of this training event.
- Using your “Blue Card,” write out a list of tasks (actions) for each Leader Competency: Leads, Develops, and Achieves. Ensure that you address each sub-task.

**How will I ... Lead Others?**  
**How will I ... Build Trust?**



# Introduction to Army Leadership



## Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

## Part 2

- CC LDP
- Attributes
  - Character
  - Presence
  - Intellect

## Part 3

- CC LDP
- Competencies
  - Leads
  - Develops
  - Achieves



# Introduction to Army Leadership

