



Leadership



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

- **Active (proactive) Leadership:** When a leader proactively takes charge and initiates change, rather than simply responding to events and conditions.
- **Passive (reactive) Leadership:** When a leader does not take proactive action, but rather responds to events and conditions as they occur.
- **Counterproductive Leadership:** the demonstration of leader behaviors that violate one or more of the Army's core leader competencies or Army Values, preventing a climate conducive to mission accomplishment.

What is an Army Leader?

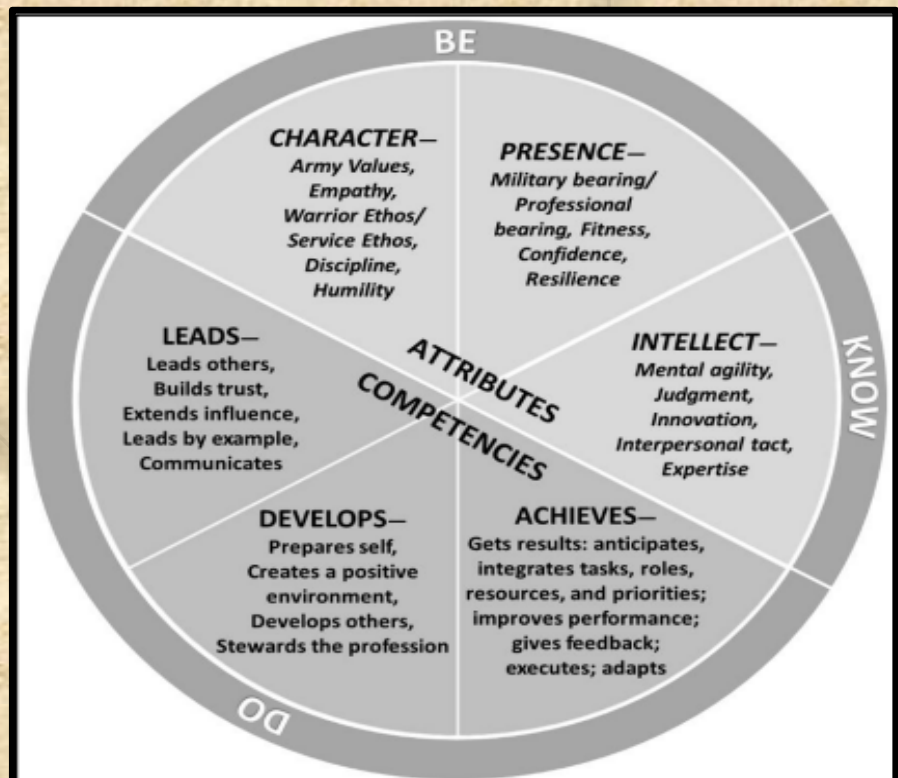
ANYONE who by virtue of assumed role or assigned responsibility inspires and influences people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.



Attributes of Leadership (Be and Know)



- Character: the moral and ethical qualities of the leader
 - Army Values
 - Empathy
 - Warrior Ethos/Service Ethos
 - Discipline, Humility
- Presence: characteristics open to display by the leader and open to viewing by others
 - Military Bearing
 - Professional Bearing
 - Fitness
 - Confidence
 - Resilience
- Intellect: the mental and social abilities the leader applies while leading
 - Mental Agility
 - Judgement
 - Innovation
 - Interpersonal Tact
 - Expertise

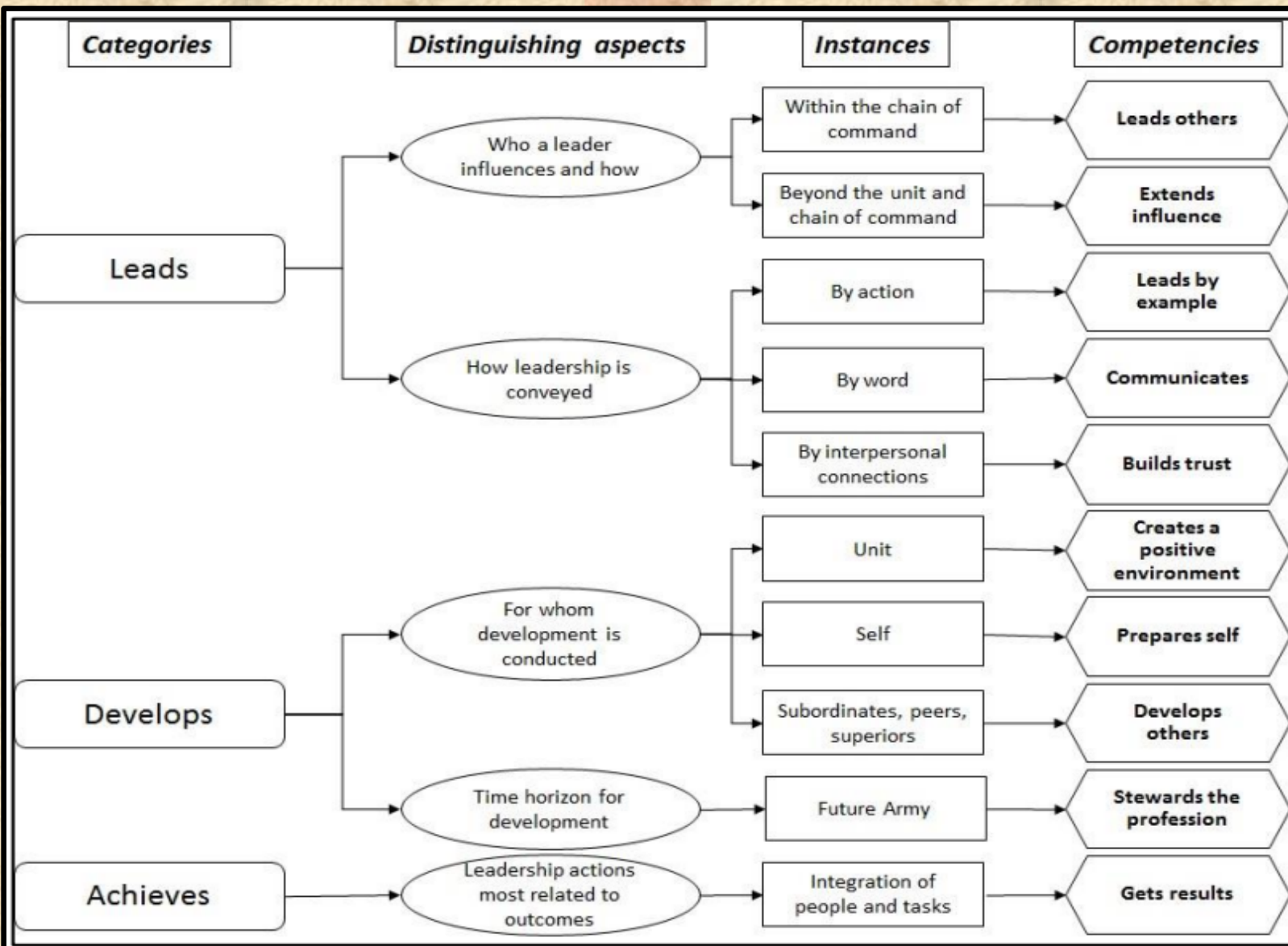




Competencies of Leadership (Do)



- Leads: Leads Others, Builds Trust, Extends Influence, Leads by Example, Communicates
- Develops: Prepares Self, Creates a positive Environment, Develops Others, Stewards the Profession
- Achieves: Gets Results: Anticipates, Integrates Tasks, Roles, Resources, and Priorities; Improves Performance; Gives Feedback; Executes; Adapts





Characteristics of Active (proactive) Leadership



- Forward-thinking – take action and make things happen.
- Take a strategic approach to problem-solving and reaching objectives - plan for contingencies to be better prepared.
- Emphasizes anticipating and preparing for potential problems before they occur.
- Always looking for ways to improve - more coaching in nature.
- Confident in their abilities - not afraid to make tough decisions.
- Willing to take calculated risks to achieve their goals.
- More likely to get team buy-in and have momentum toward a common goal.
- The team is more self-reliant - takes initiative for results.
- Gain more respect from the unit because they help eliminate the problems or depth of the problems.
- Can be less stressful for the leader and the group.
- Based more on principles than policy and tasks.
- Better at organizing - they envision a goal and all the steps that to get there.



Characteristics of Passive (reactive) Leadership



- Does not respond to problems.
- Fails to follow up, hesitates to act, or are absent when needed.
- Each situation is considered - decisions are based on the most recent information.
- Independent decisions are made by the leader regarding the team - can be less collaborative and more dictatorial.
- Relies on the leader to make urgent decisions.
- Reactive leaders have tight boundaries and follow rules - more likely to use negative consequences to redirect.
- Situations are evolving when the leader gets involved.
- Changes can occur more quickly because the leader is unilaterally making the decisions.
- Tend to be more task-oriented versus focused on results.
- Unit may feel like they're being controlled and less able to direct plans that affect them.
- Can be stressful to the leader and the group.



Strategies to Reduce Passive Leadership



- Plan for contingencies early.
- Effectively communicate – no news does not always mean good news.
- Conduct monthly professional development sessions.
- Incorporate Alert Roster/well being calls between Battle Assemblies.
- Encourage open dialogue between supervisors and subordinates.
- Get out of office and visit subordinates.
- Talk to members on a regular basis, keep members informed, admit when you are wrong.
- Request feedback.
- Be consistent and firm with suspense dates and policies.
- Hold members accountable by delivering punishments equally and appropriately.