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<u>Gets results</u>	E	P	C	U	O
• Prioritizes, organizes & coordinates taskings	[]	[]	[]	[]	[]
• Identifies and accounts for individual and group capabilities and commitment to task.....	[]	[]	[]	[]	[]
• Designates, clarifies, and deconflicts duties and responsibilities...	[]	[]	[]	[]	[]
• Identifies, contends for, allocates and manages resources.....	[]	[]	[]	[]	[]
• Removes work obstacles.....	[]	[]	[]	[]	[]
• Recognizes and rewards good performance.....	[]	[]	[]	[]	[]
• Seeks, recognizes & takes advantage of opportunities to improve performance.....	[]	[]	[]	[]	[]
• Makes feedback part of work processes.....	[]	[]	[]	[]	[]
• Executes plans to accomplish the mission.....	[]	[]	[]	[]	[]
• Identifies and adjusts to internal and external influences.....	[]	[]	[]	[]	[]

(Table 7-47 thru 7-56, FM 6-22, June 2015)

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**LEADERSHIP ASSESSMENT
REFERENCE CARD (LARC)**

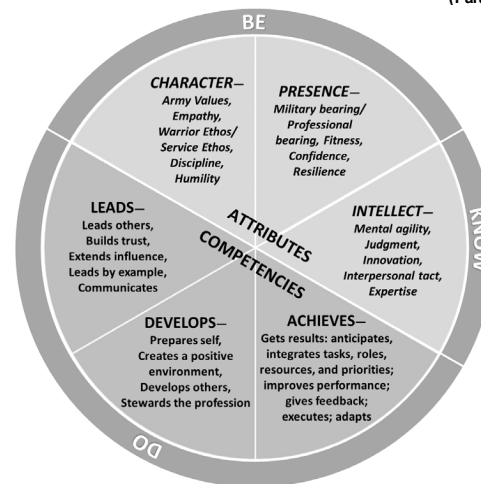
ARMY DEFINITION OF LEADERSHIP

(ADP 6-22, July 2019)

Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

Attributes are characteristics internal to a leader. These affect how an individual behaves, thinks, and learns within certain conditions. Strong character, solid presence, and keen intellect enable individuals to perform the core leader competencies with greater effect.

(Para 1-27, ADP 6-22, July 2019)



(Fig 1-1, ADP 6-22, July 2019)

Competencies provide a clear and consistent way of conveying expectations for Army leaders, apply across all levels of leader positions and throughout careers and provide a good basis for evaluation and focused multisource assessment and feedback.

(Para 1-28, ADP 6-22, July 2019)

Excels	Proficient	Capable	Unsatisfactory	unObserved
Readily demonstrates a high level of the attribute/ competency. Shows initiative and adaptability even in the most unusual and difficult situations. Actions have significant, enduring, and positive impacts on mission, the unit and beyond.	Consistently demonstrates a high level of the attribute/ competency. Proactive in applying it in challenging situations. Actions have a positive impact on unit and mission.	Capable of demonstrating the attribute/ competency and frequently applies it. Actively learning to apply it at a higher level or in more situations. Actions have a positive impact on unit or mission but may be limited in scope of impact or duration.	Inconsistently demonstrates or fails to demonstrate the attribute/ competency. Unwilling or unable to take actions to develop or improve. Efforts often do not have any effect or may have negative impacts.	Attribute/ competency unobserved.

S O A R

Recommended Observation Format (SOAR):
 • **Situation:** Time, Place, Mission and Conditions
 • **Observation:** Describe behavior and impact on mission/Soldiers
 • **Assess:** Identify attribute/competency and assess proficiency
 • **Reinforce/Recommend:** Note appropriate feedback, praise or correction and the recommendations to sustain/improve leader behavior
 (Pg 20, Center for Army Leadership Pub, *Developing Leadership during Unit Training Exercises*)

L E A D S

Leads Others E P C U O
 • Uses appropriate methods of influence to energize others..... [] [] [] [] []
 • Provides purpose..... [] [] [] [] []
 • Enforces standards..... [] [] [] [] []
 • Balances mission and welfare of followers..... [] [] [] [] []

Builds Trust
 • Sets personal example for trust..... [] [] [] [] []
 • Takes direct actions to build trust..... [] [] [] [] []
 • Sustains a climate of trust..... [] [] [] [] []

Extends Influence Beyond the Chain of Command E P C U O
 • Understands sphere, means and limits of influence..... [] [] [] [] []
 • Negotiates, builds consensus and resolves conflict..... [] [] [] [] []

Leads By Example E P C U O
 • Displays Army Values [] [] [] [] []
 • Displays empathy..... [] [] [] [] []
 • Exemplifies the Warrior Ethos / Service Ethos..... [] [] [] [] []
 • Applies discipline..... [] [] [] [] []
 • Leads with confidence in adverse situations..... [] [] [] [] []
 • Demonstrates tactical and technical competence..... [] [] [] [] []
 • Understands & models conceptual skills..... [] [] [] [] []
 • Seeks diverse ideas and points of view [] [] [] [] []

Communicates E P C U O
 • Listens actively..... [] [] [] [] []
 • Creates shared understanding..... [] [] [] [] []
 • Employs engaging communication techniques..... [] [] [] [] []
 • Sensitive to cultural factors in communication..... [] [] [] [] []

(Table 7-5 thru 7-25, FM 6-22, June 2015)

O B S E R V A T I O N S

D E V E L O P S

Creates a positive environment/Fosters esprit de corps E P C U O
 • Fosters teamwork, cohesion, cooperation and loyalty (esprit de corps)..... [] [] [] [] []
 • Encourages fairness and inclusiveness..... [] [] [] [] []
 • Encourages open and candid communications..... [] [] [] [] []
 • Creates a learning environment..... [] [] [] [] []
 • Encourages subordinates to exercise initiative, accept responsibility, & take ownership..... [] [] [] [] []
 • Demonstrates care for follower well-being..... [] [] [] [] []
 • Anticipates people's duty needs..... [] [] [] [] []
 • Sets and maintains high expectations for individuals and teams..... [] [] [] [] []

Prepares self E P C U O
 • Maintains mental and physical health and wellbeing..... [] [] [] [] []
 • Expands knowledge of technical, technological and tactical areas.. [] [] [] [] []
 • Expands conceptual and interpersonal capabilities..... [] [] [] [] []
 • Analyzes and organizes information to create knowledge..... [] [] [] [] []
 • Maintains relevant cultural awareness..... [] [] [] [] []
 • Maintains relevant geopolitical awareness..... [] [] [] [] []
 • Maintains self-awareness..... [] [] [] [] []

Develops others E P C U O
 • Assesses developmental needs of others..... [] [] [] [] []
 • Counsels, coaches and mentors..... [] [] [] [] []
 • Facilitates ongoing development..... [] [] [] [] []
 • Builds team skills and processes..... [] [] [] [] []

Stewards the profession E P C U O
 • Supports professional and personal growth..... [] [] [] [] []
 • Improves the organization..... [] [] [] [] []

(Table 7-26 thru 7-46, FM 6-22, June 2015)

O B S E R V A T I O N S