

LEADERSHIP DEVELOPMENT PROGRAM (LDP)

LEADERSHIP PERFORMANCE INDICATORS



U.S. Army Cadet Command

Examples of behavior used in this document are designed to assist the user in defining the appropriate leadership attributes and core leader competencies in accordance with FM 6-22. The examples are not all-inclusive; users will use judgment in situations where observed behavior is not specifically referenced in this document.

The standards of behavior quantify differences between Excellent and Satisfactory levels of performance; performance not achieving standards for Satisfactory is considered Needs Improvement.

Loyalty (LO) – *Faithfully supporting family/friends/
country/team*

Respects the constitution and laws
Has basic understanding of obligations to
country/Army/self
Observes higher HQ priorities
Works within the system; does not try to manipulate
the system to own advantage

Duty (DU) – *Professional work ethic*

Carries out requirements of job, tasks, or mission
Consistently performs to standard
Complies with policies and directives
Aware of and performs to professional standards

Respect (RE) – *Treating others with dignity*

Considerate in offering criticism
Deals with others fairly
Frequently listens supportively
Usually discreet and tactful
Basically concerned about others; makes some
checks
Gets along with peers

Selfless Service (SS) – *Placing personal interests aside*

Perseveres despite hardship; does not shy away
Balances mission and personal needs
Able to balance needs and priorities
Willing to assist others in completion of mission
Works toward pursuing excellence

Honor (HO) – *Compelled by strong sense of right*
Has a clear sense of the public code of professional
Army values

Lives within the code of professional Army values
Does not lie, cheat or steal, nor tolerate those things
in others

Integrity (IT) – *Reliable and trustworthy*

Shows good moral judgment and behavior
Abides by basic moral principles

Personal Courage (PC) - *Overcoming physical and
mental fears*

Perseveres in face of adversity
Adequately copes with stress and fears
Responsible for own decisions/actions
Accepts responsibility for mistakes

Empathy (EP) – *propensity to share experiences*

seeing something from another person's point of view.
Identifying with and entering into another person's feeling
and emotions

Warrior Ethos (WE) – *Professional attitudes and beliefs*

I will always place the mission first
I will never accept defeat
I will never quit
I will never leave a fallen comrade

- Positive behavior exhibited without regard to personal cost or prospect of reward
- Military and non-military; often most accurately exhibited in “off-duty” behavior
- Strongly influenced by group acceptance/expectations

VALUES

LO DU RE SS HO IT PC EP WE

Military Bearing (MB) – projecting a commanding presence and professionalism

Excellent

Exemplary physical and professional appearance
Sets example for physical fitness, military bearing

Demonstrates command presence Cadets want to follow

Satisfactory

Good physical and professional appearance
Meets standards for physical fitness, military bearing

Demonstrates adequate command presence

Physically Fit (PF) – Having sound health, strength, and endurance

Excellent

Refuses to quit; reliably completes physically demanding endeavors

Proactive toward own health; recovers quickly from physically demanding event, ready for next

Satisfactory

Perseveres in face of adversity; completes most physically demanding endeavors

Attentive to own health; seeks medical assistance when necessary; fulfills treatment directives

Presence

MB PF

Confident (CF) – Projecting self-confidence and certainty

Excellent

Strong self-confidence and positive attitude



Satisfactory

Adequately shows self-confidence, positive attitude

Remains calm, under control, effective under pressure; never complains



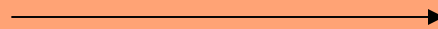
Tries, with some success, to be calm and effective under pressure; rarely complains

Excels by stress, chaos and rapid change



Functions under stress or amid chaos and rapid change

Balances competing demands



Successfully balances most competing demands

Resilient (RS) – Showing a tendency to recover quickly while maintaining a mission and organizational focus

Excellent

Recovers quickly from setbacks, shock, injured, adversity and stress while maintaining mission focus



Satisfactory

Recovers from setbacks, shock, injured, adversity and stress while maintaining mission focus

Presence

CF RS

Mental Agility (MA) – Flexibility of mind, a tendency to anticipate or adapt

Excellent

Demonstrates strong will, self-discipline, initiative, confidence and intelligence

Analyzes situations; combines complex ideas into feasible courses of action

Demonstrates consistent common sense

Recognizes, readily adopts better ideas

Reliably completes mentally demanding endeavors

Skillfully handles multiple demands

Dynamic self-starter, originates ideas and actions

Satisfactory

Shows evidence of some will, initiative, confidence and intelligence

Usually generates reasonable courses of action through analysis of situations

Usually or adequately shows common sense

Shows ability to adopt better ideas

Usually finishes difficult or mentally demanding endeavors

Faced with multiple demands, handles most of them effectively

Originates some ideas or actions

Sound Judgment (SJ) – The capacity to assess situation and draw feasible conclusions

Excellent

Drives events through smart, timely decisions

Thoroughly assesses situation; acts on key issues and likely contingencies/consequences

Makes the “hard, right decision” rather than the “easy wrong”

Balances firm resolve and flexibility – recognizes a better idea and incorporates into own decision

Recovers quickly after learning a decision was incorrect.

Quickly recognizes need and decides/acts in the absence of guidance.

Thoroughly considers probable impacts and consequences of own decisions

Satisfactory

Makes decisions; keeps pace with events

Adequately assesses situation; sorts out important aspects and decides accordingly

Usually puts being right ahead of being popular or easy

Attempts to balance resolve and flexibility; not afraid of better ideas from other sources

Pauses, but remains decisive after learning a decision was incorrect .

Eventually recognizes need to decide/act in the absence of guidance and does so .

Adequately considers probable impacts and consequences of own decisions

Innovation (IN) – Ability to introduce something new

Excellent

Strong judgment; critical/creative thinking and reasoning

Anticipates requirements or contingencies

Improvises within commander's intent

Can analyze/synthesize

Comfortable in realm of ideas; innovative



Satisfactory

Generally shows good judgment, sound thinking and reasoning

Readily reacts to requirements and contingencies

Readily understands and follows commanders' intent

Shows some analytical and synthesizing skills

Can function in realm of ideas

Interpersonal Tact (IP) – Effectively interacting with others by understanding others perspectives

Excellent

Readily interacts with others; earns respect

Leverages skills and abilities of team members

Actively contributes to problem-solving and decision making process

Sought out by peers for expertise or counsel



Satisfactory

Adequately interacts with others

Gets along well with others

Contributes, when asked, to problem solving and decision making processes

Sometimes asked for counsel by peers

Domain Knowledge (DK) – Possessing facts, beliefs, and logical assumptions in many areas

Excellent

Thorough knowledge of task accomplishment standards

Masters duty tasks

Strong grasp of basic tactics, techniques, procedures

Skilled in preparation of operations orders

Expert in basic soldier skills

Effectively applies skills to train for or to fight and win wars



Satisfactory

Working knowledge of standards for task performance

Strives for mastery of duty performance

Understands basic tactics, techniques, procedures

Prepares adequate operations orders

Competent in basic soldier skills

Has basic skills to train for or to fight and win wars

Intellectual Capacity

IN IP DK

Leads others (LD) – Influencing Soldiers or Army Civilians in the unit or organization

Excellent

Satisfactory

Clearly and positively articulates expectations	→	Adequately defines requirements and guidance
Inspires action by appropriately acknowledge good performance and dealing with poor performance	→	Acknowledges good and poor performances; takes some action accordingly
Skillfully delegates consistent with requirements of duty position and individual's capability and developmental needs	→	Gives thought to duty position, capability and developmental needs when delegating
Meets subordinates' needs, keeps them informed, provides rationale and provides early warning	→	Attempts to meet subordinate's needs, keep them informed, provide rationale and provide early warning
Actively listens, seeks feedback and makes smart, timely adjustments to actions or taskings	→	Makes some use of feedback to modify actions and taskings in progress when needed

Extends Influence beyond COC (EI) – Ability to operate in an environment encompassing higher and lower command structures

Excellent

Satisfactory

Consistently follows through on actions related to expectations of others	→	Follows through on actions related to expectations of others
Easily gains cooperation or support when working with others	→	Attempts to gain cooperation or support when working with others
Easily influences perceptions about the unit or organization	→	Makes some influence on the perception of the unit or organization

Leads LD EI

Leads by Example (LE) – Providing an example that others consider and use in what they do

Quickly adapts to changing environments and situations



Adapts to changing environments and situations over time

Continuously exerts leadership by personal presence and example



Exerts leadership by personal presence and example

Quickly applies creative thinking in collaboration with subordinate leaders.



Applies creative thinking in collaboration with subordinate leaders.

Leads

LE

Communicates (CO) – Attain a clear understanding of what needs to be done and why within / without their organization.

Excellent

Satisfactory

Oral

Conveys ideas and feelings concisely in a single transmission	—————>	Generally conveys ideas, feelings, sincerity
Expressions well-planned, organized and suited to audience and situation; inspires ownership, attention and conviction	—————>	Expressions usually well conceived with evidence of some organization; generally interesting and convincing
Recognizes misunderstandings and resolves them clearly in a positive, team-building manner	—————>	Acts to determine/recognize misunderstandings and resolves them to large extent
Convinces and/or persuades unit; builds ownership of plan	—————>	Keeps audience on track
Free from grammatical errors—terms, phrases always fit the audience	—————>	Usually uses grammatically correct terms and phrases
Clear, concise visual aids; smooth presentation; uses inflection to advantage	—————>	Adequate visual aids; few distracting gestures or sounds; makes adequate use of inflection
Attentive, supportive listener; makes appropriate notes; good retention of critical details	—————>	Listens and watches attentively; makes appropriate notes; can adequately convey to others the gist of what was said or done

Written

Readily understood in single rapid reading by intended audience	—————>	Adequately understood in single reading by intended audience
Readily legible both in form and content; strong command of written English	—————>	Form and content are generally legible, with few spelling or grammar errors
Style varied, simple, to the point; uses active voice well	—————>	Reasonably simple style; generally uses active voice
Bottom line up front; ideas clear and compelling	—————>	Usually has bottom line up front—generally clear
Stays on topic well; clear, concise	—————>	Generally stays on topic
Writing consistently achieves stated purpose; clearly and completely meets requirements	—————>	Writing usually achieves stated purpose; adequately meets requirements

Leads

CO

Creates a positive environment (CP) – Creates a positive cultural and ethical environment

Excellent

Satisfactory

Effectively improves the collective performance of the unit in compliance with and support of organizational goals



Attempts to improve the collective performance of the unit and to comply with or support organizational goals

Inspires by example; motivates people to work together; promotes and participates in team achievement



Actively works well with others; active participant in team efforts; effective team player

Fosters ethical climate; ensures people are treated fairly



Attempts to foster ethical climate and treat people fairly

Cooperative, diligent follower; helps build the larger team (next higher unit) as well as own team



Gives same good effort whether in charge or not; contributes to success of own team

Helps others after or while completing own work



Gets own share of work done

Adopts unpopular higher headquarters decisions as own; gets team to act accordingly



Properly executes unpopular higher headquarters decision

Willingly accepts, acts on tasks even on short notice



Accepts and acts on assigned tasks

Effective at working up the chain of command to get problems solved there



Attempts to work up the chain of command when a problem must be solved there

Spurs the team to remain positive in confusing or changing situations



Remains positive when situation is confused or changing

Develops

CP

Prepares Self (PS) – Self-study, self-development and becoming multi-skilled.

Excellent

Expands personal and unit knowledge and capabilities

Readily applies lessons learned

Consistently listens actively; asks incisive questions

Actively seeks feedback on performance from superiors, peers and subordinates; incorporates it for team and self-improvement

Shows mature level of self-awareness



Satisfactory

Attempts to expand personal and unit knowledge and capabilities

Attempts to find ways to apply lessons learned

Listens; asks sound questions

Accepts feedback from others; seeks to improve performance with it

Exhibits some elements of reasonable self-awareness

Develops Others (DO) – Growing others into competent and confident leaders.

Excellent

Effectively expands and enhances the self-confidence, competence and self-esteem of subordinates

Guides and coaches subordinates; encourages initiative; leads by example; inspires people; designs and/or leads effective ways to practice

Clearly specifies standards and expectations; uses recognition or reward to effectively encourage excellence

Actively creates or contributes to a positive command climate

Builds on successes, actively seeks to improve upon weaknesses



Satisfactory

Attempts to expand or enhance self-confidence, competence or self-esteem of subordinates

Frequently coaches subordinates; often encourages initiative; visibly tries to lead by example; makes some effort to design ways to practice

Generally sets expectations; shows evidence of dealing appropriately with both good and poor performance

Contributes to a positive command climate

Attempts to build on successes and improve upon weaknesses

Develops

PS DO

Gets Results (GR) – Developing and executing plans while providing direction, guidance and clear priorities to guide others towards mission accomplishment.

Excellent

Thoroughly completes assigned tasks to meet standard within commander's intent, while caring for people and resources

Exceeds some standards

Makes smart use of available time for preparations, checks and rehearsals

Maintains 100% accountability of people and equipment; always clear who is supposed to do what

Establishes and effectively uses procedures for monitoring, coordinating and regulating subordinates' actions; makes things happen right the first time

Overcomes obstacles and difficulties; encourages initiative; thrives in fluid environment

Ensures substandard work is redone until correct

Satisfactory

Generally completes tasks to standard and within commander's intent, while adequately caring for people and resources

Generally meets minimum standards

Makes some use of available time for preparation, checks and rehearsals

Generally shows good accountability of people and equipment; keeps adequate track of who is supposed to do what

Generally establishes and uses procedures for monitoring, coordinating and regulating subordinates' actions; helps things happen

Adequately copes with obstacles or difficulties; shows some initiative and resilience; handles fluid environment

Willing to make corrections (points out substandard work)

Achieves

GR