LEADERSHIP EFFECTIVENESS AND DEVELOPMENT REFERENCE (LEADR) CARD

LEADERSHIP

THE ACTIVITY OF INFLUENCING PEOPLE BY PROVIDING PURPOSE, DIRECTION, AND MOTIVATION TO *ACCOMPLISH THE MISSION* AND *IMPROVE THE ORGANIZATION* (ADP 6-22).

COMPETENCIES: WHAT A LEADER DOES

- **LEADS OTHERS**: influences others effectively

- **BUILDS TRUST**: respects others, exercises fairness, & builds rapport

- **EXTENDS INFLUENCE**: uses indirect influence, influences those outside direct authority

- **LEADS BY EXAMPLE**: walks the talk, exemplifies Army values through actions

- **COMMUNICATES**: shares information effectively

- **PREPARES SELF**: self-motivated, self-aware of developmental needs

- **CREATES A POSITIVE ENVIRONMENT**: builds cohesive teams that are positive, fair, & inclusive

- **DEVELOPS OTHERS**: provides coaching, counseling, & mentoring to help others grow

- **STEWARDS THE PROFESSION**: manages unit resources, improves unit systems & SOPs

- **GETS RESULTS**: prioritizes, organizes, & tasks others

ATTRIBUTES: WHO A LEADER IS

- **CHARACTER:** Army Values, Empathy, Warrior Ethos, Discipline, Humility

- **PRESENCE:** Military Bearing, Professional Bearing, Fitness, Confidence, Resilience

- **INTELLECT:** Mental Agility, Judgment, Innovation, Interpersonal Tact, Expertise

COMMAND CLIMATE FACTORS:

Shared attitudes members have about their unit, leaders, & policies. Climate influences unit outcomes (readiness, trust, cohesion, performance; ADP 6-22).

- Leadership
- Communication
- Respect/Values
- Team Cohesion
- Empowerment
- Growth/Development
- Innovation/Adaptability
- Recognition
- Order/Discipline
- Fairness

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CTC'S MISSION

PROVIDE A CRUCIBLE TRAINING EXPERIENCE *FOCUSED ON UNIT READINESS BALANCED WITH LEADER DEVELOPMENT* IN COMPLEX AND HIGHLY REALISTIC OPERATIONAL ENVIRONMENTS (AR 350-50).

DISCUSSION POINTS

Ask your RTU counterpart how their overall leadership effectiveness was during this training rotation.

Discuss a competency, attribute, or command climate factor that you observed your RTU counterpart being effective. Include specific example(s).

Discuss a competency, attribute, or command climate factor your RTU counterpart could improve. Include specific example(s).
- *What factors (situational, personality, past experiences) could have influenced your behavior in this way?*
- *How are you, others, and/or the unit impacted by this behavior?*
- *How did you intend for this behavior to come across to others? How do you think others perceived this behavior?*

Brainstorm with your RTU counterpart how they could improve.
- *What are you focused on right now?*
- *Where do you see yourself/your unit in 48 hours?*
- *What do you need to do to get there? What can I do to help?*

TIPS ON PROVIDING EFFECTIVE FEEDBACK

- Make the conversation a two-way street
- Put yourself in your counterpart's shoes
- Brief back what your counterpart said
- Encourage your counterpart to think of ways to improve their effectiveness

LEADERSHIP MATTERS!

Effective leadership compensates for deficiencies whereas poor leadership can negate advantages (ADP 3-0).

Center for Army Leadership