

Leadership Planning

Chapter 3

Lesson 1

Development



Key Terms

assess
conceptual skills
executing
interpersonal skills
technical skills

What You Will Learn to Do

- Create a plan of action to develop leadership skills through the Leadership Development Program

Linked Core Abilities

- Build your capacity for lifelong learning
- Take responsibility for your actions and choices

Skills and Knowledge You Will Gain Along the Way

- Describe the components of the Leadership Development Program
- Describe the seven values of leadership
- Describe the 15 dimensions of leadership
- Define the key words contained in this lesson

Introduction

This lesson introduces you to and explains Cadet Command's Leadership Development Program as it applies to JROTC and to *you*. The focus of this program is to **assess** *your* leadership ability and potential; therefore, the effort that *you* put into it will directly benefit *you* and will help the instructors and others involved in *your* growth and development to better predict *your* success and potential to be a cadet leader.

Having an assessment and development process of some kind is a fundamental component of teaching and learning. The study of leadership is no different. Such a process lets those who teach and those who study leadership know when and to what degree they have been successful.

Leadership Opportunities

The instructor staff will plan for a variety of leadership opportunities to meet the quantity and variety of objectives you encounter in JROTC. Over time, these different assignments will provide a wide variety of long- and short-term opportunities. Some typical opportunities include the following:

- **A senior position in the cadet chain of command other than what you currently hold for a designated period of time**
- **Leader during a ceremony, inspection, and so on**
- **Trainer or coach during a *Leadership Lab* class**
- **Assistant instructor for a *First Aid* or *Map Reading Class***
- **Team leader for a color guard performance**
- **Team leader for a drill event**
- **Community service project leader**
- **Class trainer or instructor for a specific task or presentation**

Why Seek Leadership Opportunities?

There are many reasons why you might want to seek out leadership opportunities. You can build your confidence and develop your skill at guiding and influencing others to accomplish specific tasks. You can also work on your overall ability to accomplish missions while caring for people and expanding your capabilities for the future.

Note

Good individual *character* is a prerequisite for good leadership.

Key Note Term

assess – to pass judgment or assign value

Leadership Development Program

The Leadership Development Program (LDP) is based on the principle that cadets be “trained to standards.” Cadet standards are expressed in terms of the 7 values of leadership and the 15 dimensions of leadership. The Leadership Development Program is a continuous process of training, evaluating, counseling, retraining, and re-evaluating. Evaluation is a fundamental part of training; it lets both you and your instructors know when and to what degree they have been successful.

Components of the Leadership Development Program include the following:

- **Train**
- **Evaluate**
- **Counsel**
- **Retrain**
- **Reevaluate**

You will be counseled, developed, and your progress assessed throughout the remainder of your cadet experiences in JROTC. You will be involved in instruction that will provide you with progressive experiences that will challenge you mentally and physically. As you progress, and the expectation of your performance increases, the instructor staff will assess and counsel your growth and development.

Leadership Assessment Process

The focus of the Leadership Development Program is to assess your leadership ability and potential; its aim is to develop you to the maximum extent possible. Your instructors will carefully assess you each time they place you in a leadership

Figure 3.1.1: Leaders will evaluate your performance.

Courtesy of CACI and the US Army.



position. When you are not leading, you will be assessed as a follower. The Leadership Assessment Process provides a formal method of evaluation by offering leadership opportunities, assessing leadership performance, and providing effective feedback.

Leadership opportunities provide practical applications in the exercise of leading and caring. It is under these conditions that your growth and development are maximized. The instructor staff document and measure your growth and development against established standards, not in terms of cadet against peer. You also receive timely feedback and have the opportunity to write self-assessments.

Assessing Leadership Performance

The goal of leadership assessment is to develop competent and confident leaders. It should be a positive and useful experience. To do an assessment, the instructors will make judgments about how well you act and cause others to act in terms of the 7 leadership values and the 15 leadership dimensions. Therefore, they will make judgments regarding

- **Your values**
- **The attributes and skills that you appear to have, based on how well you reflect them in your actions and behavior**

Note

In this case, the term *skills* refers to abilities or competencies and *behavior* refers to performance or the application of those skills consistent with or influenced by your character.

Providing Effective Assessments

One key to your growth in technical and leadership skills and abilities is in offering positive assessments. Each time instructors assess your performance, they address notable strengths and weaknesses as well as specific means for making improvement. Common means of providing feedback may include written test scores, performance results, counseling sessions, and coaching.

To promote development of an individual, instructors counsel and coach you on how to improve your values, attributes, skills, and/or actions. A fundamental belief is that a person can learn and develop all of these qualities.

The goal, then, is to develop better cadet leaders now so they will continue to use their leadership skills and abilities throughout their lives. Instructors can influence this goal by the success of their leadership assessment and development efforts.

Leadership Assessment Criteria: Values and Dimensions

In the Leadership Development Program, the foundation for assessment of your leadership potential and development are the 7 leadership values and the 15 leadership dimensions. With these values and dimensions, there are performance indicators and standards that help the instructors to define what your minimum acceptable performance should be. Essentially, these indicators guide their judgment process and aid in the overall consistency in making assessments about your growth and development.

The Seven Leadership Values

The aspects required for leaders to have character and competence are the seven leadership values. Understanding these values is only the first step. As a leader, you must not only understand them, you must believe in them, model them in your own actions, and teach others to accept and live by them. They are listed in order to form the acronym LDRSHIP.

- **Loyalty:** Bear true faith and allegiance to the *U.S. Constitution*, your unit, and friends
- **Duty:** Fulfill your obligations
- **Respect:** Promote dignity, consideration, fairness, and equal opportunity; treat people as they should be treated
- **Selfless service:** Place the welfare of the nation, your community, your unit, and your subordinates before your own
- **Honor:** Adhere to the code of values
- **Integrity:** Exhibit high personal moral standards
- **Personal courage:** Face physical and moral adversity

The Fifteen Leadership Dimensions

The aspects of character and competence of leaders and their actions to achieve excellence are the basis for 15 leadership dimensions. Do you recall the *BE*, *KNOW*, *DO* attributes? Character describes what leaders must *BE*; competence refers to what they must *KNOW*; and actions are what leaders must *DO*. Along these same lines, the 15 dimensions are broken down into the three categories of attributes (*BE*), skills (*KNOW*), and actions (*DO*).

Note

As you study these 15 dimensions, notice the similarities between them and other leadership concepts that have been presented.

Attributes (What Leaders Must BE)

Values tell us part of what the leader must BE; the other side of what a leader must BE are the leader attributes. Leader attributes influence leader actions; leader actions in turn always influence the unit. Attributes are a person's fundamental qualities and characteristics. They are more or less permanent, yet you can develop them over time through correct and habitual practices. The attributes are as follows:

- **Mental:** Possess will, initiative, and discipline, self-judgment, self-confidence, intelligence, and cultural awareness
- **Physical:** Maintain appropriate level of physical fitness and professional bearing
- **Emotional:** Display self-control, balance, and stability; be calm under pressure

Skills (What Leaders Must KNOW)

Skill development is a part of self-development and is a prerequisite to action. Values and leader attributes form the foundation of character, which in turn serves as the basis of knowing (competence) and doing (leadership). The self-discipline that leads to teamwork is rooted in character. Teamwork depends on the actions of competent leaders of proven character who know their profession and act to improve their units. The best leaders constantly strive to improve and to get better at what they do. Their self-discipline focuses on learning more about their profession and continually getting the team to perform better. They build competence in themselves and in their subordinates. Leaders develop competence by developing at least three types of skills.

- **Conceptual skills (skills with ideas):** Demonstrate sound judgment, problem-solving, critical/creative thinking, and moral reasoning
- **Interpersonal skills (people skills):** Coach, teach, counsel, motivate, and develop subordinate leaders
- **Technical skills (job skills):** Possess the necessary expertise to accomplish all tasks

Actions (What Leaders Must DO)

Leaders act. They bring together everything they are, everything they believe, and everything they know how to do to provide purpose, direction, and motivation. Leaders work to influence people, operate to accomplish the mission, and act to improve their unit.

Developing the right values, attributes, and skills is the only preparation to lead. Leadership does not begin until you act. Leaders who live up to values, who display attributes, who are competent, who act at all times as they would have their subordinates act, will succeed. Leaders who talk a good game but cannot back their words always fail in the long run.

Leader actions fall into the three categories of influencing, operating, and improving. Influencing is the method of reaching goals while operating and improving. It consists of the following dimensions:

Key Note Terms

conceptual skills – capacity for sound judgment, problem-solving, critical/creative thinking, and moral reasoning

interpersonal skills – ability to work with and positively relate to other people

technical skills – understanding and ability needed to perform assigned tasks

- **Communicating:** Display good oral, written, and listening skills
- **Decision making:** Employ sound judgment and logical reasoning; use resources wisely
- **Motivating:** Inspire, motivate, and guide others toward mission accomplishment

Operating is what you do to accomplish the mission in the short-term, to get the job done on time and to standard. It consists of the following dimensions:

- **Planning and preparing:** Develop detailed executable plans that are feasible, acceptable, and executable.
- **Executing:** Meet mission standards, take care of subordinates, and efficiently manage resources (time, people, and material).
- **Assessing:** Efficiently and effectively evaluate plans in terms of their purpose and mission to facilitate consistent improvement.

Improving is ensuring the long-term improvement in the organization and its members. It consists of the following dimensions:

- **Developing:** Invest adequate time and effort to develop individual subordinates as leaders; this includes mentoring.
- **Building:** Spend time to improve individuals, teams, groups, and the unit; this includes fostering an ethical climate.
- **Learning:** Seek self-improvement/growth; envision and adapt to change.

Because people act based on their values, attributes, and skills, supervisors can effectively make assessments of those character qualities. Ultimately, however, whether an individual improves in leadership ability (and self-confidence) is up to that person.

Key Note Term

executing – to carry out or put into effect; to do what is required

Conclusion

The Leadership Development Program can help you to learn more about your own leadership strengths, weaknesses, and potential; predict your success as a cadet leader; and evaluate how well you can handle certain leadership situations and responsibilities. Your ability to further develop these skills and your leadership potential is up to you. Your growth does not end with this lesson. You must continue to self-develop these skills by applying them to all types of situations—in school, at work, and throughout your life.

Knowing yourself and making self-assessments are important elements of being a leader. Because the instructors will be evaluating you on the 7 leadership values and the 15 dimensions, do a self-assessment to determine what you believe are your strongest and weakest values and dimensions. Identify at least one strategy that you plan to take to improve on your weak values and dimensions.

The following lesson examines the importance of goal setting. You will learn how to set challenging yet attainable goals for yourself and for those whom you lead.

Lesson Review

1. What are the five components of the Leadership Development Program?
2. What are the three elements of the Leadership Assessment Process?
3. List the seven leadership values.
4. List three of your strongest and weakest leadership attributes and discuss how you might improve.