Why is Leadership Doctrine Important?

• Provides a common framework in language and expectations

• Provides a fundamental set of attributes and competencies common to all cohorts and leadership levels

• Aligns leader development activities (institutional, operational and self-development domains)

• Aligns personnel management processes (OER/NCOER ratings, centralized selections, PME gate enforcement, broadening assignments)

• Prepare leaders for uncertainty, complexity, and decentralization:
  - Build trust
  - Develop and sustain a positive climate
Enduring Themes

• Core leader competencies and attributes cover the full range of leader responsibilities

• Reinforces mission command and links to adaptability

• Provides techniques to improve interpersonal skills through influence

• Counseling, coaching, and mentorship are vital to leader development

• Levels of leadership (direct, organizational, strategic)

• Leader roles
What Changed?

• Leadership requirements model (LRM) broadened
• Expanded discussion on overcoming resistance includes unified action partners
• Expanded discussion on negotiations in order to obtain the cooperation and support necessary to accomplish a mission beyond the traditional chain of command
• Expanded discussion of strategic leadership to include:
  o Balancing strategic risk
  o Delegation, empowerment & control
  o Strategic judgment & time horizon
  o Extending influence to the American people
  o Stewardship and leader development
Foundations of Army Leadership

• Leadership - an activity of influence
  o Leadership skills can be developed and improved

• Leadership - present everywhere
  o Explicit attention to how to lead, develop and achieve can improve performance

• Leadership - a multiplier of effects, both human and operational
  o Energizing and empowering greatly preferred over coercion

• Lead through action and by example
  o Leader character, presence and intellect impact follower confidence
  o Character and intellect impact judgment

• Leader courage and team trust
  o Fortitude enables initiative, innovation, persistence, critical thinking, correcting problems
  o Trust is the binding agent that enables coordinated actions across a group in order to reach common goals
“[T]he truly great leader overcomes all difficulties, and campaigns and battles are nothing but a long series of difficulties to be overcome. The lack of equipment, the lack of food, the lack of this or that are only excuses; the real leader displays his qualities in his triumph over adversity, however great it may be.”

- GEN George Marshall, 1941
Leadership Requirements Model

ATTRIBUTES

CHARACTER
- Army 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

As of 1 August 2012
The Army seeks to develop leaders who are:

• Grounded in the Army values and the Warrior Ethos

• Competent in their core competencies

• Developing subordinate leaders

• Culturally astute and able to use this awareness and understanding in the challenges and complexities of the operational environment

• Able to operate with unified action partners in the anticipated operational environment and leverage other capabilities in achieving objectives

• Broad enough to operate with a global mindset and across the range of military operations in Unified Action

• Capable of operating and providing advice at the national level