



JROTC Virtual Learning

LET 2 Leadership Attributes

28 April, 2020



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Leadership Attributes



Key words

- ethos
- expertise
- innovation
- inquisitiveness
- intellect
- mental agility
- resilience
- self-concept
- tact

What You Will Learn to Do

Analyze your leadership attributes

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 leadership attribute of character
- **Describe** the leadership attribute of presence
- **Describe** the leadership attribute of intellect
- **Analyze** how character, presence, and intellect affect leadership

Essential Question

How will you develop your leadership attributes?



Learning Objectives (cont'd)

- Define key words: ethos, expertise, innovation, inquisitiveness, intellect, mental agility, resilience, self-concept, tact

Introduction

Becoming a leader is not an easy task. You may already possess some leadership attributes or characteristics. You may also need to work on acquiring others. In this lesson, you'll learn more about the attributes of effective leaders. You'll also begin to assess where you stand with your own leadership attributes and what areas you need to develop.

In the previous lesson, you learned that the Army Leadership Model includes attributes of character, presence, and **intellect**. Developing these attributes requires self-awareness and commitment to life-long learning. Let's look at each of these attributes in depth. As you read about them, think about your own strengths and weaknesses. Which of your leadership attributes are strongest? Where do you need to improve?

Character

Character describes your moral and ethical qualities. Character is essential to successful leadership. It determines who people are, how they act, helps them determine right from wrong, and choose what is right. Becoming a person of character is a process; you won't develop character overnight. Your character will develop through day-to-day experiences, education, coaching, and mentoring. Being an effective leader also means you think of yourself as a leader. Your identity and **self-concept** include "leader."

Key words

intellect:

The power of your mind to think and acquire knowledge; mental capacity

self-concept:

Identity; your idea of who you are

Your identity as a leader will form when:

- You self-identify as a leader
- You are perceived as a leader by others
- You are a leader in relation to another person
- You have earned a leadership role by an organization or program

The elements of character in the Army Leadership Model include Army values, empathy, warrior and service ethos, and discipline.

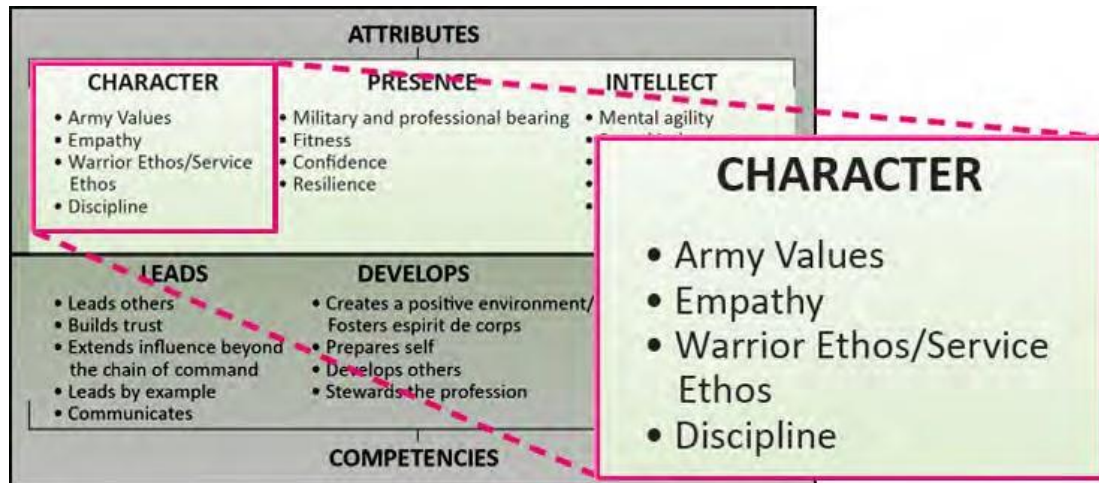


Figure 1.2.1

ARMY VALUES

You learned about Army values in your first year as a Cadet. The values are:

- Loyalty
- Duty
- Respect
- Selfless service
- Honor
- Integrity
- Personal courage

These values are fundamental to helping leaders make good decisions.

EMPATHY

Empathy is another important attribute of effective leaders. Empathy is the ability to relate to another person's situation, motives, and feelings. It's not feeling sorry for someone. Instead, empathy gives leaders the insight to anticipate what others are experiencing and to try to envision how decisions or actions might affect them. The ability to see something from another person's point of view, to identify with, and to enter into another person's feelings and emotions, enables the leaders to better interact with others.

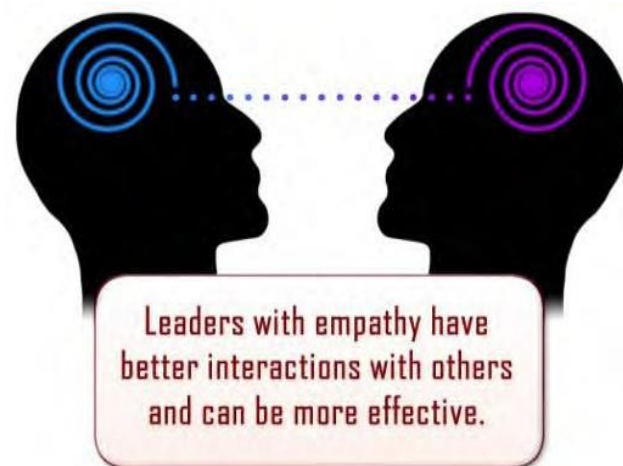


Figure 1.2.2

WARRIOR AND SERVICE ETHOS

The Army JROTC Warrior and Service **Ethos** is the group of guiding and attitude beliefs of the program. This includes the Army values, as well as your commitment to the program outcomes.

DISCIPLINE

Your discipline is your ability to control your own behavior. This means you don't let your emotions control you. If you are angry about something, you don't lose control and start yelling or shouting. If you set a goal, you work on it even when you don't feel like it.

As a leader, you'll see that discipline is also a mindset for your team. Your team needs discipline to accomplish their goals and stay on task.

DEVELOPING CHARACTER

Becoming a person of character is a day-to-day process, involving experience, education, self-awareness, and mentoring. You develop your character through continual study, reflection, experience, and feedback. If you do not practice self-awareness, you will have difficulties influencing others and reaching your goals.



Figure 1.2.3

Key words

ethos:

The guiding beliefs of a person, group, or organization

Content Highlight:

HOW TO DO IT

- Reflect on your words and actions.
- Use mentors to give you feedback.
- Think of yourself as a leader.
- Think and act with good character.

Self-awareness is related to your identity or self-concept. You may have many ways of defining who you are: strong, smart, athletic, creative, and so on. Think about defining yourself as a leader: someone who helps, guides, and influences others. Leaders who do not have a clear sense of leader identity often fail to improve their leadership skills.

Presence

The attribute of presence is the impression you make on others. Your presence is your outward appearance, demeanor, actions, and words. A leader's presence is also about caring. There is no greater inspiration than leaders who routinely share in team hardships and struggles. It is not just a matter of showing up. Your actions, words, and the manner in which

you carry yourself convey presence. As a leader, your presence should convey professionalism, fitness, confidence, and **resilience**.



Figure 1.2.4

Key words

resilience:

The psychological and physical capacity to bounce back from life's stressors and maintain focus

PROFESSIONALISM

Leaders look and act like professionals. Being professional means that when you face difficult situations or new challenges, you find a way to succeed. You use your character and abilities to overcome challenges and lead your team effectively. You don't complain or make excuses. You inspire your team to work toward goals and stay focused on the task.

FITNESS

Physical fitness is important for leaders. At the most basic level, you can't do your best as a leader if you are ill. Maintaining your health is just common sense. Like everyone, a leader needs exercise, sufficient sleep, and good nutrition to be at the "top-of-the-game."

The leadership role often involves more stress and longer work hours. In those situations, a physically fit leader will feel more competent and confident, handle stress better, work longer and harder, and recover faster. Physical fitness and adequate rest support cognitive functioning and emotional stability, both essential for sound leadership. These attributes provide valuable payoffs in any environment—not just JROTC.

Good health involves decisions. It means deciding to get routine physical exams, practicing good dental hygiene, personal grooming, and cleanliness, keeping immunizations current, and monitoring psychological stresses. Health fitness includes avoiding things that can harm your personal health, such as substance abuse, obesity, and tobacco use, as well as overuse of caffeine and other stimulants.

CONFIDENCE

Would you follow a leader who wasn't confident? Confidence is important for leaders and teams. Confidence is the faith leaders place in their abilities to act properly in any situation, even under stress. Self-confidence grows from professional competence. The confidence of an effective leader is contagious and permeates the entire team. Confident

leaders reduce team anxiety about the tasks they need to accomplish. They coach their teams to be confident and succeed.

Leaders who are excessively confident or confident about unrealistic tasks can be as bad as leaders with too little confidence. Leaders who think they are the best at everything often fail to listen to their team members. They may fail to adapt to new situations and develop additional skills. Worst of all, they may fail to help their team thrive.

RESILIENCE

Resilience is the ability to recover quickly from setbacks, shock, injuries, adversity, and stress. Resilient leaders bounce back and maintain their focus in the most difficult situations. Resilient leaders learn and grow from the hard situations, and they adapt to changes to ensure the success of the teams' goals. Resilience and the will to succeed help leaders during hard times. Their skills and knowledge guide them to pursue a course of action that will lead to success. Leaders instill resilience and a winning spirit in teams through leading by example.

Everyone has experienced situations when it would seem easier to accept defeat rather than finish the task. During those times, you need an inner source of energy to press on. When things go badly, a leader must draw on inner reserves to persevere.

Intellect

Your intellect is the power of your mind to think and acquire knowledge. It's your mental capacity. A leader's intellect draws on his or her mental capacity and applies it to various tasks and responsibilities. An effective leader uses his or her brain and thinks things through before acting or speaking. Part of intellect is the ability to generate ideas, solve problems, and use sound judgement. Your intellect helps you think creatively and reason analytically, critically, ethically, and with cultural sensitivity. When you use your intellect, you consider unintended as well as intended consequences of your decisions.

The components affecting an Army leader's intellect include:

- **Mental agility**
- Sound judgment
- Innovation
- Interpersonal tact
- Expertise



Figure 1.2.5

Key words

mental agility:

Flexibility of mind; an ability to anticipate or adapt to certain or changing situations

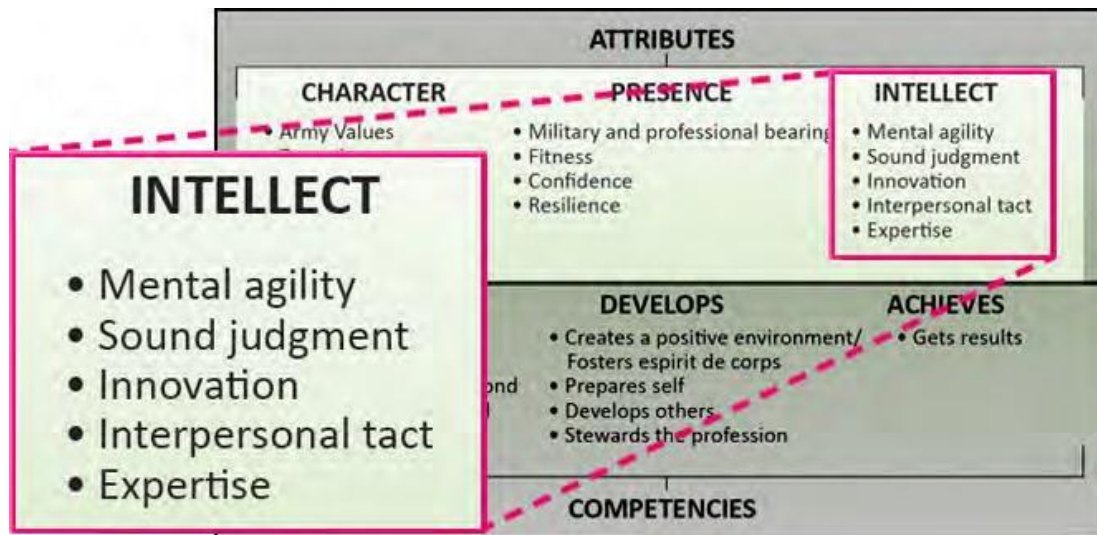


Figure 1.2.6

Key words

inquisitiveness:

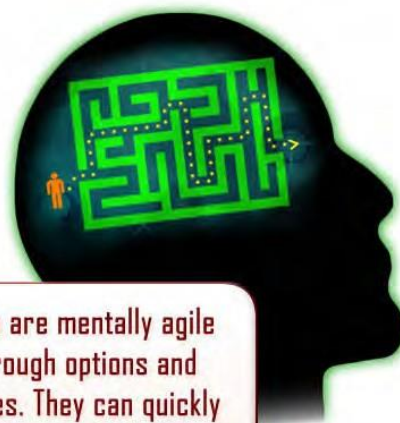
Curiousness; having an inquiring mind

MENTAL AGILITY

Mental agility is flexibility of mind; an ability to anticipate or adapt to certain or changing situations. Agility enables leaders to think through other options and consequences when current actions are not achieving results.

Mental agility relies upon **inquisitiveness**. Inquisitive leaders are eager to understand a broad range of topics and keep an open mind to multiple possibilities before reaching a solution.

Critical thinking is also a part of mental agility. It's a thought process that aims to find facts, to think through issues, and solve problems. Critical thinking helps leaders understand situations, arrive at justifiable conclusions, make good judgments, and learn from experience.



Leaders who are mentally agile can think through options and consequences. They can quickly isolate a problem and identify solutions.

Figure 1.2.7

Critical thinking examines a problem in depth from multiple points of view. This is an important skill for leaders—it allows them to influence others and shape organizations. The first and most important step in finding an appropriate solution is to isolate the main problem. A leader's ability to quickly isolate a problem and identify solutions helps him or her adapt to tasks that might be changing.

Effective leaders instill mental agility in others by creating a climate that encourages participation and trust. They ask what others think, consider suggestions, and never attack team members for speaking up.

SOUND JUDGEMENT

Sound judgment is the ability to assess situations and to draw rational conclusions. Consistent good judgment enables leaders to form sound opinions and make reliable estimates and sensible decisions.

Leaders aren't expected to know everything. They acquire experience and sound judgment through trial and error. They observe others and learn from others—their leaders, mentors, peer, and even their followers.

One of the hardest parts of leadership is juggling facts and feelings to arrive at a good decision. Leaders may not always have all the facts they need or the facts might be misleading. A leader's feelings might also get in the way. For example, imagine this scenario:



Content Highlight:

SCENARIO

Jade is a battalion leader. She dislikes Ryan who is always making jokes and kidding around. Everyone knows Ryan and most people are at least a little irritated by him. For their fundraising team project, she goes with her gut feeling and does not assign Ryan to the clown dunk booth. Instead, she assigns one of her friends who is more popular at school. At the end of the fundraising event, Jade learns the clown dunk booth did not raise as much money as expected. Now she wonders if her personal likes and dislikes led her to a bad decision. She imagines how many people would have liked to dunk irritating Ryan.

Can you imagine a scenario where your feelings, beliefs, or attitudes might negatively influence your decision? How would you use sound judgment to be sure you make the best decision?

As you develop sound judgment, you'll be better equipped to make decisions. Before choosing a course of action, you'll consider the consequences. You'll also think about the intent of your task or goals, any rules that might affect your decision, and your previous experience with the task and the people involved. You'll want to assess your teammates for strengths and weaknesses to create the best course of action. As you grow and develop as a leader, your judgment should improve. You should find yourself becoming more comfortable with your decisions, and having better outcomes.

INNOVATION

Innovation is the ability to introduce something new when needed or as opportunities arise. Innovative leaders tend to be inquisitive and good problem solvers. They come up with original and worthwhile ideas.

While leaders follow rules, and even enforce them, effective leaders are also creative thinkers. They develop new ideas and approaches to accomplish tasks, or they adapt existing approaches to make tasks more efficient or rewarding. Innovation is important to leadership because

Key words

innovation:

The ability to introduce something new when needed or as opportunities exist

leaders often have to adapt to new situations, or solve difficult problems. Innovative leaders rely on intuition, experience, knowledge, and input from followers. Innovative leaders reinforce team building by making everybody responsible for the innovation process.

INTERPERSONAL TACT

Do you know people who always seem to say the wrong thing? They blurt out insults and contradict the group all the time. The opposite is the person who never insults or offends, even in delicate situations. This is the person who has tact. Interpersonal **tact** is the sense of what to say to avoid offending others, hurting their feelings, or making them mad. Someone who is tactful is skilled in dealing with difficult people and challenging situations.

Tact involves understanding what others perceive about a situation. It relies on accepting the character, reactions, and motives of oneself and others. Interpersonal tact includes:

- *Recognizing diversity.* People are shaped by their economic class, race, religion, schooling, and other factors. Effective leaders create an environment where team members are valued for their talents, contributions, and differences.
- *Displaying self-control.* Effective leaders control their emotions. Maintaining self-control inspires confidence in the team. Leaders who lose their self-control cannot expect those who follow to maintain theirs.
- *Emotional factors.* People have hopes, fears, concerns, and dreams. Understanding this gives leaders a powerful tool. Effective leaders can use the team's emotional energies to solve tough problems and complete difficult projects.
- *Balance.* Emotionally balanced leaders display the right emotion for a given situation. They can read others' emotional states. They have a range of attitudes, from relaxed to intense, with which to respond to people. They know how to choose what is appropriate for the circumstances. Balanced leaders know how to convey urgency without throwing the entire team into chaos.
- *Stability.* Effective leaders are steady, levelheaded when under pressure or fatigued, and calm in the face of danger. They:
 - Model the emotions for followers to display—calm and rational under pressure.
 - Do not give in to the temptation to vent. It might be justified but will not help the team or the project goals.



Tact helps leaders deal with difficult people and challenging situations.

Figure 1.2.8

Key words

tact:

The sense of what to say to avoid offending others, hurting their feelings, or making them mad

expertise:

Special knowledge and skill developed from experience, training, and education

EXPERTISE

Expertise is special knowledge and skill developed from experience, training, and education. Over the course of your time in school, you may develop expertise in different areas. For example, if you have a technical interest, you might develop expertise in computer hardware or programming.

Expertise is really knowing your job and your role in the organization. It involves understanding and interpreting the situation and environment then using your expertise to solve problems and make decisions.

No one expects leaders to be experts at everything. Effective leaders learn what they need to know about things in their charge. They learn what they need to lead their teams. A JROTC Cadet who is leading a neighborhood clean-up will need to know about tools and other supplies, the types of trash that needs to be recycled or disposed of, city rules about how and where to dispose of trash, and so on. As a leader in JROTC, you will have the opportunity to develop expertise about your battalion projects.



Figure 1.2.9

Conclusion

Developing your leadership attributes can be an exciting and challenging experience. If you are like most Cadets, you'll make mistakes along the way. Remember that one mark of a true leader is the ability to learn from your experiences and improve yourself. The leadership attributes you learned about in this lesson are life-long goals you'll work on, long after you graduate high school. You'll carry them with you as an adult and be better equipped to succeed at your career.

Lesson Check-up



- Which aspect of presence is most important to you? Why?
- How do Army values relate to your character?
- What aspect of intellect do you most often use in school? With your family? With your friends?

Performance Assessment Task

Leadership Attributes Lesson 2

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 leadership attribute of character	met not met
Describe the leadership attribute of presence	met not met
Describe the leadership attribute of intellect	met not met
Analyze how character, presence, and intellect affect leadership	met not met

Comments:

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

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