



Leadership Discussion



Overarching Themes

- 1. Leadership is the cornerstone of successful team building*
- 2. Be a Professional, accept nothing less*
- 3. Lead by example*

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What is Leadership?



*"Leadership is a function of knowing yourself, having a **vision** that is well communicated, **building trust** among colleagues, and **taking effective action** to realize your own leadership potential."*



Leadership Traits and Skills



Traits

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress

Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

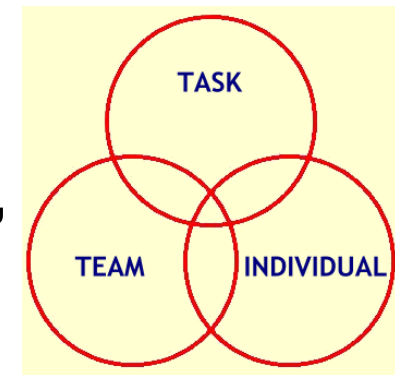


Leadership Interaction



Leaders are concerned with the interaction of 3 areas:

- 1. Task** – goal setting, methods and process
- 2. Team** – effective interaction/communication, clarify roles, team morale
- 3. Individual** – attention to behaviour, feelings, coaching





Are you all Leaders/Professionals?



- Are you teaching, guiding or leading future professionals?
- What are your definitions or key terms that describe a profession?
- What is the current overarching opinion about students that go to Career and Technical Campuses?



From the Bottom to the Top



- How did the military transform a 1.4 Million person workforce from Vietnam to today?

Five Essential Characteristics of the Army Profession

Military Expertise



Our Ethical Application of Landpower

Honorable Service



Our Noble Calling to Service and Sacrifice

Trust



The Bedrock of our Profession

Esprit de Corps



Our Winning Spirit

Stewardship of the Profession



Our Long Term Responsibility

Trust between Soldiers
 Trust between Soldiers and Leaders
 Trust between Soldiers, their Families and the Army
 Trust between the Army and the American People

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage
Ethical Foundation: Legal and Moral



Professions build Leaders



- Close your eyes...everyone think of a leader from your life...at home, at school, or at work
- What are those special traits that made you remember them?
- Are they similar to your past experiences?

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.

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

- Oath to Constitution
- Subordinate to law &

Combat Power: Unifier and

Influence: Commitment, Compliance and

Positive and harmful forms of leadership

Levels of Leadership

Direct – Refine ability to apply competencies at a proficient level
 Organizational – Apply competencies to increasingly complex situations
 Strategic – Shape the military through change over extended time

Special Conditions of Leadership

Formal – designated by rank or position, command is an example
 Informal – take initiative and apply special expertise when appropriate
 Collective – synergistic effects achieved with multiple leaders aligned by purpose
 Situational – actions adjusted to complex and uncertain environments

Outcomes

Secured U.S. interests
 Mission success
 Sound decisions

Expertly led organizations
 Stewardship of resources
 Stronger families

Fit units
 Healthy climates
 Engaged Soldiers & Civilians



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General Perkin's Wisdom



- To know why to do something is **WISDOM.**
- To know how to do something is **SKILL.**
- To know when to do something is **JUDGMENT.**
- To strive to do it best is **DEDICATION.**
- To do it for the benefit of others is **SERVICE.**
- To want to help others is **COMPASSION.**
- To do it quietly is **HUMILITY.**
- To get the job done is **ACHIEVEMENT.**
- To get others to do all these things is **LEADERSHIP.**



The U.S. Army is committed to learning and supporting educators

Leaders For Life, All For One!