

LARC LEADERSHIP ACTIONS FEEDBACK GUIDE (Side 4)

E P C U O

Gets results

- Prioritizes, organizes, and coordinates the team
- Identifies and accounts for capabilities of the team and their commitment to task
- Designates, clarifies, and deconflicts roles
- Identifies, contends for, allocates and manages the team
- Removes obstacles to team
- Recognizes and rewards good performance
- Recognizes and corrects detrimental performance
- Seeks, recognizes & takes advantage of opportunities to improve performance
- Communicates vision, intent and expectations to the team, makes feedback part of work processes
- Ensures team's shared values/goals and cooperation
- Executes plans to accomplish the mission
- Identifies and adjusts to internal and external influences

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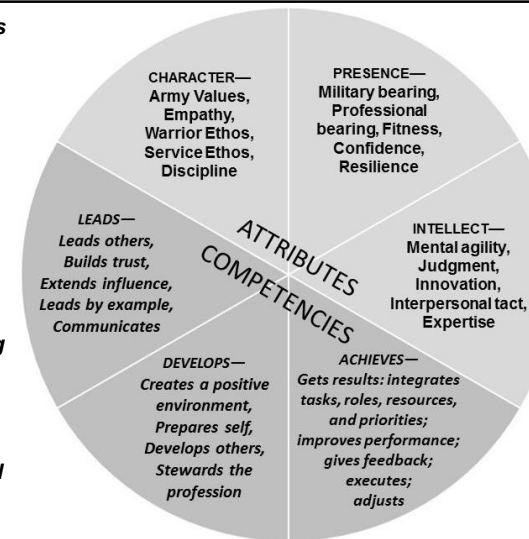
LEADERSHIP ATTRIBUTES AND COMPETENCIES REFERENCE CARD (LARC)

ARMY DEFINITION OF LEADERSHIP

Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. (ADP 6-22, August 2012)

Attributes describe the leaders that the Army wants. Attributes describe how an individual behaves and learns within an environment, the values and identity of the leader (character), how the leader is perceived by followers and others (presence) and the mental and social faculties the leader applies in the act of leading (intellect).

Competencies provide a clear and consistent way of conveying expectations for Army leaders, apply across all levels of leader positions and throughout careers, and provide a good basis for evaluation and focused multisource assessment and feedback.



Excels	Proficient	Capable	Unsatisfactory	Unobserved
Readily demonstrates a high level of the attribute/ competency. Shows initiative and adaptability even in the most unusual and difficult situations. Actions have significant, enduring, and positive effects on mission, the unit, and beyond.	Consistently demonstrates a high level of the attribute/ competency. Proactive in applying it in challenging situations. Actions have a positive effect on unit and mission.	Capable of demonstrating the attribute/ competency and frequently applies it. Actively learning to apply it a higher level or in more situations. Actions have a positive effect on unit or mission but may be limited in scope or duration.	Inconsistently demonstrates or fails to demonstrate the attribute/ competency. Unwilling or unable to take actions to develop or improve. Efforts often do not have any effect or may have negative effects.	Attribute/ competency unobserved.

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Recommended Observation Format (SOAR):

- Situation: Time, place, mission, and conditions
- Observation: Describe behavior and effect on mission/Soldiers
- Assess: Identify attribute/competency and assess proficiency
- Reinforce/Recommend: Note appropriate feedback, praise, or correction and the recommendations to sustain/improve leader behavior (FM 6-22, June 2015)

E P C U O

Leads Others

- Uses appropriate methods of influence to energize others.....
- Provides purpose, motivation and inspiration.....
- Enforces standards.....
- Balances mission and welfare of followers.....

Builds Trust

- Sets personal example for trust.....
- Takes direct actions to build trust.....
- Sustains a climate of trust.....

Extends Influence Beyond the Chain of Command

- Understands sphere, means and limits of influence.....
- Negotiates, builds consensus, and resolves conflict.....

Leads By Example

- Displays character.....
- Exemplifies the Warrior Ethos.....
- Leads with confidence in adverse situations.....
- Demonstrates technical and tactical competence.....
- Understands the importance of conceptual skills and models to others.....
- Seeks diverse ideas and points of view.....

Communicates

- Listens actively.....
- Creates shared understanding.....
- Employs engaging communication techniques.....
- Is sensitive to cultural factors in communication.....

(Tables 6-1 thru 6-5, ADRP 6-22, August 2012)

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Creates a positive environment/Fosters esprit de corps E P C U O

- Fosters teamwork, cohesion, cooperation, and loyalty (esprit de corps).....
- Encourages fairness and inclusiveness.....
- Encourages open and candid communications.....
- Creates a learning environment.....
- Encourages exercise of initiative, acceptance of responsibility, and ownership.....
- Demonstrates care for follower well-being.....
- Anticipates people's on-the-job needs.....
- Sets and maintains high expectations for individuals and teams....

Prepares self

- Maintains mental and physical health and wellbeing.....
- Expands knowledge of technical, technological, and tactical areas
- Expands conceptual and interpersonal capabilities.....
- Analyzes and organizes information to create knowledge.....
- Maintains relevant cultural awareness.....
- Maintains/employs self-awareness/understanding; recognizes impact on others.....

Develops others

- Assesses developmental needs of others.....
- Counsels, coaches and mentors.....
- Facilitates ongoing development.....
- Builds team or group skills and processes.....

Stewards the profession

- Supports professional and personal growth.....
- Improves the organization.....

(Tables 7-1 thru 7-5, ADRP 6-22, August 2012)

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