

INDICATORS OF LEADERSHIP

- Morale
- Proficiency
- Discipline
- Esprit de Corps

What is an indicator?

- “Something that points toward something else”
- In other words, a Leadership indicator is something that shows you whether or not good leadership is present in an organization
- You can use the four indicators of leadership to tell whether a leader is a good leader and whether there is strong leadership in an organization

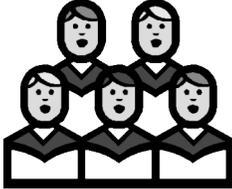
Indicator #1: Morale



- Morale is how happy and positive people are about their jobs and the organization to which they belong
- Are they generally happy to be part of the group?
- Are they generally in “high spirits?”

Ways to build morale

- Activities which are fun and which help people develop a sense of camaraderie or friendship with others in the group
 - Games
 - Cadences
 - Songs
 - Skits
 - Can you think of others?



Proficiency



- In a good organization, people will know their jobs and do them well
- In organizations with weak leadership, people don't always know what they are doing and they do not accomplish the mission effectively

How do you develop proficiency?

- The best way is through lots of high quality training activities
- Ongoing training after people first learn their jobs
- Regular "checkups" to make sure the jobs are being done right
- Corrections when people are not doing something correctly



Discipline

- Discipline is “Prompt obedience to orders” AND
- Taking action in the absence of orders (sounds like initiative is a big part of discipline?)



How do you know if people are disciplined in an organization?



- They work hard
- They follow directions without questioning their superiors' lawful orders (obviously, if their superiors give them unlawful orders, they should not follow them)
- When there are no specific instructions, they do what they think is the right thing to do even though there is no “boss” there to look over their shoulder

How do you develop discipline?

- Obviously, you can be really mean to people, but it is better to use techniques of motivation
- You will learn more about motivation in a later strand, but the next slide gives you some basic ways to motivate others under your command



Motivating people to be disciplined...

- Help them believe they are capable of accomplishing the mission (this is called efficacy)
- Help them see the task as possible rather than impossible (level of difficulty)
- Help them understand what you want them to do and why
- Help them see both the benefits to them if they do it as you have asked AND the "costs" to them of not doing it as you ask (cost/benefit analysis)

Esprit de Corps - pride in the organization to which you belong



- Developed by giving people a sense of "unit identity"
 - Guidons
 - Patches, sweatshirts, t-shirts, logos, etc
 - Unit cadences and songs
 - Mascots, cheers
 - Friendly unit competition

Effective leaders lead organizations with

- high levels of MORALE
- people with high levels of job PROFICIENCY
- DISCIPLINE among their members
- a group spirit called ESPRIT DE CORPS