



U.S. ARMY

Military Leadership Applications

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Agenda

- **Introduction**
- **Army Leadership**
- **Adaptive Leadership**
- **Leadership Self Assessment**
- **Questions**

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Introduction

- **Age 30 (21 November 1975)**
- **Graduated Charlotte (North Carolina), BA Criminal Justice, participated in Army ROTC**
- **Masters of Art Management from Webster University**
- **Served in the Army for 12 years, both enlisted and as an officer**
- **Recently served in Iraq as a Battery Commander, HHB (325 Soldiers), B (105 Soldiers)**

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Army Leadership Definition

Actions taken
to influence
others

Getting people to
do what you want
them to do

Leadership is influencing people

- by providing purpose, direction, and motivation
- while operating to accomplish the mission
- and improving the organization.

Make your unit better

To be effective, Army leaders must influence, operate, and improve their organizations.

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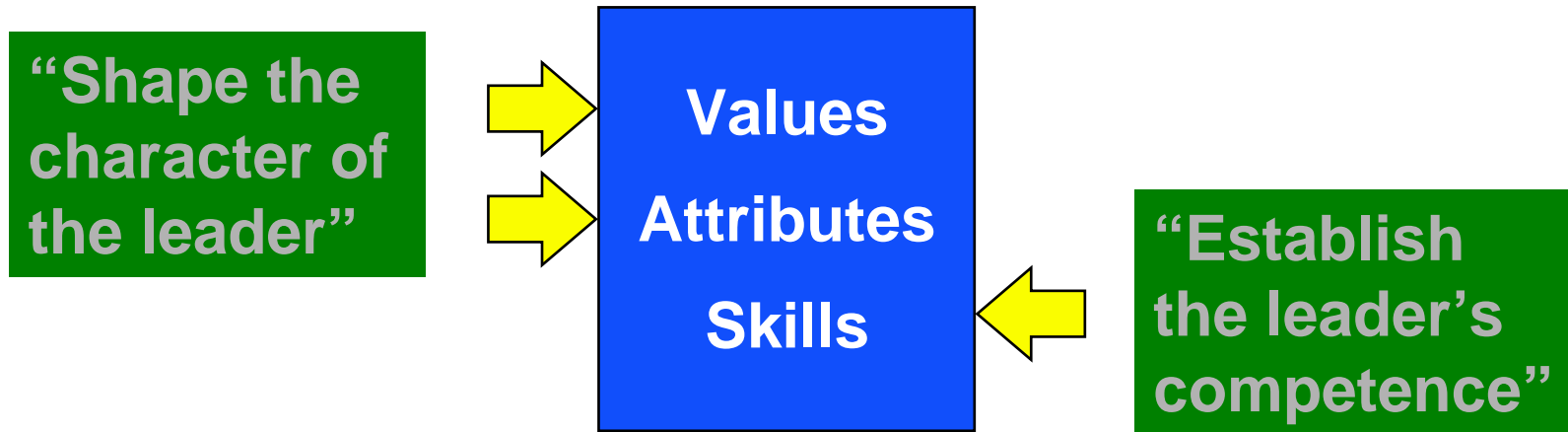
Army Leadership Framework





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Core Dimensions



What the leader must BE

What the leader must KNOW

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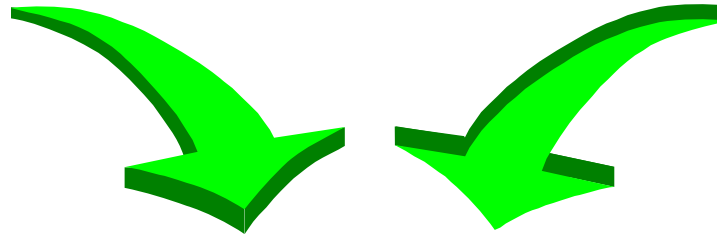
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Character

Values

Leader
Attributes



Leaders of Character

Leaders must
have
character

Leaders must
develop character
in those they
lead

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Values

- Personal Courage - Face fear, danger, or adversity
- Integrity - Do what's right, legally and morally
- Honor - Live up to all the Army values
- Selfless Service - Put welfare of the nation, the Army, & your subordinates before your own
- Respect - Treat people as they should be treated
- Duty - Fulfill your obligations
- Loyalty - Bear true faith and allegiance to the U.S Constitution, the Army, your unit, and other soldiers

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Attributes

Leader
Attributes
are
Learned

- Emotional
- Self-control
 - Balance
 - Stability

Leader
Attributes
can be
Changed

- Mental
- Will
 - Self-discipline
 - Initiative
 - Judgment
 - Confidence
 - Intelligence
 - Cultural
 - Awareness

- Physical
- Health Fitness
 - Physical Fitness
 - Military Bearing
 - Professional Bearing

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Character Development

Leaders

Shaping the organization's ethical climate

Internalization

Develop Character

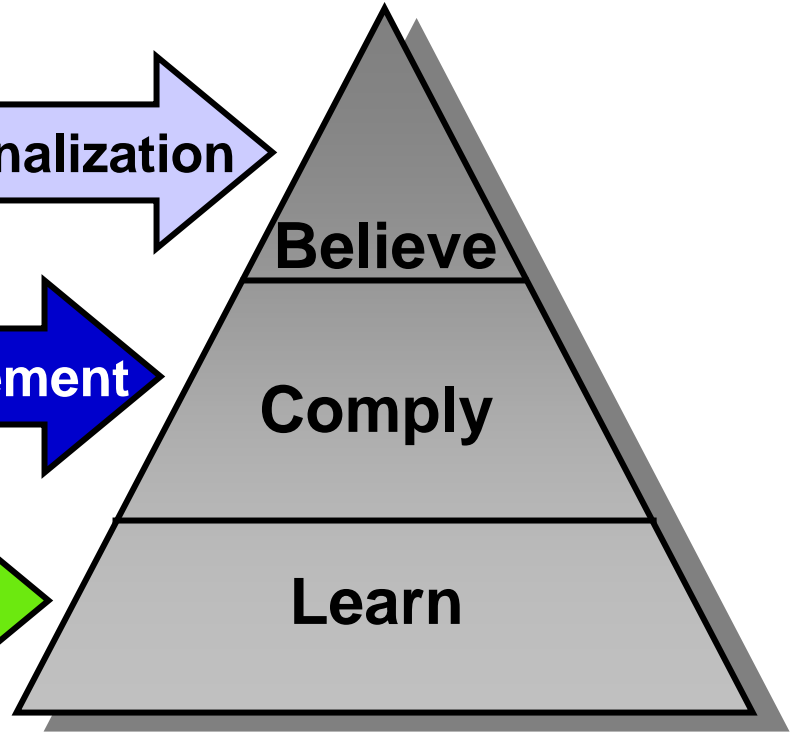
Reinforcing Values & Leader Attributes

Reinforcement

by...

Teaching Values & Demonstrating Attributes

Education



Subordinates

Making the Army's Values and Leader Attributes your own takes time and effort.

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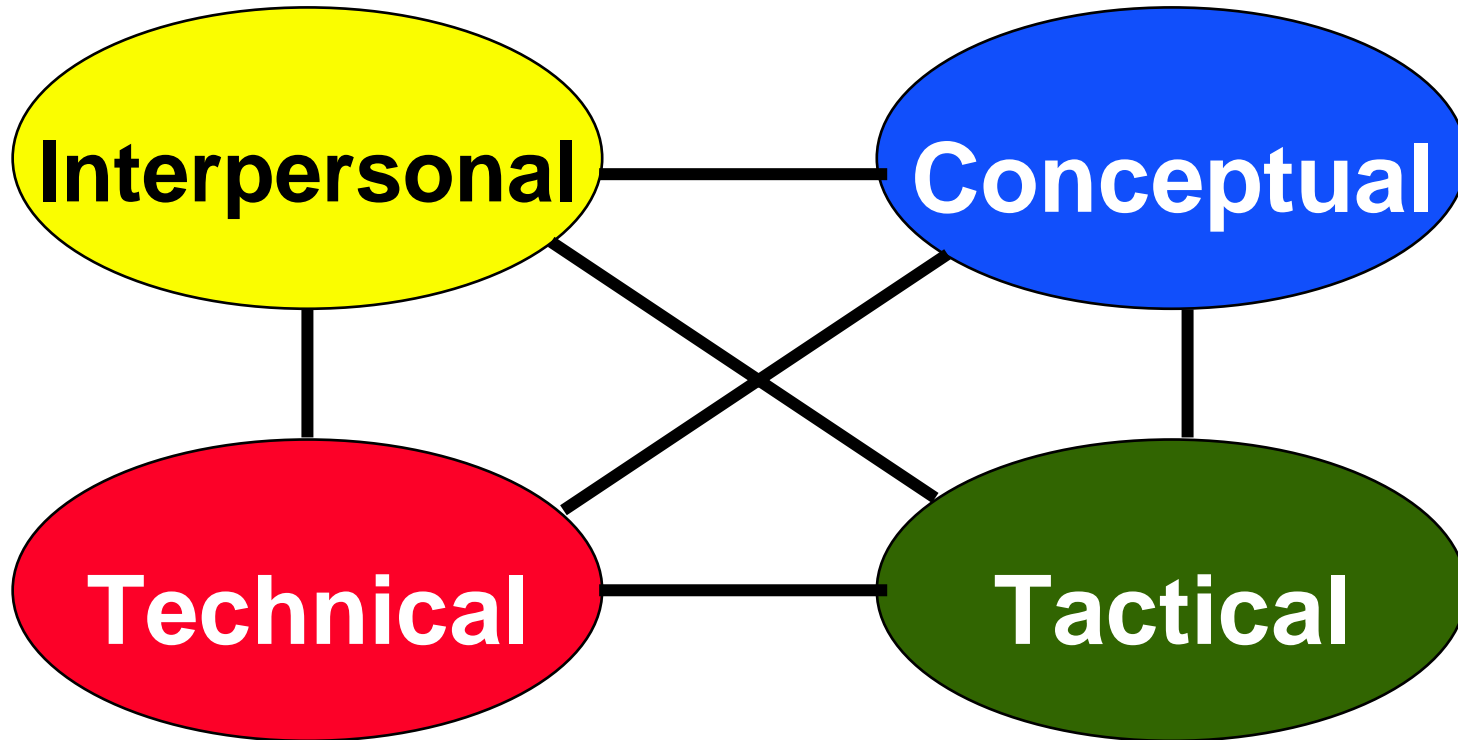


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Skills

What a leader
must KNOW

equate to competence



Leaders are responsible for maintaining their own competence as well as their subordinates.

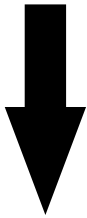
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Leader Actions



Influencing Operating Improving



**Communicating
Decision-making
Motivating**

**Planning
Executing
Assessing**

**Developing
Building
Learning**

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Adaptive Leadership

Leadership that proactively engages the environment by selecting a style of leadership based on the situational factors such as mission, soldier, capabilities, etc.

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Characteristics of Adaptive Leaders

- Mental flexibility
- Strong conceptual skills – astute about the surrounding environment
- Speed and precision in decision making
- Technically and tactically proficient
- Poise under pressure
- Ability to operate autonomously under a general framework of commander's intent.
- Employs a broad based leadership style
- Considers diverse and divergent views

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How Do We Build Adaptive Leaders

- Culture of continuous learning
- Entrusting subordinates with responsibility and authority
- Empowerment to take prudent risks
- Acceptance of mistakes as opportunities to learn
- Helping others to learn to deal with constant change

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Adaptive Leaders

- Ambiguity
- Complexity
- Change



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Knowledge of Self and Soldiers

- Own skills and abilities
- In tune with team's skills and abilities
- In tune with team's motivation levels and motives

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Adaptive Leadership

Mission and Intent

- Strategic thinker – can see the big picture
- Operational Planner– can connect the dots...
- Persistent at execution of mission (vs task planned)

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Adaptive Leadership

Environment

- Enemy activity, capabilities, and tactics
- Civilian population factors
- Weather and terrain
- Time
- Political implications

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Adaptive Leadership

Education and Experience

Training for many different situations builds confidence to make decisions when the unknown occurs. Confidence is required to adapt!

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Adaptive Leadership

Leadership Style

Adjusts to focus on people and task dependent on the situation

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Adaptive Leadership

Communication

- Share the purpose and intent with the team.
- Builds trust and motivation through open communication.
- Encourages motivation through vision and mission.

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Adaptive Leadership

Results and Consequences

- Learns from each new situation.
- Reflects on the variables and determines how to use the information in the future.
- Adjusts the learning proactively.

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Leadership Self Assessment

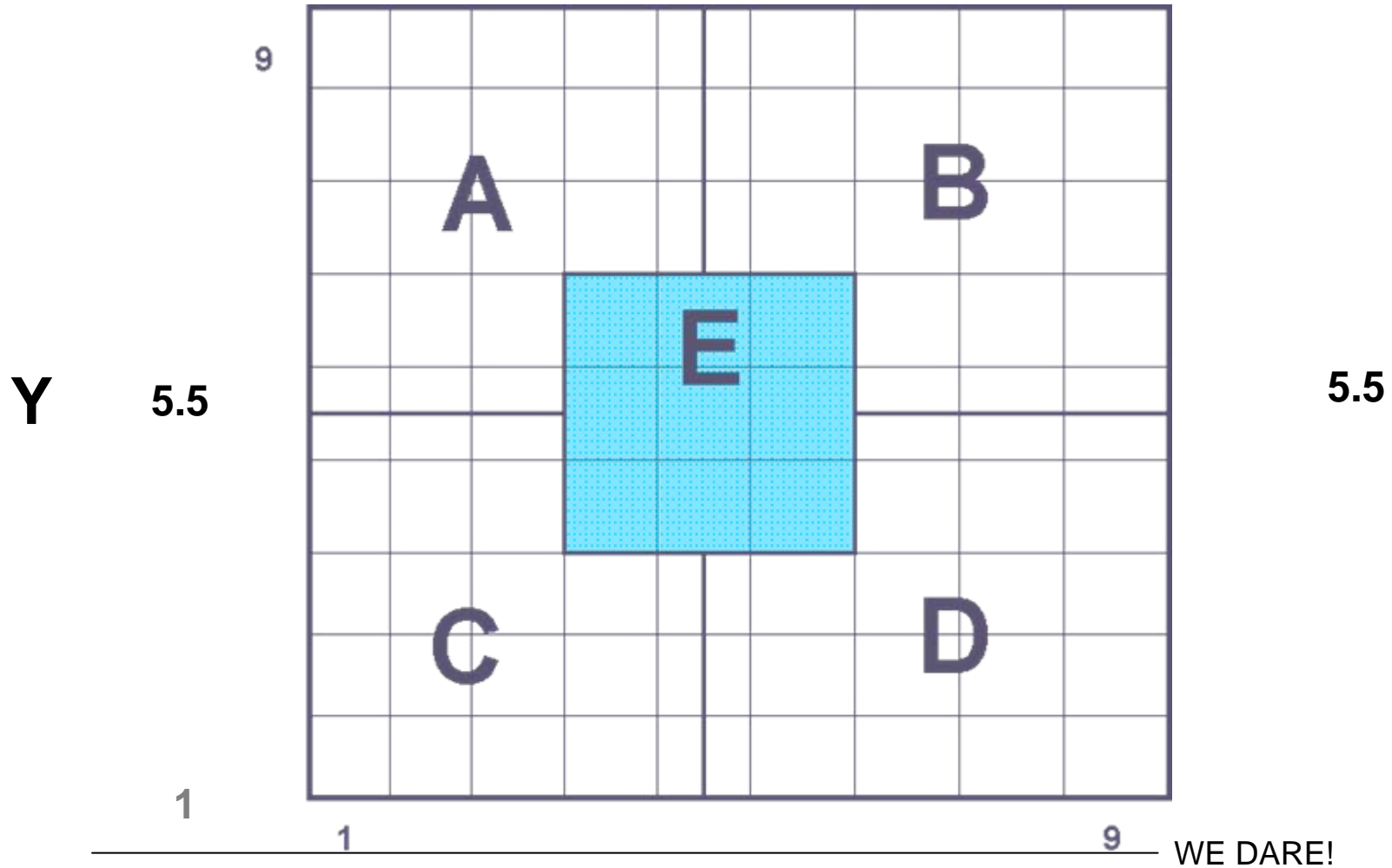
- Prioritize the top five values/attributes that best describe you.
- Answer the list of questions that best describe you.
- Total the scores for each column and multiply by 0.2.
- Plot your answer on the grid provided.

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The Managerial Grid



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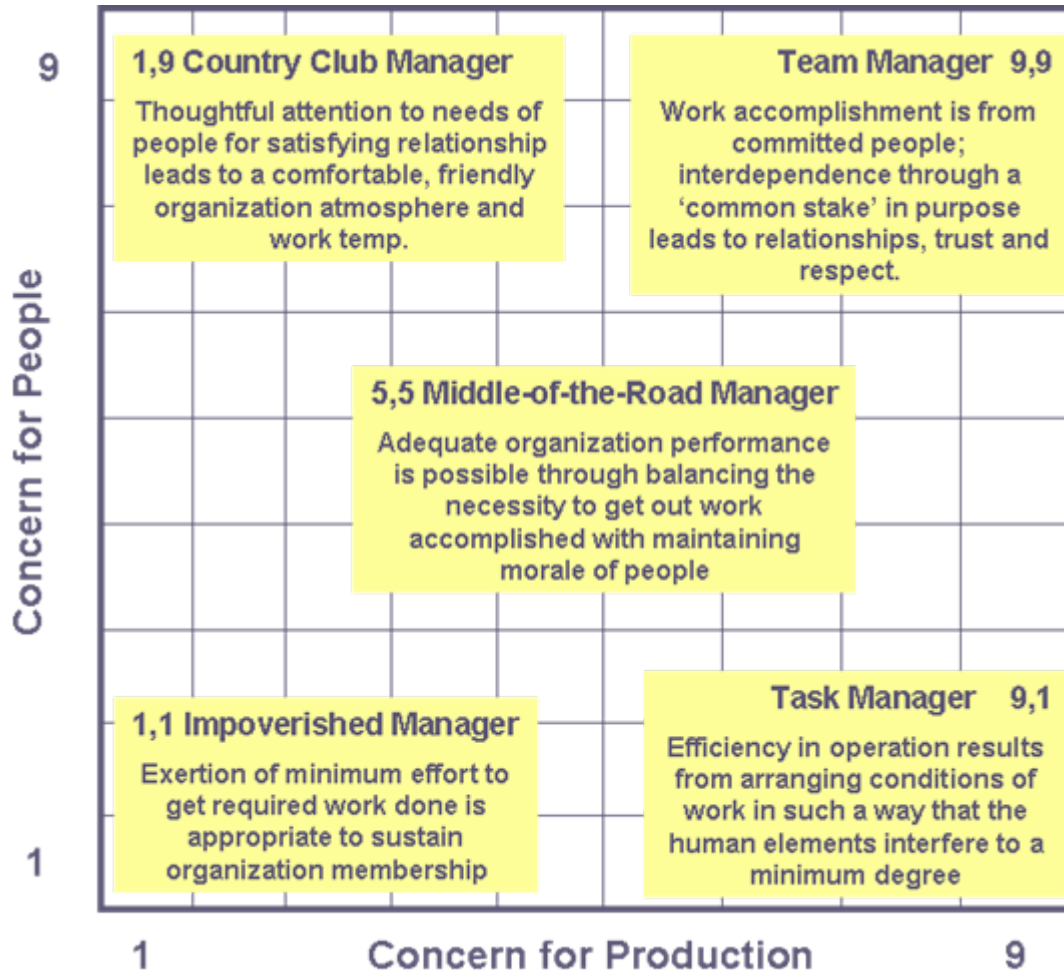
The Managerial Grid

- Robert Blake and Jane Mouton
- Focus
 - Concern for People
 - Concern for Production
 - Motivation
- Has a scale – 1 - 9

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The Managerial Grid



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The Managerial Grid

- What are the Pros and/or Cons of your leadership style?
- How do different situations affect your style?
- How do different followers (skill levels, motivations, attitudes) affect your style?
- Which style is **best**? _____ WE DARE!





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QUESTIONS?

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