

Principles of Leadership

- I. Purpose of Leadership
 - a. Process of influencing by providing PURPOSE, DIRECTION, MOTIVATION
 - i. To accomplish mission
 - ii. To improve organization
 - b. Process that can be LEARNED, MONITORED and IMPROVED
 - c. Responsible for DEVELOPING individuals and IMPROVING the organization
 - d. Leadership is a MULTIPLIER of effects
 - i. Focuses
 - ii. Synchronizes
 - iii. Uses resources efficiently
 - iv. Energizes and motivates
 - v. Achieves desired outcomes

- II. Components of Leadership
 - a. 2 parts – LEADERS and FOLLOWERS
 - i. Each is mutually dependent on the other
 - ii. Leaders balance mission accomplishment with treatment of followers
 1. Open communication
 2. Trust
 3. Cohesion
 4. Teamwork
 - b. Every Leader is ALSO a follower
 - i. Learns loyalty
 - ii. Subordination
 - iii. Respect for superiors
 - iv. When and how to disagree

- III. Applying Influence
 - a. Mitigate resistance by anticipating:
 - i. What others value
 - ii. Reactions to influence
 - iii. Shared understanding of common goals
 - iv. Commitment to organization or mission
 - v. Trust in organization and leader
 - b. Build trust
 - i. Be honest
 - ii. Be dependable
 - c. Encourage commitment to SHARED goals

- IV. Leaders and Courage
 - a. Accept responsibility to develop and lead others to achieve results
 - i. Must overcome fear, danger, adversity
 - ii. Requires personal courage, innovation, adaptation
 - iii. Often requires being candid with superior or deference to competence
 - b. Self-awareness to learn from each decision and action

- V. Situational
 - a. Leaders adjust actions based on the situation
 - i. Setting
 - ii. People and team
 - iii. Adversary
 - iv. Mission

- VI. Informal and Collective Leadership
 - a. Informal
 - i. Exists throughout the organization
 - ii. Manifested in knowledge, experience, expertise
 - b. Collective
 - i. Happens when leaders at different levels synchronize actions
 - ii. Leaders become mutually reinforcing

- VII. Leadership Requirements “Model”
 - a. Two “sets” of characteristics:
 - i. ATTRIBUTES of what leaders should know
 - ii. COMPETENCIES that are required of leaders (results from Attributes)
 - b. Leader ATTRIBUTES
 - i. Character – essence of who the leader IS (*internal*)
 - ii. Presence – how others SEE the leader (*external*)
 - iii. Intellect – abilities and knowledge for INTERACTION (*mutual*)
 - c. ATTRIBUTES EXPLAINED
 - i. CHARACTER
 - 1. Integrity – doing what is RIGHT, legally and morally
 - 2. Adhere to values that are part of their personal identity
 - ii. PRESENCE
 - 1. Impression leader makes on others
 - 2. Projection of military and professional bearing
 - 3. Fitness
 - 4. Confidence and resilience
 - 5. Touchstone for subordinates

- iii. INTELLECT
 - 1. THINKS about problems
 - 2. CREATES solutions
 - 3. MAKES decisions
 - 4. LEADS others
 - 5. ADAPTIVE, SOUND JUDGEMENT
- d. Leader COMPETENCIES – the RESULTS of Attributes
 - i. LEADS others
 - ii. DEVELOP environment, themselves, others, organization
 - iii. ACHIEVE organizational goals
- e. COMPETENCIES EXPLAINED
 - i. LEADS
 - 1. Leads OTHERS
 - 2. Extends INFLUENCE beyond chain of command
 - 3. Builds TRUST
 - 4. Leads by EXAMPLE
 - 5. COMMUNICATES
 - ii. DEVELOPS
 - 1. Creates POSITIVE environment
 - 2. Prepares SELF to encourage improvement
 - 3. Develops OTHERS to assume responsibility
 - 4. Stewards the profession to MAINTAIN standards
 - iii. ACHIEVES
 - 1. GETS RESULTS – the SINGLE Achieves competency

- VIII. Leaders CONTINUE to DEVELOP:
- a. When leader DESIRES to improve and invests effort
 - b. When superior SUPPORTS development
 - c. When organizational climate VALUES LEARNING
 - i. Requires KNOWLEDGE
 - ii. Requires CHALLENGES
 - iii. Above all, requires FEEDBACK