



JROTC Virtual Learning

LET 2 Leadership Competencies

30 April, 2020



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Leadership Competencies



Key words

- commitment
- compliance
- initiative
- micromanaged
- priorities
- steward
- welfare

What You Will Learn to Do

Analyze your leadership competencies

Linked Core Abilities

- Apply critical thinking techniques
- Build your capacity for life-long learning
- Communicate using verbal, non-verbal, visual, and written techniques
- Take responsibility for your actions and choices
- Treat self and others with respect

Learning Objectives

- **Describe** the competencies involved in leading your team
- **Describe** the competencies involved in developing your team members
- **Describe** the competencies involved in achieving results for your team
- **Analyze** how leadership competencies impact goals

Essential Question

How will you develop your leadership competencies?



Learning Objectives (cont'd)

- **Define key words:** commitment, compliance, initiative, micromanaged, priorities, steward, welfare

Introduction

There are many aspects to leadership. In the previous lesson, you learned about the attributes of leadership. In this lesson, you'll learn more about the competencies or skills of effective leaders. You'll also assess where you stand with your own leadership competencies and what areas you need to develop.

Leads

Leaders provide purpose, direction, and motivation. JROTC leaders work to lead others, to develop themselves and their teams, and to achieve results. Part of becoming an effective leader is developing the competencies described in this lesson.

As you read about them, think about your own skills. Which of your leadership competencies are strongest? Which ones do you need to improve?

LEADS OTHERS

Using Influence to Energize the Team

As a JROTC leader, one of your main tasks will be to guide others toward a common goal or task. Effective team leaders instruct their followers, encourage hard work, and recognize achievements of team members. Leading others involves influencing them. Your motivation to influence your team should stem from your desire to see the team succeed. Positive and genuine intentions are your best route to influencing others and achieving your goals.



Figure 1.3.1

Key words

compliance:

The act of obeying or doing what you are told

initiative:

One's personal responsible action or decision

commitment:

Involvement, engagement, or dedication

As you lead others, you'll discover that there are different levels of followership. At the most basic level, your team will comply or go along with what you tell them. **Compliance** is what leaders need for short-term, immediate tasks. If a task must be done right now and there is not a great need for team members to understand the reason for the task, then compliance is an acceptable approach. However, compliance is not particularly effective when a leader's goal is to create **initiative** and high esteem within the team.

When leaders want to create dedication on their team, they strive to instill **commitment**. Commitment generally produces longer lasting and broader results. Whereas compliance only affects follower's behavior, commitment reaches deeper—changing attitudes, beliefs, and behavior.

For example, when a leader builds a sense of responsibility among followers, they will likely demonstrate more initiative, personal involvement, and creativity. Committed team members want to have a sense of control and want to contribute to team efforts.

Note: There is a subtle difference between building responsibility and building a sense of responsibility. Building a sense of responsibility acknowledges that the leader retains ultimate responsibility for task accomplishment while empowering subordinates with authority to act.



Figure 1.3.2

Providing Purpose, Motivation, and Inspiration

Leaders provide purpose, motivation, and inspiration to their teams. Effective leaders keep their eye on goals and determine the course of action needed to reach the goals. In addition to purpose, leaders provide direction. Direction deals with how to achieve a goal or task. While giving direction is a simple task, knowing how much direction to give requires strong knowledge of individual team members. Giving too much direction can make people feel that they are being **micromanaged**. Too much direction can dampen initiative and pride in one's work. Giving too little direction can leave the team confused. The skilled leader will know when to provide detailed guidance and when to focus only on the outcome.

Skilled leaders also understand what motivates the people they lead. Understanding how motivation works provides insight into why people may take action and how strongly they are driven to act. You can motivate people by setting achievable goals, and by explaining the “what” and “why” of tasks to your team. Team members who keep the end in mind and know how they are progressing, stay motivated. Motivation also increases when team members understand how their role relates to larger and more important outcomes.

Enforcing Standards

Leaders also enforce standards and rules. They communicate the importance and role of standards to their teams, and their own work reflects the standards under which they are working. Leaders also recognize and take responsibility for poor performance and address it appropriately.

Balancing Mission and Welfare of Followers

While effective leaders care about rules and goals, they also care about the **welfare** of their team members. Having genuine concern for followers' well-being goes hand-in-hand with motivation, inspiration, and influence. People are more willing to go the extra mile when they know their leaders care about them. Leaders must pay attention to the members of their team and ask themselves if each member has good morale, is healthy, and is practicing behaviors that will lead to achievement of personal and team goals.

BUILDS TRUST

Trust is at the core of everything leaders do. When there is a high level of trust, teams are ready and willing to work together and succeed. Trust involves relying on others, and having confidence in them. You create trust over time through mutual respect, shared understanding, and common experiences. Communication builds trust by keeping others informed and establishing expectations.



Figure 1.3.3

Key words

micromanaged:

Controlled with excessive attention to minor details

welfare:

Well-being

Setting Personal Examples of Trust

You can build trust by being firm, fair, and respectful toward your team members. Think about your own trustworthiness. Does your team have a reason to trust you? Have you supported them and guided them toward success? Leaders and followers earn or lose trust through everyday actions and attitudes.

Taking Direct Actions to Build Trust

Leaders who want to build trust take action to build positive relationships with team members. They work at finding things they have in common with others—which can be anything from a shared hobby, to having irritating younger siblings. Effective leaders actively engage team members in activities to build shared experiences. They also correct team members who have a negative influence on the team.

Sustaining a Climate of Trust

It's important for leaders to promote a culture and climate of trust. Think about conditions that promote trust within your team. Keep team members informed of goals, actions, and results. Effective leaders follow through with team members on what is expected of them. They coach and mentor their teams in a positive way, with encouragement and openness.

EXTENDS INFLUENCE BEYOND THE CHAIN OF COMMAND

Cadet leaders have an important role in JROTC team leadership. However, as you develop a leadership identity, think about being a leader in other areas of your life—at school, in your neighborhood, and with your friends. In situations where you do not have an official leadership role, you can still indirectly influence a situation. For example, if your group of friends is planning to get together over the weekend, you can use your leadership skills to help the group come to an agreement about what to do, or where to go. Your leadership skills will be useful if your friends can't reach an agreement or have a conflict about something. Use what you have learned about being fair and finding creative solutions.

LEADS BY EXAMPLE

Leaders are role models. They maintain standards and provide effective examples through their actions. When you model good behavior, you set an example for others to follow. Your team sees your commitment to leadership attributes and competencies.

Displaying Character

Set an example by showing your team that you have high standards for yourself, your appearance, your professionalism, and your fitness. Create an ethical climate with your team. Show sound judgement and moral behavior. Show your team that you have determination, persistence, and patience.



Figure 1.3.4

Demonstrating the Will to Succeed

The Army calls this the Warrior Ethos but it's not all about battle. Ethos is a strong commitment to your team and its mission. Ethos is a deep desire to support your team and a willingness to push through obstacles and adversity to get the job done. Ethos includes living up to Army Values and the Cadet Creed.

Demonstrating Confidence and Competence

Confident leaders show their self-control and resilience. They don't get discouraged when there is a setback or mistake. They encourage followers who need direction or motivation. Leaders are the people who team members will turn to for help. Team members expect their leaders to be knowledgeable about and able to accomplish tasks. Competent leaders make sound, logical decisions and guide their teams through uncertainty.

Seeking Diverse Points of View

When you lead by example, you want to encourage honest communication and be open to new ideas. Be willing to consider alternatives to solve problems. Leading isn't about being right all the time or having all of the answers. People you don't like might have good ideas or a fresh perspective.

COMMUNICATES

Effective leaders know the importance of good communication. Your communication skills are not just about giving information. It's about having the skills to lead, build your team, and mentor.



Figure 1.3.5

Listening Actively

All good leaders know how to listen to their team members. They also know how to watch non-verbal messages and be aware of the emotional content of what others are saying. They use eye contact to let others know they are paying attention.

Creating Shared Understanding

Creating a shared understanding of your team's goals is vital to success. As a Cadet leader, you are responsible for making sure your team understands its tasks. You also recognize misunderstandings and correct them.

Using Engaging Communication Skills

As a Cadet leader you need to be aware of what your voice and body language communicate. When you talk with your team about a project, speak with enthusiasm and maintain eye contact. Use gestures and visual aids if needed. Express yourself clearly and show respect in your communication with others.

Develops

Effective leaders strive to leave an organization better than they found it. Developing people and teams require leaders who create a positive environment, prepare themselves, motivate others, and encourage others to be good a good **steward** of the profession.

Key words

steward:
To manage or take care of

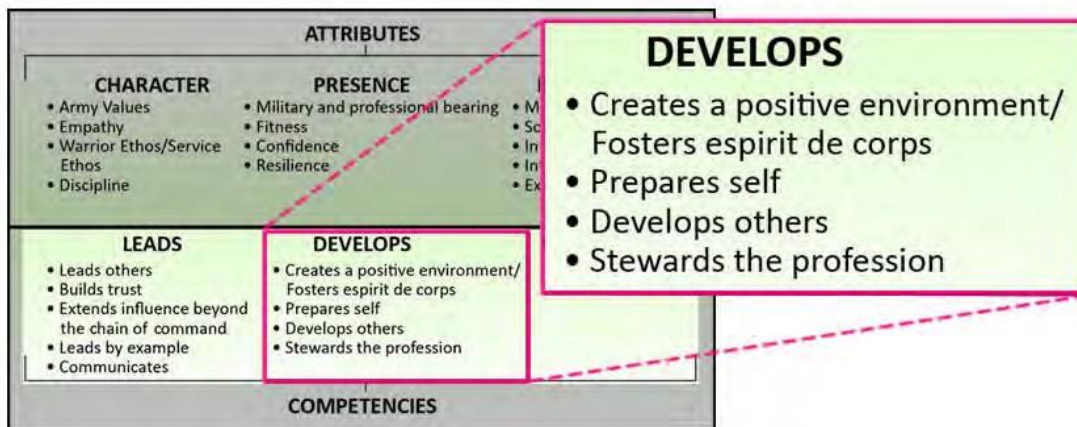


Figure 1.3.6

CREATES A POSITIVE ENVIRONMENT

Creating a Learning Environment

Leaders help followers reach their full potential and motivate them to grow and develop on their own. In a learning environment, people are encouraged to seek new approaches, learn from one's mistakes, and innovate.

Encouraging Team Members to Take Ownership

To develop team members, leaders should encourage members to take initiative. Leaders shouldn't do everything. Giving followers responsibility for tasks gives them a sense of ownership and increases commitment.

Showing Concern for Well-being and On-the-Job Needs

Recognize that members of your team have needs and wants. Show concern for how team members are doing on their tasks and their morale. Stand up for team members and support them.

Encourage Teamwork, Cooperation, and Loyalty (Esprit de Corps)

Leaders should encourage team members to work together. Teamwork builds trust. When teams don't work well together, team members will see that they are less successful at reaching their goals.

Encouraging Fairness and Open Communication

When team members are in a positive environment, they know everyone will be treated fairly. The leader does not play favorites nor allow any member to be picked on. The leader gives everyone equal opportunities to participate.



Figure 1.3.7

Setting High Expectations for Individuals and Teams

Leaders are clear about what they expect from their teams. They create a climate where success and hard work is expected.

PREPARES SELF

Maintaining Mental and Physical Health

Leaders take care of their own well-being. They monitor their stress and motivation so that they can do their best.

Expanding Expertise and Interpersonal Skills

Leaders keep informed about the technical aspects of their projects. They look for ways to make their teams more efficient. Interpersonal skills can affect the team too—the way a leader deals with team members is important.

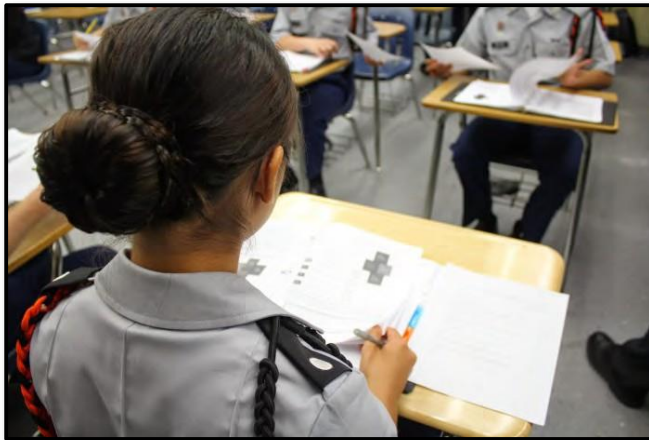


Figure 1.3.8

Analyzing Information to Create Knowledge

Leaders set up procedures for the team. They consider what team members already know and work to build on that.

Maintaining Cultural Awareness

Effective leaders are aware that people come from different backgrounds and have different experiences. They don't assume everyone is like them. They also know that they can learn from others with a different background.

Maintaining Self-Awareness

Evaluating one's strengths and weaknesses is an ongoing process for any effective leader. Leaders should always strive to learn from mistakes and stay motivated.

DEVELOPS OTHERS

Leader development is a deliberate, continuous, and progressive process. It builds Cadets into competent, confident leaders, capable of directing teams.

Evaluating the Needs of Others

Leaders should monitor the strengths and weaknesses of their followers in different situations. This will give the leader ways to challenge team members and develop their strengths.

Coaching and Mentoring

Leaders help team members use their experience to improve and grow. They advise and coach.

Encouraging Ongoing Development

Effective leaders make sure there are no barriers to team member's development. They offer training and encourage followers to pursue their own skills development.

Building Team Skills

Building team skills involves providing challenging, but realistic assignments. Leaders support those assignments by providing training, coaching, and feedback to team members.

STEWARDS THE PROFESSION

Cadet leaders are stewards of the JROTC mission and apply a mindset that uses cooperative planning and provides for a strong team. They demonstrate Army JROTC values and leadership attributes. By their example, Cadet leaders support the program and allow others to see the benefits of the program.

Achieves

GETS RESULTS

Effective leadership has a direct connection to the competency of getting results. Getting results includes all of the actions to get the job done to high standards.



Figure 1.3.9

Setting Priorities for Teams

Experienced leaders know that some tasks are more important than others. They communicate **priorities** to their team and ensure that tasks can be completed in the time available.

Identifying Team Abilities, Tasks, Roles, and Resources

Leaders know their team members and try to match them to appropriate tasks. They assign roles to team members and ensure that any conflicts are resolved in a positive way. They keep track of people and equipment, and determine how much time is needed for a task.

Recognizing and Rewarding Good Work

Cadet leaders can keep their teams motivated by recognizing and rewarding good work. Notice when someone does a good job and tell them you noticed.

Key words

priorities:

Something that comes before other things in importance

Looking for Opportunities to Improve and Provide Feedback

Leaders should always look for ways to improve—both themselves and their teams. They give their teams constructive feedback and decide the best way to give feedback.

Executing and Adjusting Plans as Needed

Leaders are in charge. They make sure things happen! They keep the team informed and on schedule. They are also open to making changes if a plan or assignment isn't working.

Conclusion

Now that you've learned about leadership competencies, you can work toward developing them in yourself. You may already possess some of these skills. As you continue in the JROTC program, you'll have opportunities to practice and improve your leadership skills. These skills are something that you'll take and use throughout your life.

Lesson Check-up



- How can a Cadet leader build trust with team members?
- Explain the “develop” leadership competency and why it is so important to achieving goals.
- What are some of the elements of getting results and achieving success?

Performance Assessment Task

Leadership Competencies Lesson 3

This performance assessment task gives you an opportunity to document your achievement of the lesson's competency:

Leadership



Directions

For this performance assessment task you will participate in Leadership Attributes. For this assessment you will:

1. Apply critical thinking techniques.
2. Build your capacity for life-long learning.
3. Communicate using verbal, non-verbal, visual, and written techniques.
4. Take responsibility for your actions and choices.
5. Treat self and others with respect.

RECOMMENDATION: It is recommended that you add this performance assessment task to your Cadet Portfolio.

Elements of Leadership Performance Assessment Task Scoring Guide

| <i>Criteria</i> | <i>Ratings</i> |
|---|-----------------------|
| Describe the competencies involved in leading your team | met not met |
| Describe the competencies involved in developing your team members | met not met |
| Describe the competencies involved in achieving results for your team | met not met |
| Analyze how leadership competencies impact goals | met not met |
| | |

Comments:

Name: _____ ***Date:*** _____

Evaluator's Signature: _____ ***Date:*** _____