



Introduction to Army Leadership

Part 2 of 3

Attributes: Character, Presence, Intellect



Introduction to Army Leadership



Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

Part 2

- CC LDP
- Attributes
 - Character
 - Presence
 - Intellect

Part 3

- CC LDP
- Competencies
 - Lead
 - Develop
 - Achieve



Class Objectives

- Define a leader of character
- Define a leader with presence
- Define a leader with intellect
- Recognize what makes a good leader of character with presence and intellect
- Analyze the role of Army Values in leadership
- Recognize that Warrior Ethos is embedded in all aspects of Army leadership
- Discuss examples of leaders who exhibit the qualities of a leader of character with presence and intellect



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LEADERSHIP ASSESSMENT REPORT				CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122				
PART I - Attributes (<i>what a leader is</i>): Characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves								
1. Character: A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences								
ARMY VALUES (Comments mandatory in Part III for all "NO" entries)				Yes	No		Yes	No
1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers								
2. DUTY: Fulfills professional, legal, and moral obligations						5. HONOR: Adherence to the Army's putridly dedicated code of values		
3. RESPECT: Treats others as they should be treated, promotes dignity, consideration, & fairness						6. INTEGRITY: Does what is right both legally and morally; honest in word and deed		
4. SELFLESS-SERVICE: Places welfare of others and Army priorities before self						7. PERSONAL COURAGE: Faces fear, danger, or adversity		
EMPATHY: The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions								
WARRIOR ETHOS: I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade								
<i>Mark "E", "S", or "N" for each observed attribute and/or core leader competency. IMPROVE comments in Part II are mandatory when rating of "N" is indicated</i>								
2. Presence The impression that a leader makes on others, which contributes to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions)	MB	Military Bearing (E S N PF)			Physically Fit (E S N)			
	Projecting a commanding presence and professional image of authority				Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress			
	CF	Confident (E S N RS)			Resilient (E S N)			
	Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions				Showing a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus			
3. Intellectual Capacity The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities	MA	Mental Agility (E S N SJ)		Sound Judgment (E S N IN)		Innovation (E S N)		
	Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation			Assesses situations and draws feasible conclusions; makes sound and timely decisions		Ability to introduce something new; is original in thoughts and ideas; creative		
	IP	Interpersonal Tact (E S N DK)			Domain Knowledge (E S N)			
	Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you				Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural and geopolitical knowledge			
PART II - Core Leader Competencies (<i>what a leader does</i>): Works to lead others; develops themselves, their subordinates and organizations to achieve mission accomplishment								
1. Leads The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment	LD	Leads Others (E S N EI)			Extends Influence beyond CoC (E S N)			
	Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives				Uses indirect means to influence others outside normal chain of command. Involves diplomacy, negotiation, conflict resolution and mediation			
	LE	Leads by Example (E S N CO)			Communicates (E S N)			
Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character				Clearly expresses ideas to ensure understanding; actively listens to others; and practices effective communication techniques				
2. Develops Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care	CP	Creates a Positive Environment (E S N PS)		Prepares Self (E S N DO)		Develops Others (E S N)		
	Creates a positive cultural and ethical environment			Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead		Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile		
	GR	Gets Results (E S N)						
Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment								



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BE

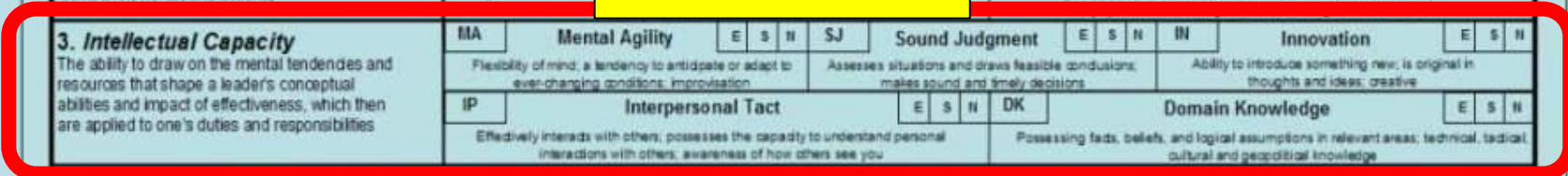
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	DO	Develops Others	
Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile			
3. Achieves Sets objectives and focuses on mission accomplishment	GR	Gets Results	
	Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment		



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	IP	Interpersonal Tact	E S N DK
		Sound Judgment	E S N IN
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	LE	Leads by Example	E S N CO
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		Prepares Self	E S N DO
3. Achieves Sets objectives and focuses on mission accomplishment	GR	Gets Results	E S N

KNOW





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	Projecting a commanding presence and professional image of authority		Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress
	CF Confident <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N <input type="checkbox"/> RS	Resilient <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N	
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1. Leads The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment	LD Leads Others <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N <input type="checkbox"/> EI	Extends Influence beyond CoC <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N	
	Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives		Uses indirect means to influence others outside normal chain of command. Involves diplomacy, negotiation, conflict resolution and mediation
	LE Leads by Example <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N <input type="checkbox"/> CO	Communicates <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N	
	Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character		Clearly expresses ideas to ensure understanding; actively listens to others; and practices effective communication techniques
2. Develops Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care	CP Creates a Positive Environment <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N <input type="checkbox"/> PS	Prepares Self <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N	DO Develops Others <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N
	Creates a positive cultural and ethical environment		Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead
3. Achieves Sets objectives and focuses on mission accomplishment	GR Gets Results <input type="checkbox"/> E <input type="checkbox"/> S <input type="checkbox"/> N		
	Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment		



A Leader of Character

Character: *A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences.*

Character Attributes contain:

- Army Values
- Empathy
- The Warrior Ethos
- Discipline



Who and/or what has influenced YOUR character?



Army Values in Action

“All men are frightened. The more intelligent they are, the more they are frightened. The courageous man is the man who forces himself, in spite of his fear, to carry on.”

General George S. Patton, Jr. War As I Knew It (1947)

L
D
R
S
H
I
P

L **LOYALTY**

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

D **DUTY**

Fulfill your obligations.

R **RESPECT**

Treat people as they should be treated.

S **SELFLESS
SERVICE**

Put the welfare of the Nation, the Army, and subordinates before your own.

H **HONOR**

Live up to all the Army Values.

I **INTEGRITY**

Do what's right—legally and morally.

P **PERSONAL
COURAGE**

Face fear, danger, or adversity (physical or moral).





Empathy in Action

- ✓ See things from another's point of view
- ✓ Train Soldiers to survive and be competent to complete the mission
- ✓ Share hardships with subordinates
- ✓ Provide Soldiers with reasonable comfort and rest
- ✓ Have empathy for Army families, local populace, and even the enemy

Cross-Cultural Competence



C3 refers to the knowledge, skills, and motivation that enable individuals to adapt effectively in different environments.



Warrior Ethos in Action

SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.



U.S. ARMY

**WARRIOR
ETHOS**

Warrior Ethos is imbedded in the Soldiers' Creed. It is non-negotiable and the heart of who we are.



Discipline in Action

➤ A leader of character demonstrates discipline in one's own performance and encourages others to follow good practices of discipline

➤ As situations call, a leader of character is ready to enforce discipline when others fail to adhere to Army Values or other set standards and practices

Discipline

*The difference between
good and great.*



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BE

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Military Bearing

Projecting a commanding presence and professional image of authority

Confident

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Physically Fit

Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress

Resilient

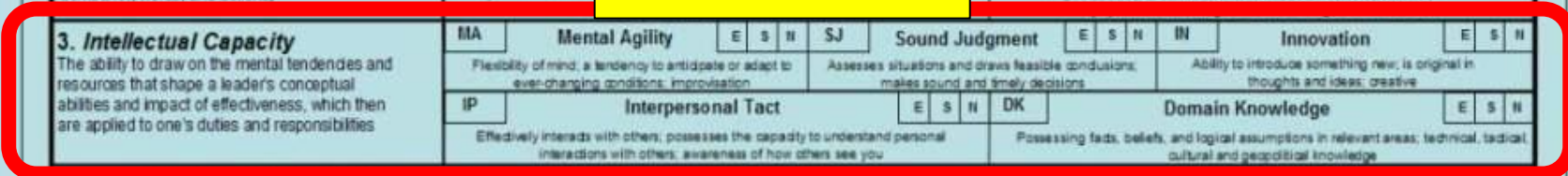
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6. INTEGRITY: Does what is right both legally and morally; honest in word and deed			
7. PERSONAL COURAGE: Faces fear, danger, or adversity			
EMPATHY: The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions			
WARRIOR ETHOS: I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade			
Mark "E", "S", or "N" for each observed attribute and/or core leader competency. IMPROVE comments in Part II are mandatory when rating of "N" is indicated			
2. Presence The impression that a leader makes on others, which contributes to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions)	MB	Military Bearing	E S N PF
	CF	Projects self-confidence	E S N RS
		Physically Fit	E S N
		Resilient	E S N
3. Intellectual Capacity The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities	MA	Mental Agility	E S N SJ
	IP	Interpersonal Tact	E S N DK
		Sound Judgment	E S N IN
		Innovation	E S N
PART II - Core Leader Competencies (what a leader does): works to lead others; develops themselves, their subordinates and organizations to achieve mission accomplishment			
1. Leads The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment	LD	Leads Others	E S N EI
	LE	Leads by Example	E S N CO
2. Develops Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care	CP	Creates a Positive Environment	E S N PS
		Prepares Self	E S N DO
3. Achieves Sets objectives and focuses on mission accomplishment	GR	Gets Results	E S N

KNOW





A Leader With Intellect

- ✓ *The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and effectiveness*
- ✓ *Applied to the leader's duties and responsibilities*



Mental Agility

Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation

Sound Judgment

Assesses situations and draws feasible conclusions; makes sound and timely

Innovation

Ability to introduce something new; is original in thoughts and ideas; creative

Interpersonal Tact

Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you

Domain Knowledge

Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural, and geopolitical knowledge



APOLLO 13



James A. Lovell, Jr.
John L. Swigert, Jr.
Fred W. Haise, Jr.

ATTRIBUTES

Character

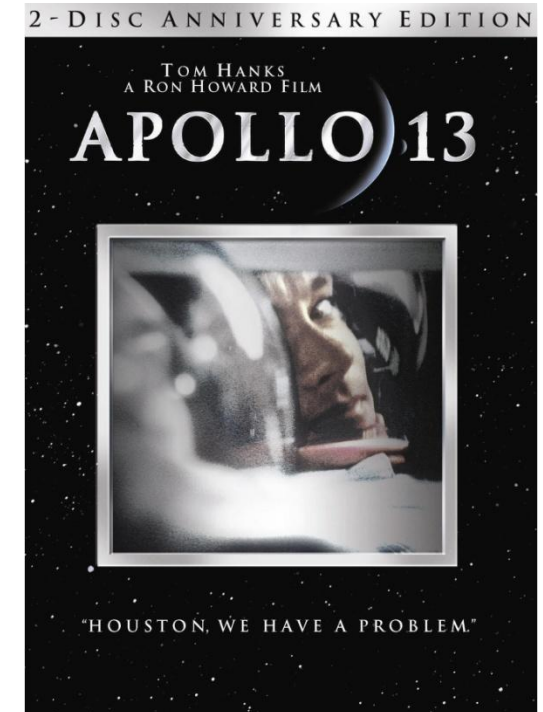
(Army Values, Empathy, Warrior Ethos, Discipline)

Presence

(Military Bearing, Physically Fit, Confident, Resilient)

Intellectual Capacity

(Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Domain Knowledge)





APOLLO 13

- ✓ **Divide into two teams**

Apollo 13 Crew

Mission Control

- ✓ **Watch the video.**

- ✓ **Assess your team on the following ATTRIBUTES:**

Character

(Army Values, Empathy, Warrior Ethos, Discipline)

Presence

(Military Bearing, Physically Fit, Confident, Resilient)

Intellectual Capacity

(Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Domain Knowledge)



APOLLO 13

Discuss the “Blue Card” Leader Attributes identified during the video clip. Be specific and use “Blue Card” terminology.

Character

(Army Values, Empathy, Warrior Ethos, Discipline)

Presence

(Military Bearing, Physically Fit, Confident, Resilient)

Intellectual Capacity

(Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Domain Knowledge)



Next Class



Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

Part 2

- CC LDP
- Attributes
 - Character
 - Presence
 - Intellect

Part 3

- CC LDP
- Competencies
 - Lead
 - Develop
 - Achieve



*Be Safe. Be Smart. Be Legal.
Stay Focused on YOUR Goals.*

Are YOU committed?

Are YOU ...



?