



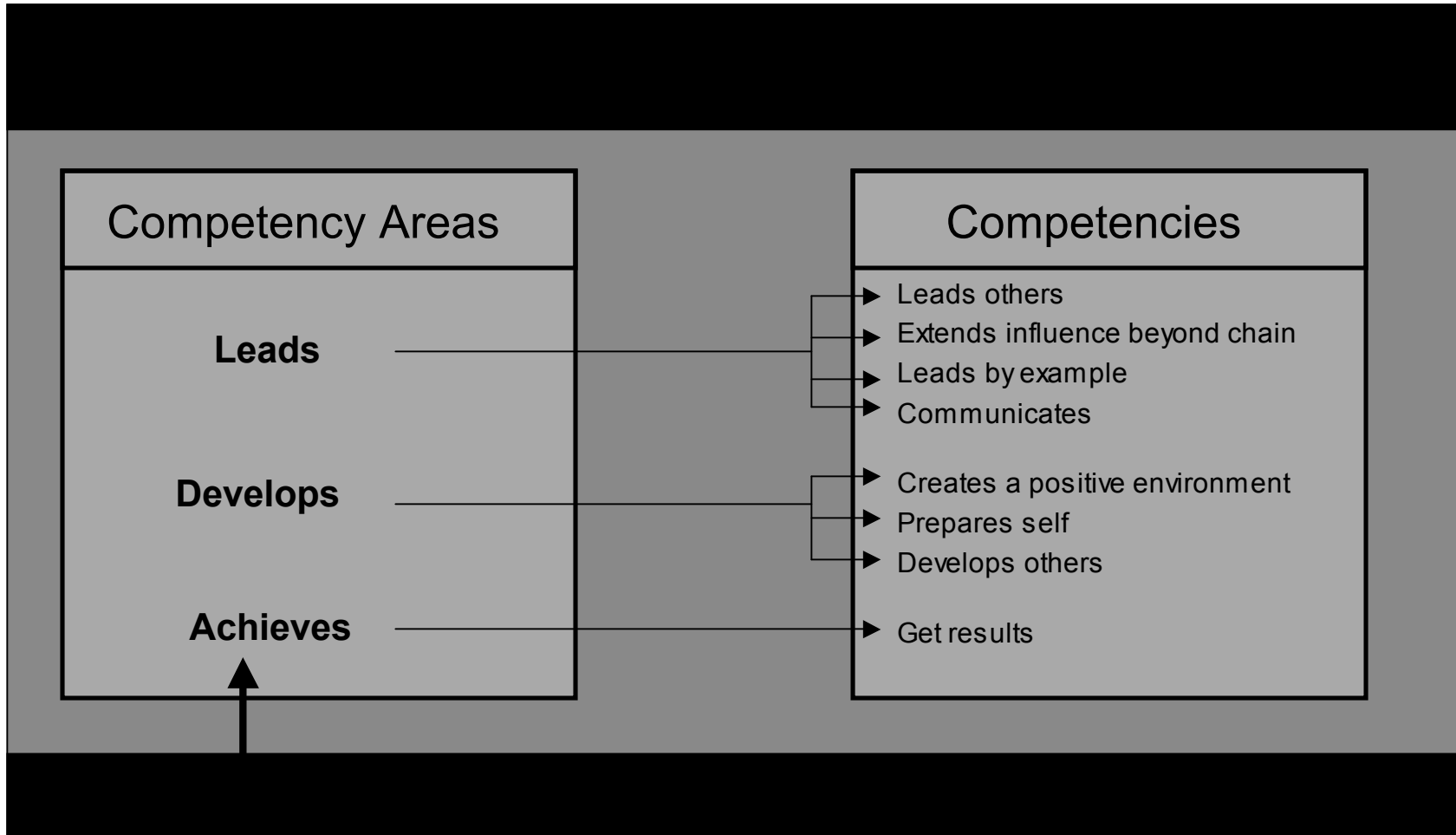
FM 6-22 *Army Leadership*

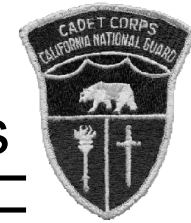
"Competency-Based Leaders"

Competent, Confident, and Agile



Competency Based Leadership





Full Range of Core Leader Competencies

Near-term

Far-term

Lead

Achieve

Develop

Focus on people –

- Purpose,
- Motivation,
- Influence,
- Balance mission with welfare

Focus on task –

- Assigns,
- Manages,
- Executes,
- Adjusts

Focus on organization -

- Develop,
- Improve

Who –

- Lead others in chain
- Extend influence outside chain

What/Why –

- Get results

What –

- Environment
- Self
- Others

How –

- Example set
- Communication



Competency Based Leadership

Lead	Leads Others	Extends Influence Beyond Chain of Command	Leads by Example	Communicates
	Provide purpose, Motivation, Inspiration. Enforce standards, Balance mission And welfare of Soldiers.	Build trust outside lines of authority. Understand Sphere means and limits of influence. Negotiate, Build consensus, resolve conflict.	Display character, Lead with confidence in adverse conditions. Demonstrate competence.	Listen actively. State goals for action. Ensure shared understanding.
Develop	Creates a Positive Environment	Prepares Self	Develops Leaders	
	Set the conditions for positive climate. Build Teamwork and cohesion. Encourage initiative. Demonstrate care for people.	Be prepared for expected and unexpected challenges. Expand knowledge. Self awareness.	Assess developmental needs. Develop on the job. Supports professional and personal growth. Help people learn. Counsel, coach and mentor. Build team skills and processes.	
Achieve	Gets Results			
	Provide direction, guidance, and priorities. Develop and execute plans. Accomplish tasks consistently.			



Influence Techniques



- Pressure
- Legitimate Requests
- Exchange
- Personal Appeals
- Collaboration
- Rational Persuasion
- Apprising
- Inspiration
- Participation
- Relationship Building



Adaptability



- Learn to adapt by adapting
- Lead across cultures
- Seek challenges



Counseling



- Provides feedback to subordinate leaders
- 3 types of counseling
 - ✓ event counseling
 - ✓ performance counseling
 - ✓ professional growth counseling
- Counselor should be an active listener, respectful, self-aware and culturally aware, and possess empathy and credibility



Assessing Climate

- Cadet leaders shape the climate of their organizations
- Tools for assessing
 - ✓ Ethical Climate Assessment Survey (ECAS)
 - ✓ Command climate survey
- Questions such as...
 - ✓ Do leaders know what they are doing?
 - ✓ Do leaders have the courage to admit when they are wrong?
 - ✓ Do leaders act on the feedback they have been given?
 - ✓ Is leader behavior consistent with cadet values?



SGT York

"Sir, I am doing wrong. Practicing to kill people is against my religion."

York, speaking of target practice at human silhouettes.



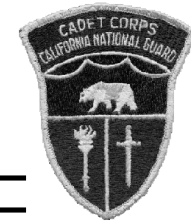
[Link to Medal of Honor website](#)

[Link to Vignette](#)

- Drafted in 1917 – World War I
- Excellent marksman
- Labeled as conscientious objector
- CPT Danforth & MAJ Buxton's roles
- Reconciled to duty
- Won the Medal of Honor for valor



SGT York



- Which core leader competencies did his leaders display when they counseled with SGT York during his dilemma?
- How did his leaders help him develop?
- How did the ethical climate his leaders set affect the outcome of the situation?



SGT York Vignette

Initially a conscientious objector from the Tennessee hills, Alvin C. York was drafted after America's entry into World War I and assigned to the 328th Infantry Regiment of the 82d Division, the "All Americans."

PVT York, a devout Christian, told his commander, CPT E. C. B. Danforth, that he would bear arms against the enemy—but did not believe in killing. Recognizing PVT York as a good Soldier and potential leader but unable to sway him from his convictions, CPT Danforth consulted his battalion commander, MAJ George E. Buxton, on how to handle the situation.

MAJ Buxton, a religious man with excellent knowledge of the Bible, had CPT Danforth bring PVT York to him. The major and PVT York talked at length about the Scriptures, God's teachings, about right and wrong, and just wars. Then MAJ Buxton sent PVT York home on leave to ponder and pray over the dilemma. The battalion commander had promised to release York from the Army if he decided that he could not serve his country without sacrificing his integrity.

After two weeks of reflection and soul-searching, PVT York returned to his unit. He had reconciled his personal values with those of the Army. PVT York's decision would have great consequences for both himself and his unit. In the morning hours of 8 October 1918 in France's Argonne Forest, now Corporal (CPL) York, after having won his stripes during combat in the Lorraine, would demonstrate the character and heroism that would become part of American military history.

CPL York's battalion was moving across a valley to seize a German-held rail point when a German infantry battalion, hidden on a wooded ridge overlooking the valley, opened with machine gun fire. The Americans sought cover and the attack stalled.

CPL York's platoon, already reduced to 16 men, was sent to flank the enemy machine guns. As they advanced through the woods to the rear of the German outfit, it surprised a group of some 25 Germans. The shocked enemy troops offered only token resistance as several hidden machine guns swept the clearing with fire. The Germans immediately dropped to the ground unharmed, while nine Americans, including the platoon leader and two other corporals, fell dead or wounded from the hail of bullets. CPL York was the only unwounded American leader remaining.

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SGT York Vignette (continued)

CPL York found his platoon trapped and under fire within 25 yards of enemy machine gun pits but not panic. Instead, he began firing into the nearest enemy position, aware that the Germans would have to expose themselves to aim at him. An expert marksman, CPL York was able to hit every enemy who lifted his head over the parapet.

After CPL York shot more than a dozen, six Germans decided to charge with fixed bayonets. As the Germans ran toward him, CPL York, drawing on the instincts of a Tennessee hunter, shot the last man in the German group first, so the others would not know that they were under fire. York then shot all the assaulting Germans, moving his fire up to the front of the column. Finally, he again turned his attention to the machine gun pits. In between shots, he called at the Germans to surrender.

Although it seemed ludicrous for a lone Soldier to call on a well-entrenched enemy to surrender, the opposing German battalion commander, who had seen over 20 of his Soldiers killed, advanced and offered to surrender to CPL York if he ceased firing.

CPL York faced a daunting task. His platoon, with merely seven unwounded Soldiers, was isolated behind enemy lines with several dozen prisoners. When one American reminded York that the platoon's predicament was hopeless, he told him to be quiet.

CPL York soon moved the prisoners and his platoon toward American lines, encountering other German positions also forcing their surrender. By the time the platoon reached the edge of the valley they left just a few hours before, the hill was clear of all German machine guns. The suppressive fires on the Americans substantially reduced, the advance could continue.

CPL York returned to American lines with 132 prisoners with 35 German machine guns out of action. After delivering the prisoners, he returned to his unit. U.S. Intelligence officers later questioned the prisoners and learned one determined American Soldier, armed with only a rifle and pistol, for his heroic actions, CPL York was promoted to Sergeant and awarded the Medal of Honor. His character, physical courage, technical competence, and leadership enabled him to destroy the morale and effectiveness of an entire enemy infantry battalion. defeated an entire German battalion.

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Worksheet for Competency Exercise

Category

Components

Action by Leader

<i>LEAD</i>		
<i>DEVELOP</i>		
<i>ACHIEVE</i>		

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