

INFORMATION PAPER

SUBJECT: Army Leadership Attribute - Empathy

1. PURPOSE: To describe status of Empathy as an Army Leadership Requirements Model Attribute driving change within the Army.

2. BACKGROUND:

a. The 2000 Army Training and Leader Development Panel conducted a series of research studies in collaboration with the Army Research Institute, the Army War College, and the Center for Army Leadership (CAL) to identify the requirements of current and future Army leaders. This work provided the foundation for the Army Leadership Requirements Model (LRM). Empathy was one of the original attributes included in the LRM as published in 2006. The LRM has been continuously confirmed via Army annual surveys and assessments (e.g., CAL's Annual Survey of Army Leadership (CASAL), LDR360, the Army Commander Evaluation Tool (ACET), etc)

b. Attributes are a characteristic of the person whether or not the person is in a leadership position or performing a leadership behavior. The attributes don't define leadership but contribute to it. They are "enablers" for the leadership competencies. Competencies and attributes are holistic and interrelated. Competencies occur between a leader and one or more other people, and attributes are inherent to a person.

c. CAL's focus on the LRM and its attribute of empathy is intended to improve:

- 1) Leader Development: Empathy underpins the ability to build trust and cohesion.
- 2) Leader effectiveness: Leaders who develop and demonstrate empathy are then able to generate conditions that sustain a positive climate; and
- 3) Counterproductive leadership: Empathy plays a significant role in the prevention of these behaviors.

d. CAL developed a social media campaign to raise awareness of the empathy portfolio. The campaign is intended to raise awareness of the empathy portfolio available to Soldiers and units. These products consist of multiple videos and a hip-pocket training guide/smartcard located at <https://cal.army.mil/Resource-Library/Empathy>.

3. To receive more information about the Army attribute Empathy, contact the Center for Army Leadership.

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