

LEADERSHIP

By
Example

With
Empathy

Through
Engagement



OUR **ARMY**
READY DECISIVE RESPECTED

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SAF Centre for Leadership Development



REAL Leader Behaviours

- Role model positive leadership
- Encourage to motivate
- Align subordinates to purpose and create meaning
- Listen to understand and connect

“Nobody cares how much we know, until they know how much we care.”

Theodore Roosevelt

26th President of the United States, 1901–1909

▶ By **Example**

Demonstrate Character, Competence and Commitment through:

- Embodiment of the SAF Core Values, Code of Conduct and the various Creeds.
- Operational, tactical, technical and leadership competencies.
- Commitment to the SAF, Mission, and Men.

▶ With **Empathy**

Understand the needs, and share the feelings of others while:

- Remaining anchored on the SAF Core Values and guided by the SAF's Mission and Vision.
- Demonstrating **tough** empathy that requires Leaders to be firm, direct, and make values-based decisions to achieve mission success with effective attendance to subordinates' needs (not wants).

▶ Through **Engagement**

Actively connect with subordinates to achieve full commitment of their "*head, heart and hands*" by:

- Creating meaning in their work and seeking alignment with the Organisation's and Unit's goals.
- Explaining the rationale behind decisions.
- Providing guidance and support when necessary.

REAL Leader Behaviours

Role Model Positive Leadership

- Be self-aware.
- Demonstrate commitment to organisation.
- Make values-based decisions.
- Demonstrate competence.
- Be authentic.
- Take charge.
- Commit to developing subordinates to their full potential.

Encourage to Motivate

- Encourage subordinates to motivate them to achieve high standards of excellence and competence.
- Show appreciation by acknowledging all efforts and contributions.
- Let subordinates feel valued and respected.

Align Subordinates to Purpose and Create Meaning

- Align subordinates' values with that of the organisation's.
- Explain how each subordinate's work contribute to realising the organisation's purpose.
- Draw links of subordinates' work to the organisation's purpose.

Listen to Understand and Connect

- Active listening without judging.
- Listen to understand needs and issues.
- Discern needs from wants.
- Use positive body language to show interest.

Why L3E?

With the changing demographics of soldiers serving in the Army, Last Mile Leaders¹ need to not only lead by personal example, but to also connect and engage their soldiers more effectively.

The L3E Framework extends from the SAF 24/7 Leadership Framework and Leadership Competency Model (LCM), with emphasis on Social Competency. It serves to support Last Mile Leaders to demonstrate REAL Leader behaviours to effectively influence their subordinates, gain their respect, and build trust at the direct level of leadership to achieve mission success.

¹ Last Mile Leaders are defined as Trainers, Platoon Commanders, Platoon Sergeants, and Section Commanders, who have direct interface with the soldiers on the ground.

What is L3E?

A synergistic approach where Leaders...

Lead by **Example**, with tough **Empathy**, and actively **Engage** through REAL Leader Behaviours so as to better attend to both Mission and Men.

The ability to balance Mission and Men will...

Earn the respect and trust of followers, and motivate them to achieve higher standards of excellence and commitment to accomplish the mission.

With authenticity...

Authentic leadership underscores the practice of L3E as the acronym 'REAL' aptly emphasises.

Implementation?

Schoolhouse:

- Infused L3E into the Leadership & Values (L&V) curriculum at the Officer Cadet School (OCS) and Specialist Cadet School (SCS).
- Minimal theory teach with more experiential activities such as role plays, case scenarios, and card games.
- Introduced to Training Institutes to reinforce learning throughout the Professional Terms.

Units:

- Through the Army's Continuous Leadership Training (CLT) initiative, infused L3E into the leadership training in the Unit Induction Programme (UIP) to provide Last Mile Leaders with more contextualised application.

L3E Self-Awareness Checklist

Tick in the boxes, how frequently you...

Role Model | Positive Leadership

	Seldom (1)	Sometimes (2)	Often (3)
Show genuine care for your subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek opportunities to develop subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate respectfully with clear intent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exercise patience even when under stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have meaningful conversations beyond work matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Encourage to Motivate

Offer words of encouragement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acknowledge and thank subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empower and not micro-manage subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refrain from imposing your views on others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refrain from "pulling rank" with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Align Subordinates to Purpose and Create Meaning

Explain the rationale of decisions made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Explain how subordinates contribute to the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State clearly the intent of the tasks that you allocate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Listen to Understand and Connect

Seek to understand subordinates' needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listen attentively to what others say	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suspend judgement and listen without interrupting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain awareness of your body language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take note of the non-verbal cues of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarify your own assumptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Add up your scores! (Seldom=1, Sometimes=2, Often=3)

If your score is...

19 - 31



Possibly **little** awareness and demonstration of L3E
What do I commit to do more?

32 - 44



Possibly **moderate** awareness and demonstration of L3E
What do I commit to do better?

45 - 57



Possibly **high** awareness and demonstration of L3E
What can I do to encourage others to demonstrate L3E?

