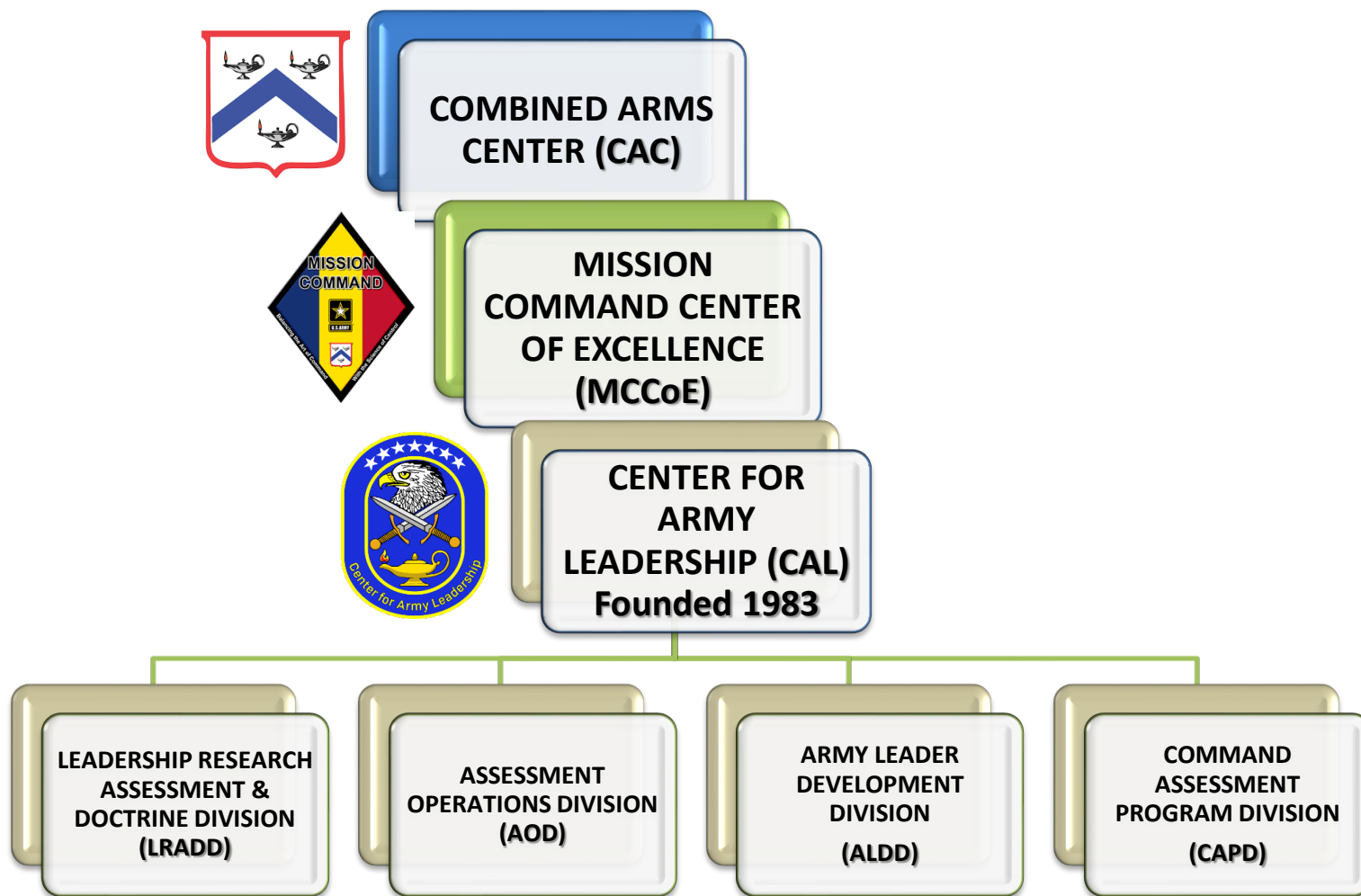




Developing Leaders and Improving Organizations

Center for Army Leadership
Unit/Date TBD

Mission: The Center for Army Leadership conducts studies, develops doctrine, provides assessment programs, and develops products and services that improve Army leadership, support developing leaders, and strengthen the profession in order to achieve positive command climates and mission ready units.



Leadership: The activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22, Ch. 1).

○ Climate

- When climates are positive, Soldiers perceive...
 - their leaders as more effective
 - their units as better prepared

○ What to expect

- Information
- Insights
- Blind spots
- Negative feedback
 - *“I never receiving counseling”*
 - *“There’s no time for schools”*
 - *“We don’t develop our leaders”*
- Don’t get defensive, view as opportunity
- Act and make improvements



Climate versus Culture

Climate

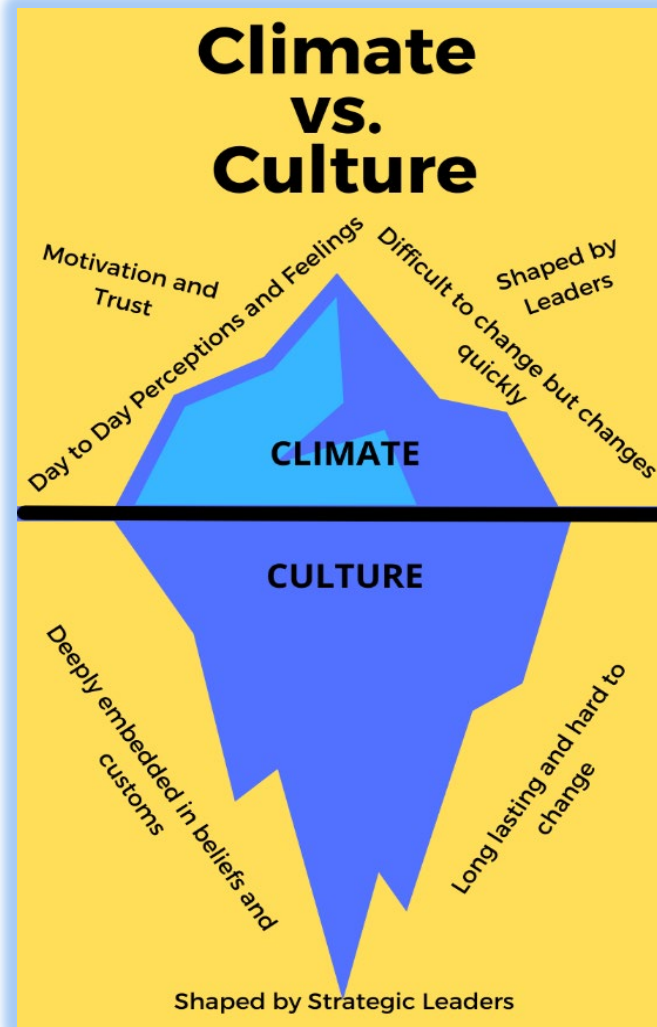
(ADP 6-22 and AR 600-100)

How members think and feel about their organization on a day-to-day basis.

Culture

(ADP 6-22 and AR 600-100)

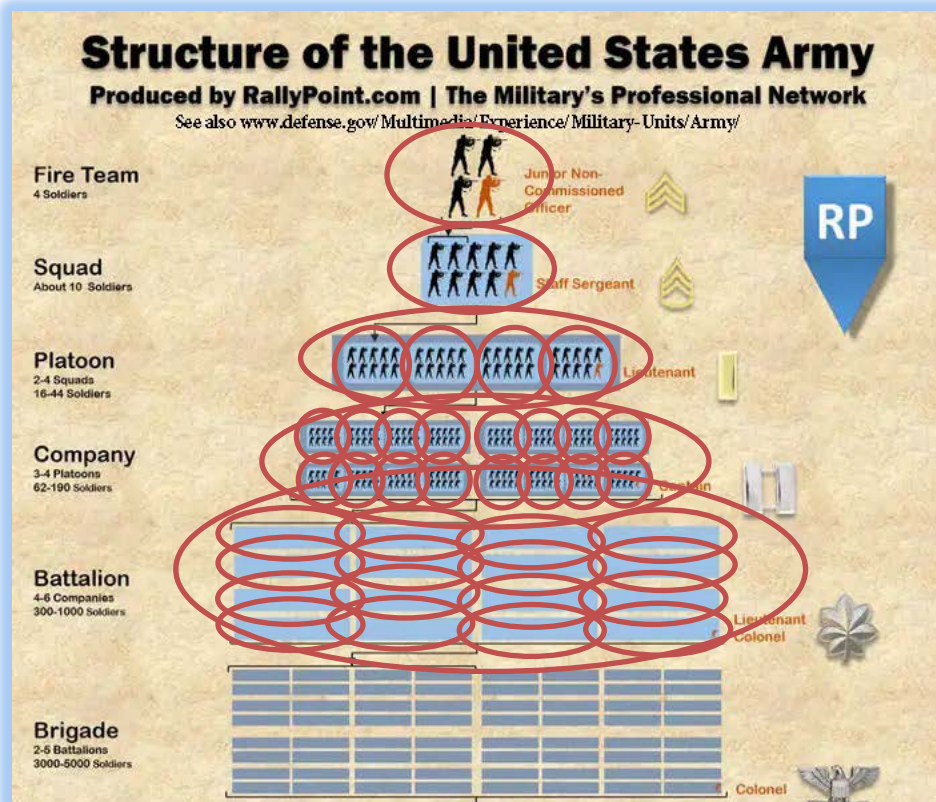
The shared set of beliefs, values, assumptions, norms, and symbols that unite a group and characterize the larger institution over time.



- Shorter-term
- Shared perceptions and attitudes
- Shaped by organizational and direct leaders
- Depends on a network of personalities within the organization

- Longer lasting
- Deeply embedded and enduring beliefs
- Evolves slowly
- Shaped by strategic leaders

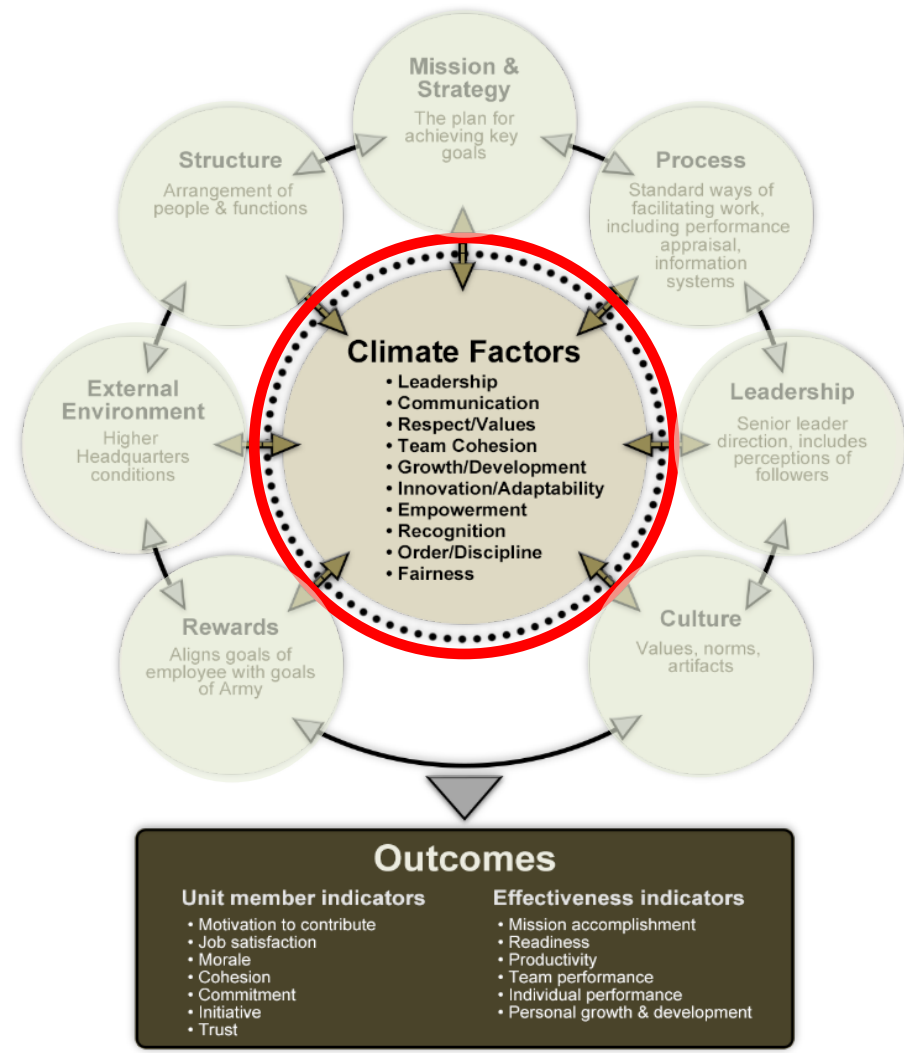
Your unit is influenced by many overlapping climates



Climate is a function of the people, groups, conditions, all of which can and will change

- Different climates can exist at every level of the organization
- Not every group requires the same effort and strategy
- Groups require flexibility to tailor strategies to their needs
- ALL are expected to live by and uphold the Army Values

What can you do to improve your unit's climate?



People are a part of readiness

- Climate is “self awareness” for your organization

Focus on what's within your control

- 10 Climate Factors

Be aware of external influences

- Beyond your control, but must be considered

Start having conversations

- Regular and honest
- Eliminate zero defect mentality

Climate is more than your annual DEOCS

Build a climate action plan...

Step 1: Assess your unit's current command climate

- Formal assessments: Army Climate Assessment long & short forms; DEOCS
- Informal assessments: Observe, listen, and talk to your people

Step 2: Build your plan

- Acknowledge the strengths and weaknesses of your unit
- Consider investment vs. impact
- Focus on what is in your control

Step 3: Take action

- Communicate your plan
- Create short-term wins
- Change takes time
- Adjust course as needed

Step 4: Follow-up

- Provide your people regular progress updates
- Perform climate check-up assessments at regular intervals

If you ask for climate feedback but do not act on it, over time your people will stop giving you meaningful feedback.

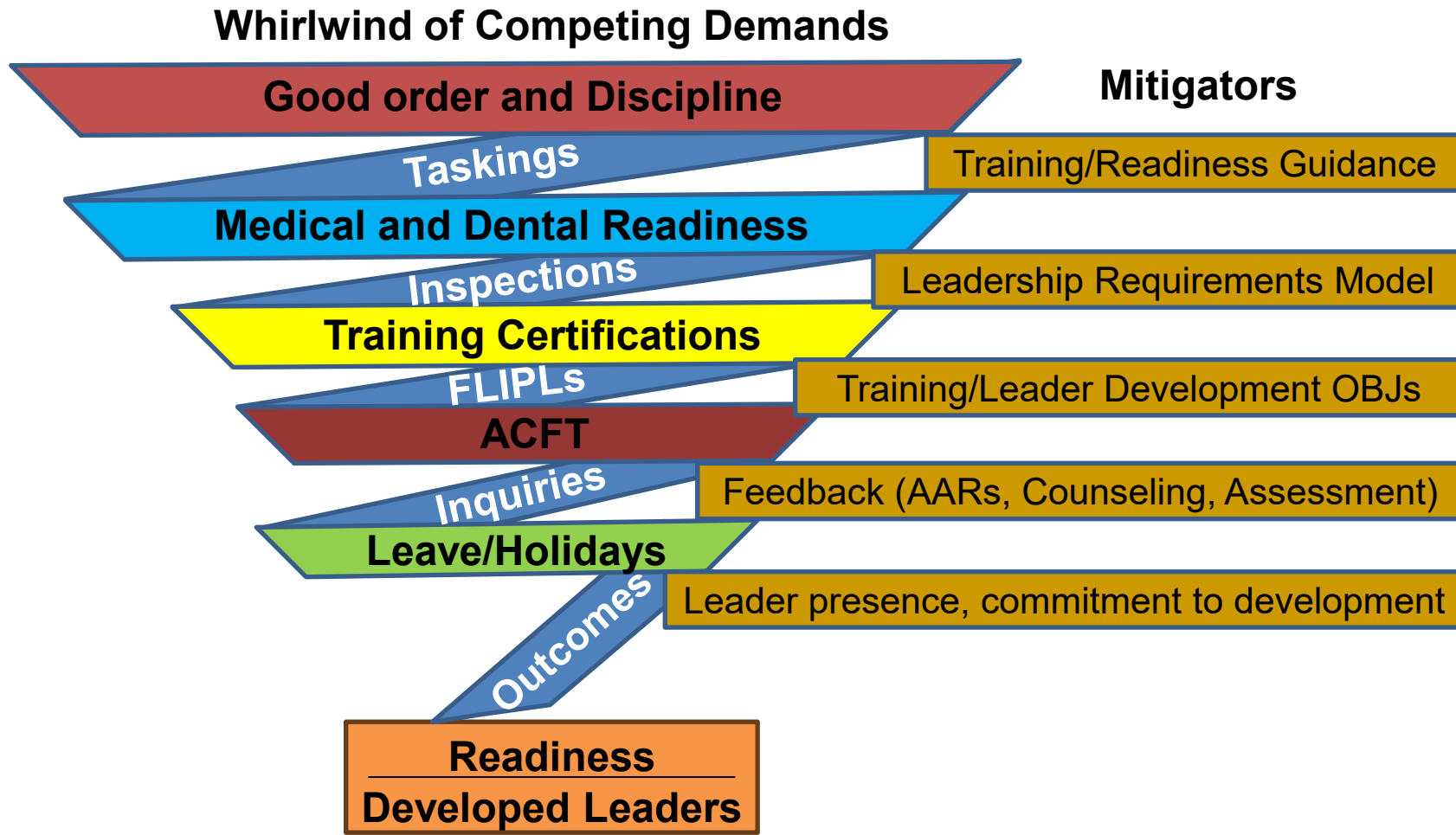
Leader Development

What is leader development?

Leader Development: The deliberate, continuous, and progressive process—founded in the Army ethic—that develops Soldiers and Army Civilians into competent, committed professional leaders of character.

- Leaders are developed through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains. (ADP 6-22)
- Leader development is inclusive of all cohorts and components, beginning prior to accession and continuing until the leader leaves service. (AR 350-1)





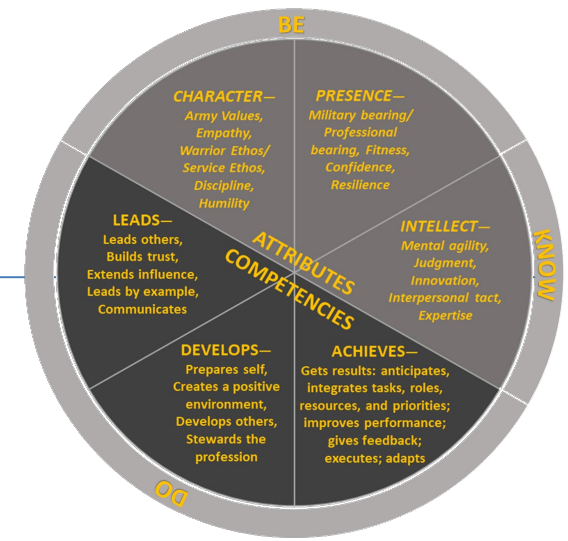
“Each leader-subordinate interaction is a development opportunity and inseparable from training, enforcing standards, and setting a personal example.”
~ FM 6-22

Successful leader development tenets (FM 6-22)

1. Strong commitment to leader development.
2. Clear purpose for leader development.
3. Supportive relationships and culture of learning.
4. Institutional, operational, and self-development domains that enable education, training, and experience.
5. Providing, accepting, and acting upon candid assessment and feedback.

To facilitate leader development, an Army leader...

- Prepares self
- Develops others
- Stewards the profession
- Creates a positive environment



Leadership Requirements Model (LRM)

Step 1: Determine strengths and developmental needs of your unit

(FM 6-22: Chapter 3-2)

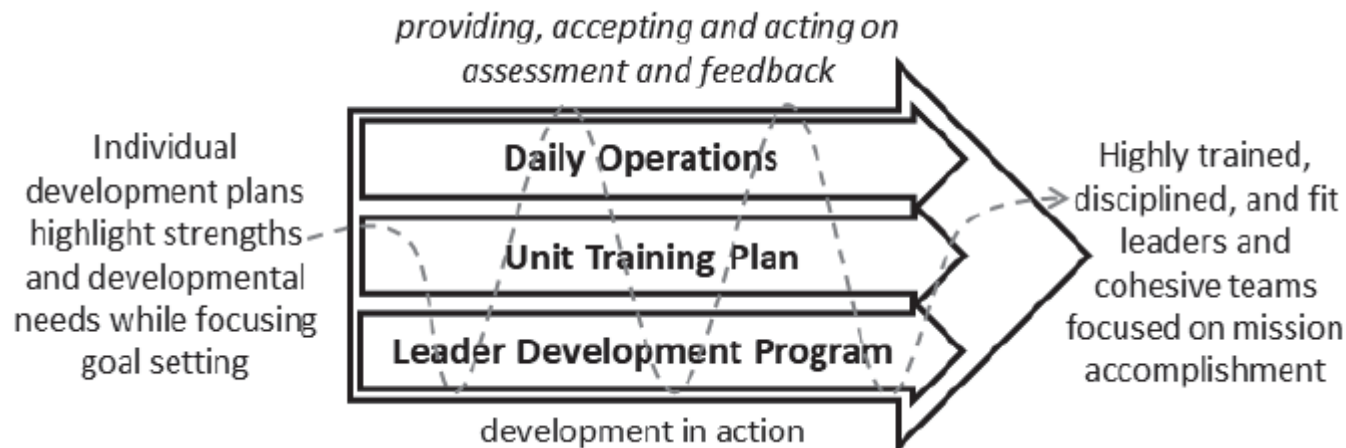
- Read Army doctrine to help you set up your plan (FM 6-22: Chapter 5)
- Formal assessments (Athena, CAP, LDR360, Unit360)
- Gather feedback from others (Superiors, Peers, Subordinates)

Step 2: Set goals (FM 6-22: Chapter 3-3)

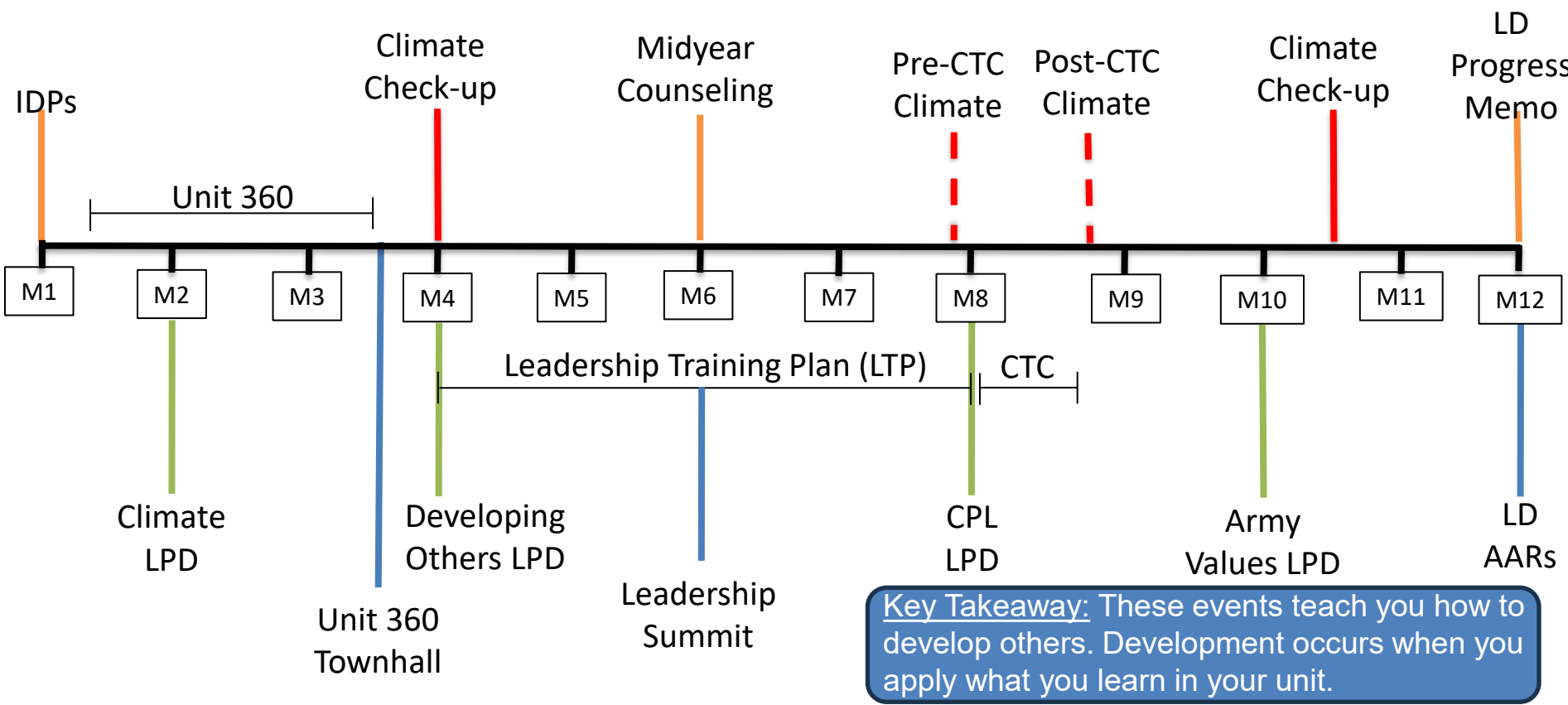
- Make Individual Development Plans (IDP)
- Consider short- and long-term goals and career planning

Step 3: Developmental actions (FM 6-22: Chapter 4)

How will you ensure leader development for each of your subordinate leaders?



Example Program to Develop Leaders



Key Takeaway: These events teach you how to develop others. Development occurs when you apply what you learn in your unit.

Weekly Goals

- PT Mini-LPDs
- Train 1-2 level up/OJT
- LD Check-ins
- Tactical Rehearsals
- Battlefield Circulation
- Coaching/Mentoring

Time Commitment

1-3 Hours/Week

Enduring Goals

- Drive meaningful change
- Do the right thing – always
- Build teams and relationships
- Care for teammates and families
- Invest in people
- Maintain standards and discipline

Look for daily opportunities to implement and practice what you've learned about developing others

Counseling

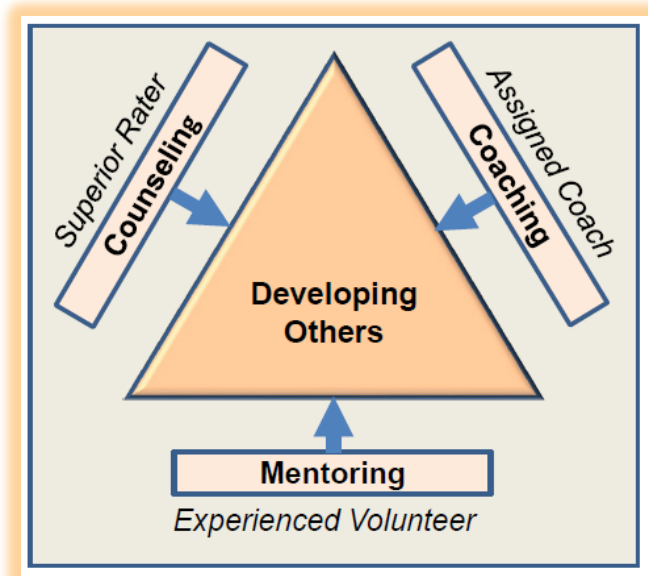
- Guiding subordinates to improve performance and develop their potential.
- Help subordinates identify strengths and weaknesses.
- Help subordinates develop a plan of action.

Coaching

- Teaching and guiding to bring out and enhance capabilities already present.
- Help learners understand and improve their current level of performance.
- Help learners reach the next level of development.

Mentoring *(Surveys suggest few Soldiers have a Mentor)*

- A voluntary developmental relationship between a person of greater experience and a person of lesser experience.
- Mentors provide advise and counsel over time to aid personal growth.
- Mentoring relationships are most effective outside the superior-subordinate relationship.



Tools for Leaders

CAL has tools to help you improve your unit's command climate...

Are you a book learner?

- The Climate Handbook is a short, easy read that contains climate tips, vignettes, and case studies to help you understand, assess, create, and sustain a positive command climate

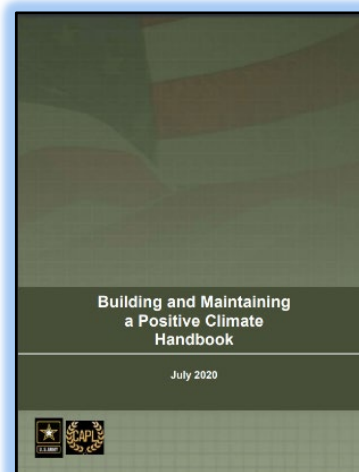
[Climate Handbook | CAL \(army.mil\)](#)

Are you a hands-on learner?

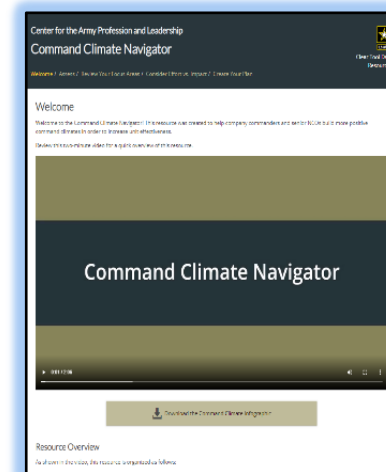
- The Command Climate Navigator is an online interactive tool to help you assess your unit's command climate and develop an action plan

[Command Climate Navigator | CAL \(army.mil\)](#)

Climate Handbook



Command Climate Navigator



"It forced us to sit back and think about our company command goals and how they were affected by the climate, and then figure out what we wanted to do about it." – 1SG

"The tailored climate resources were the most beneficial part – then I could create the plan right in the moment. That they were all together in one place, helped with brainstorming and made sure I didn't have to come up with all the ideas myself." – CPT, Co Commander

Leader Professional Development (LPD) Kits

What is an LPD Kit?



The Center for Army Leadership (CAL) developed a collection of ready-made Leader Professional Development (LPD) kits you can use to support your LPD program and improve critical leadership skills.

The kits align with the Army Leadership Requirements Model (LRM), address leadership areas of need, generate group discussion, and empower leaders to grow.

Common LPD Administration Methods

- Classroom lecture/traditional approach
- Leadership summit
- Cascading learn/teach approach
- “There I was...” group discussions/OJT
- Post-PT/End of the day mini-LPD cards
- LD check-ins
- Battlefield circulation

See FM 6-22 Ch. 5 for more ideas

WHAT IS INCLUDED?

Each kit includes a quick start guide, facilitator guide with everything you need to prepare, slides for the presentation, and handouts for the audience. These pre-packaged kits help you focus on teaching others rather than spending time on creating materials.

Explore the CAL website...

The Center for Army Leadership's website is a repository for leader development tools, resources, Army leadership doctrine, handbooks, and trainings.

We provide you with the information and resources needed for self-development and developing others into more effective Army leaders.



<https://cal.army.mil/>

Recap of CAL's Leader Development Resources

If you want help building trust and cohesive teams:

- [Building Cohesive and Adaptive Teams Small Unit Leader Training Aid](#)
- [LPD Kit - Building Trust to Improve Working Relationships](#)

If you want to help a leader plan their self-development:

- [Interactive Leader Development Guide](#)
- [Athena Leader Self-Development Tool](#)

If you want to improve your unit's command climate:

- [Climate Handbook](#)
- [Command Climate Navigator](#)
- [LPD Kit - Building a Positive Climate](#)

If you want to address counterproductive leadership behaviors:

- [Counterproductive Leadership](#)
- [LPD Kit - Dealing with Counterproductive Leadership](#)

If you want to provide more effective feedback to others:

- [Counseling Enhancement Tool](#)
- [DA 4856 Form](#)
- [DA 7906 Form](#)

If you want ready-made LPD kits to support your program for developing leaders:

- [LPD Kits | CAL \(army.mil\)](#)

If you are interested in CAL leadership SMEs speaking to your unit, contact us on our website:

- <https://cal.army.mil/contactus.php>

The CAL website also has case studies, leader development handbooks, interactive multimedia instruction trainings, and more.

Any Questions?