What You Will Learn to Do
Identify your leadership strengths and opportunities for improvement

Linked Core Abilities
- Communicate using verbal, non-verbal, visual, and written techniques
- Take responsibility for your actions and choices
- Treat yourself and others with respect

Skills and Knowledge You Will Gain Along the Way
- Describe leader behaviors that create the desire to follow
- Explore leader behaviors related to purpose, direction, and motivation
- Identify ways to develop leadership behaviors
- Define key words: behaviors, direction, leadership, motivation, purpose
Introduction

Learning good leadership skills and becoming a successful leader are not easy tasks. With this basic introduction of leadership, you can begin to appreciate the responsibilities successful leaders have to themselves, their subordinates, supervisors and organization.

Defining Leadership

Leadership is the ability to influence, lead, or guide others in order to accomplish a mission. Effective leadership results from a leader’s ability to provide purpose, direction and motivation.

Purpose gives subordinates the reason to act in order to achieve a desired outcome. Leaders should provide clear purpose for their followers and do that in a variety of ways. Leaders can use direct means of conveying purpose through requests or orders for what to do. Vision is another way leaders can provide purpose. Vision refers to an organizational purpose that may be broader, or have less immediate consequences than other purpose statements. Higher-level leaders carefully consider how to communicate their vision.

Providing clear direction involves communicating how to accomplish a mission: prioritizing tasks, assigning responsibility for completion, and ensuring subordinates understand the standard. Although subordinates want and need direction, they expect challenging tasks, quality training and adequate resources. They should be given appropriate freedom of action. Providing clear direction allows followers the freedom to modify plans and orders to adapt to changing circumstances. Directing while adapting to change is a continuous process.

Motivation supplies the will to do what is necessary to accomplish a mission. Motivation comes from within, but is affected by others’ actions and words. A leader’s role in motivation is to understand the needs and desires of others, to align and elevate individual drives into team goals, and to influence others and accomplish those larger aims. Some people have high levels of internal motivation to get a job done, while
others need more reassurance and feedback. Motivation spurs initiative when something needs to be accomplished.

Soldiers and Army civilians become members of the Army team for the challenge. That is why it is important to keep them motivated with demanding assignments and missions. As a leader, learn as much as possible about others’ capabilities and limitations, and then give over as much responsibility as can be handled.

Now, let’s review key terms related to leadership and how they might apply to you.

- **Leadership** is the ability (or process) to influence, lead, or guide in order to accomplish a mission in the manner desired. Leadership is a process providing purpose, direction and motivation.
- **Purpose** gives others a reason for why they should do something.
- **Direction** gives others the knowledge to complete the task.
- **Motivation** gives others the will to do what they are capable of doing.

Organizationally speaking, there are positions to which leaders are assigned. They usually have others reporting to them. This structure is similar in team sports, Scouts, church, schools, and government. It is a “chain of command” that is respected and followed. We will discuss the growth of leadership and management further in Lesson 2.

**Leadership Behaviors**

However, for now, let’s look at leadership **behaviors** and you — a high school student. Do you think of yourself as a leader?

Let’s return to one’s ability to influence others. Influence is defined as the power to control or affect others by authority, persuasion, or example.

Do you influence your parents, brothers or sisters? Do you influence members of a team in your school? Do you influence others in your church, Scouts, or JROTC? Sure you do! You lead others every day in so many ways. And most often, it is NOT because you have the authority. You lead by your behavior and by setting the example for your brothers and sisters. You persuade your friends to do something they had not thought possible. You even lead yourself. In fact, that is where leadership begins — WITHIN YOU!

**Case Studies**

Which leader behaviors do you possess right now? Which behaviors do you need to improve upon to become a good leader? Think about these two questions as you read the following case studies. They will give you the opportunity to see how two different people effectively used some leadership behaviors, failed to use others effectively, or did not apply some of them at all.
Case Study 1

Maria knows exactly what her position is all about. She gets excited whenever an instructor assigns her a project because she knows that she can get it done. Sometimes, she even suggests projects to her instructor. Based on her ideas, the instructor usually assigns them to her and her team. Maria is highly motivated and has very structured work habits. She likes to map out a project in which everything is her decision. She then tells her team members how to do each step of their tasks according to her direction. She watches everything that her team members do, and if they appear to be doing a task differently from her plan, she criticizes them.

Maria got upset once when a teammate was caught cheating. At first, she was afraid to talk to that person about the incident, and she did not know what to say to her peers who had also heard about it. Finally, after asking herself how she would like to be treated if she were the one involved, she called a team meeting.

After the meeting, Maria informed everyone that all team members make mistakes, not only as a team but also as individuals. She hoped that if they ever had any problems, they would turn to her and/or to another team member for help. They agreed.

Would you like to be a member of Maria's team?
What are her desirable characteristics?
What are her undesirable characteristics?

Courtesy of Army JROTC
Case Study 2

Brian is an easy-going person. He wants to complete projects with plenty of time left so that he and his friends on the team can relax. After he assigns tasks to each of his team members, he lets them figure out the best way complete the tasks—without giving them any help, direction, or supervision.

Then, when the time comes to complete the project, he still turns it in even though parts of it are not finished. When the final grade comes back, his group makes the lowest mark in the class, prompting an instructor to ask, “Why wasn’t your project done?”

Brian passes the blame on his team members by saying, “They didn’t complete their parts like they should have. I don’t believe that I should have to receive a bad grade because of their sloppy efforts.”

When the other team members find out their grades, they approach Brian, “Why didn’t you tell us everything that we were supposed to do? We could have worked harder and performed better if we had just known.”

Would you like to be a member of Brian's team?
What are his desirable characteristics?
What are his undesirable characteristics?

Courtesy of Army JROTC
Making the Change

What is the next step after identifying behaviors you wish to have? Think of ways to fit the behavior into your personality and the way you want to lead. Use that skill whenever it is appropriate — practice will make it a part of your style.

On the other hand, changing a negative behavior into a positive one is not easy. It may be like breaking an old habit. Use the following steps to change a negative behavior:

- Realize the need for change
- Have a positive attitude toward the change
- Follow through

Change is never easy, so keep trying. Just like other tasks, change requires dedication and perseverance. If you can perform a task a certain way and can see it through to completion, this positive behavior can become a lifetime habit.

Conclusion

Now is the time to begin identifying the leadership behaviors that you would like to possess. By adding new behaviors and/or changing negative ones, you can have a major influence on the development of your leadership potential.

Lesson Check-up

1. Explain how purpose, direction and motivation impact leadership.
2. Identify how a “follower” is impacted by purpose, direction and motivation.
3. Distinguish between the role of “followers” and “leaders” in accomplishing a mission.