

LEADERSHIP EFFECTIVENESS AND DEVELOPMENT REFERENCE (LEADR) CARD

LEADERSHIP



THE ACTIVITY OF INFLUENCING PEOPLE BY PROVIDING PURPOSE, DIRECTION, AND MOTIVATION TO **ACCOMPLISH THE MISSION** AND **IMPROVE THE ORGANIZATION** (ADP 6-22).

COMPETENCIES: WHAT A LEADER DOES	ATTRIBUTES: WHO A LEADER IS
<ul style="list-style-type: none"> ◆ LEADS OTHERS: influences others effectively ◆ BUILDS TRUST: respects others, exercises fairness, & builds rapport ◆ EXTENDS INFLUENCE: uses indirect influence, influences those outside direct authority ◆ LEADS BY EXAMPLE: walks the talk, exemplifies Army values through actions ◆ COMMUNICATES: shares information effectively ◆ PREPARES SELF: self-motivated, self-aware of developmental needs ◆ CREATES A POSITIVE ENVIRONMENT: builds cohesive teams that are positive, fair, & inclusive ◆ DEVELOPS OTHERS: provides coaching, counseling, & mentoring to help others grow ◆ STEWARDS THE PROFESSION: manages unit resources, improves unit systems & SOPs ◆ GETS RESULTS: prioritizes, organizes, & tasks others 	<ul style="list-style-type: none"> ◆ CHARACTER: Army Values, Empathy, Warrior Ethos, Discipline, Humility ◆ PRESENCE: Military Bearing, Professional Bearing, Fitness, Confidence, Resilience ◆ INTELLECT: Mental Agility, Judgment, Innovation, Interpersonal Tact, Expertise
COMMAND CLIMATE FACTORS:	
<p>Shared attitudes members have about their unit, leaders, & policies. Climate influences unit outcomes (readiness, trust, cohesion, performance; ADP 6-22).</p>	
<ul style="list-style-type: none"> <li style="width: 50%;">◆ Leadership <li style="width: 50%;">◆ Growth/Development <li style="width: 50%;">◆ Communication <li style="width: 50%;">◆ Innovation/Adaptability <li style="width: 50%;">◆ Respect/Values <li style="width: 50%;">◆ Recognition <li style="width: 50%;">◆ Team Cohesion <li style="width: 50%;">◆ Order/Discipline <li style="width: 50%;">◆ Empowerment <li style="width: 50%;">◆ Fairness 	

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CTC's MISSION

PROVIDE A CRUCIBLE TRAINING EXPERIENCE **FOCUSED ON UNIT READINESS BALANCED WITH LEADER DEVELOPMENT** IN COMPLEX AND HIGHLY REALISTIC OPERATIONAL ENVIRONMENTS (AR 350-50).

DISCUSSION POINTS	TIPS ON PROVIDING EFFECTIVE FEEDBACK
<p>Ask your RTU counterpart how their overall leadership effectiveness was during this training rotation.</p> <p>Discuss a competency, attribute, or command climate factor that you observed your RTU counterpart being effective. Include specific example(s).</p> <p>Discuss a competency, attribute, or command climate factor your RTU counterpart could improve. Include specific example(s).</p> <ul style="list-style-type: none"> ◆ <i>What factors (situational, personality, past experiences) could have influenced your behavior in this way?</i> ◆ <i>How are you, others, and/or the unit impacted by this behavior?</i> ◆ <i>How did you intend for this behavior to come across to others? How do you think others perceived this behavior?</i> <p>Brainstorm with your RTU counterpart how they could improve.</p> <ul style="list-style-type: none"> ◆ <i>What are you focused on right now?</i> ◆ <i>Where do you see yourself/your unit in 48 hours?</i> ◆ <i>What do you need to do to get there? What can I do to help?</i> 	<ul style="list-style-type: none"> ◆ Make the conversation a two-way street ◆ Put yourself in your counterpart's shoes ◆ Brief back what your counterpart said ◆ Encourage your counterpart to think of ways to improve their effectiveness
LEADERSHIP MATTERS!	
<p>Effective leadership compensates for deficiencies whereas poor leadership can negate advantages (ADP 3-0).</p>	
<div style="display: flex; justify-content: space-around; align-items: center;">  <div style="text-align: center;"> <p>Center for Army Leadership</p> </div>  </div>	