



ARMY LEADERSHIP MODEL

REFERENCES

Chapter 5 of Army Leadership Doctrine.





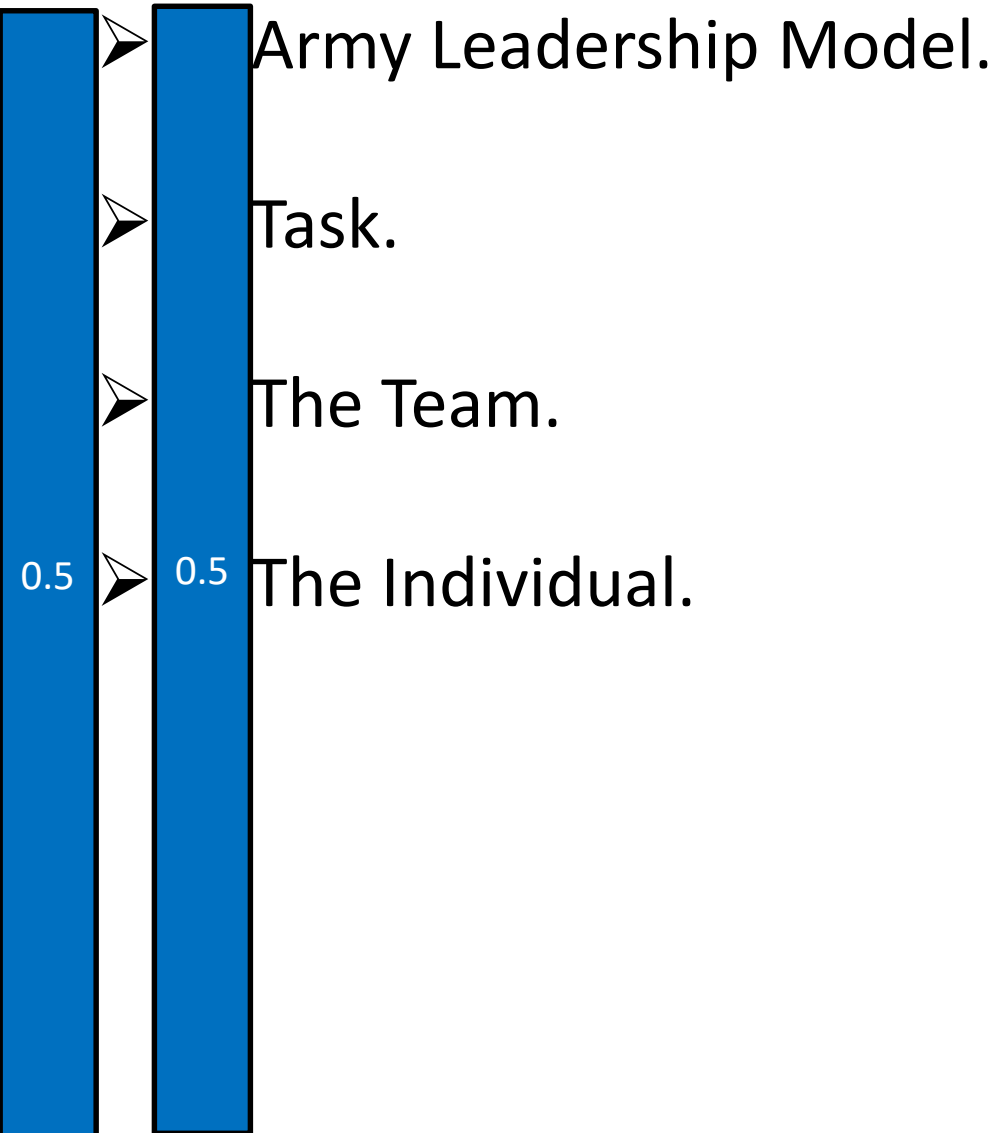
INTRODUCTION

AIM

To introduce the Army Leadership Model and the role of the leader in balancing the competing needs of the task, the team and the individual

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SEQUENCE



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ARMY LEADERSHIP MODEL

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal”.

Prof Emeritus Peter Northouse (Academic and Author)

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Leadership is demonstrated through visible actions and decisions.

The Army Leadership Model provides a structured framework.

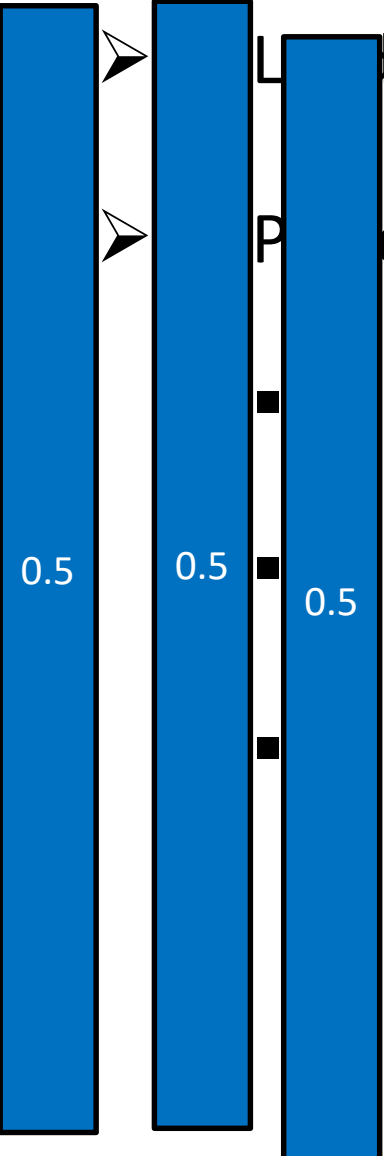
➤ Leaders must balance competing needs:

- Task – What must be achieved.
- Team – Collective capability and cohesion.
- Individual – Welfare, motivation, and development.

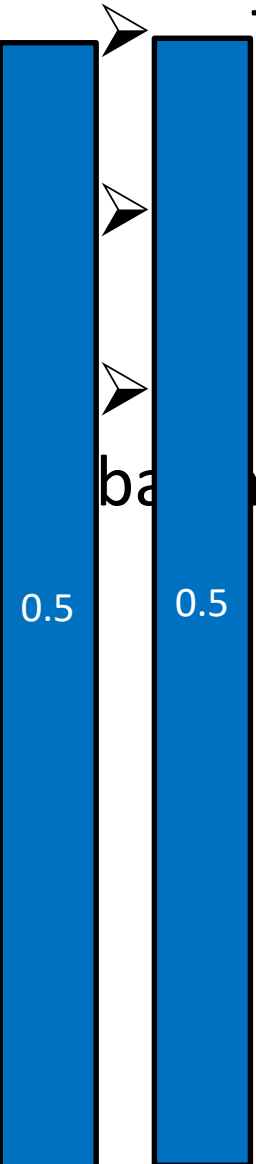
➤ Leadership operates within a specific context that defines challenges and opportunities.



ACTION CENTRED LEADERSHIP

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- Leadership role is wide-ranging and ever-expanding .
 - Professor John Adair's Theory identifies three interdependent elements:
 - Achieve the Task – Defining and completing objectives.
 - Build the Team – Creating cohesion, communication, and trust.
 - Develop Individuals – Motivating, training, and empowering people.
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- The Three Circles illustrate the interdependence of the Task, Team, and Individual needs.
- These needs continuously interact and overlap, creating areas of tension.
- The leader's role is to balance these needs to maintain effectiveness and cohesion.
- Neglecting one area or overemphasizing another leads to overall performance decline.



➤ Tension naturally exists where the circles overlap.

➤ Effective leaders recognize and manage this tension to maintain balance.

➤ Leadership requires constant awareness and adjustment to maintain balance.



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- In Army operations, the Task (Mission) often demands greater focus.
- Short-term imbalance is inevitable during high operational tempo.
- The key is for leaders to recognize imbalance early and take steps to restore balance.
- Balanced leadership sustains operational effectiveness, morale, and integrity over time.

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DEVELOP INDIVIDUALS

Developing Self.

- Effective leaders show motivation and determination to improve continuously.
- They seek opportunities to gain experience, knowledge, and understanding.
- Self-development is a continuous journey, not a one-time effort.
- Growth involves both professional competence and personal character development.

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■ Conceptual Development.

- ✓ Leaders must be professionally competent to earn the trust of their teams.
- ✓ Requires passion and professional curiosity about their role and profession.
- ✓ Continuous effort to broaden knowledge and exploit learning opportunities.
- ✓ Aim to become a subject matter expert and adaptable decision-maker.

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■ Leadership Development.

- ✓ The British Army ensures world-class leadership development through structured, lifelong training.
- ✓ Focuses on both individual and team development.
- ✓ Enhances collective leadership capacity across all ranks.
- ✓ Ensures consistent leadership quality that supports mission success.

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■ Leader Development.

- ✓ Focus on cognitive, socio-emotional, and behavioural leadership skills.
- ✓ Develops self-awareness, humility, and desire for improvement.
- ✓ Encourages seeking and accepting feedback from peers, subordinates, and superiors.
- ✓ Builds a comprehensive understanding of leadership impact and areas for improvement.

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■ Holistic Health.

- ✓ Leadership rests on physical, mental, and social well-being.
- ✓ Leaders must be self-disciplined in maintaining their health and resilience.
- ✓ The Army provides support for physical fitness and mental resilience training.
- ✓ Leaders should promote open discussion about mental well-being, breaking old stigmas.
- ✓ Understanding pillars of resilience helps leaders support both themselves and their

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Developing Others.

- Leadership is a continuous journey by developing others is central to that process.
- Development focuses on unlocking and maximising individual potential.
- Encourages team members to recognise their strengths and address weaknesses.
- Builds mutual trust and respect, enhancing team cohesion and operational effectiveness.

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■ Train and Educate.

- ✓ Leaders must provide opportunities for both training and education to prepare soldiers for future challenges.
- ✓ Education broadens perspectives and critical thinking, promoting diversity of thought.
- ✓ Training is the rehearsal for real-world application, consolidating knowledge through experience.
- ✓ Effective leaders link education with realistic training, enhancing agility under pressure.

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■ Challenge.

- ✓ Leaders must challenge individuals to grow by stepping outside their comfort zones.
- ✓ Encourages acceptance of responsibility and innovation through new ideas.
- ✓ Developmental challenges should occur in a safe environment that encourages experimentation and learning from failure.
- ✓ Fosters confidence, adaptability, and problem-solving skills under controlled pressure.

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■ Coach.

- ✓ Leaders act as coaches, focusing on unlocking potential and encouraging self-directed performance.
- ✓ The coach supports goal-setting, identifies obstacles, and guides the path to success.
- ✓ Effective coaching is voluntary and trust-based, not forced.
- ✓ Combines continuous feedback (“kerbside coaching”) with formal sessions for sustained development.

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■ Mentor.

- ✓ Mentoring focuses on broad, through-life development using the mentor's experience and insight.
- ✓ Mentors provide guidance, support, and perspective beyond immediate tasks.
- ✓ Can include senior mentors, peer mentors, or reverse mentors (subordinates offering perspective).
- ✓ The best mentoring relationships exist outside the chain of command, built on trust and mutual respect.
- ✓ Leaders should offer themselves as mentors, but the relationship must remain voluntary and genuine.

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BUILD TEAMS

Shared Purpose.

- Purpose defines why the team exists and what it must achieve.
- The leader's responsibility is to clearly set and communicate both:
 - ✓ Purpose: The team's mission and reason for existence.
 - ✓ Vision: Where the team aspires to be in the future.
- Align individual goals with team objectives to create shared purpose.



Build Respect and Trust.

- Trust and respect are essential for any high-performance team.
- Trust is the essence of leadership as the bond that enables Mission Command.
- Respect means recognising each person's value, skills, and experience, regardless of rank.
- Encourages open-mindedness, appreciation of differences, and mutual support.
- Respect is a two-way relationship between a leader and a follower and much like trust, has to be earned.

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Develop Cohesion.

■ Form Identity.

- ✓ Shared identity is a powerful motivator that strengthens team cohesion and commitment.
- ✓ A strong team identity makes individuals feel part of something greater than themselves.
- ✓ Identity is fostered through shared experiences—operations, arduous training, sport, and adventure.
- ✓ Understanding regimental history and ethos inspires pride and belonging.
- ✓ Leaders must balance team spirit with inclusivity.

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■ Harness Diversity and Be Inclusive.

- ✓ Diverse teams bring a wide range of knowledge, skills, experience, and perspectives.
- ✓ Diversity of thought promotes innovation, problem-solving, and better decision-making, preventing groupthink.
- ✓ Leaders must foster an inclusive climate where everyone feels valued, respected, and heard.
- ✓ Inclusivity encourages individuals to commit to the mission and challenge ideas constructively.
- ✓ Diversity extends beyond protected traits (sex, race, religion, age) to include rank, background, and education.
- ✓ Effective leaders respect individual differences and balance diverse needs to strengthen team unity and performance.

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■ Pursuit of Excellence.

- ✓ Successful leaders set high personal standards and continually strive to exceed them.
- ✓ The “unrelenting pursuit of excellence” is about doing the basics consistently well, not perfectionism.
- ✓ Leaders must lead by example — they cannot demand standards they do not uphold.
- ✓ Encourage a mindset of continuous improvement and healthy competition within teams.
- ✓ Activities such as inter-company races or regimental competitions build team spirit and esprit de corps, reinforcing operational success.
- ✓ Excellence is a habit, achieved through discipline, consistency, and motivation.

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■ Empower.

- ✓ Empowerment is central to Mission Command by enabling initiative within clear intent.
- ✓ Leaders must create conditions that encourage initiative, innovation, and responsible decision-making.
- ✓ Mistakes are part of learning as leaders must remain supportive and resilient, fostering psychological safety.
- ✓ Empowerment requires mutual trust — leaders give freedom, subordinates provide feedback and accountability.
- ✓ Encourages a learning culture where ideas flow freely, and lessons are applied constructively.
- ✓ Empowerment is not a technique; it is a collective mindset that must be cultivated across all levels.

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ACHIEVE THE TASK

Define the Task.

- Understand what needs to be done and why.
- Identify freedoms, constraints, and available resources.
- Determine priorities and areas of acceptable risk
- Clarify where the main effort should be focused.
- Establish parameters before formulating the plan.
- Clear definition enables decisive and coordinated action.



Planning.

- Combine problem solving and decision making.
- Develop flexible plans for all foreseeable contingencies.
- Reassess plans regularly to ensure validity.
- Encourage open-minded and creative thinking.
- Consult subject matter experts and use updated information.
- Deliver timely solutions rather than seeking perfection.
- Promote collaboration to identify the best course of action.



Communicating.



- Communicate plans clearly, concisely, and on time.
- Ensure every team member understands the plan.
- Communicate upwards, sideways, and downwards.
- Prefer face-to-face delivery to strengthen trust.
- Choose the most suitable medium for the situation.
- Demonstrate moral courage when delivering difficult messages.
- Effective communication inspires commitment and action.





Executing.

- Apply judgement, intuition, and experience during execution.
- Continuously assess the situation and balance risk.
- Anticipate problems and remain flexible in response.
- Make timely and decisive adjustments when issues arise.
- Understand where risk lies without letting it hinder progress.
- Distinguish between calculated risk and reckless gamble.
- Mission Command requires taking calculated risks to exploit opportunities.

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Supporting.

- Guide and support followers throughout execution.
- Delegate authority to the point of discomfort and beyond.
- Build trust by empowering team members to decide and act.
- Provide advice and constructive feedback to improve performance.
- Support individuals even when decisions go wrong.
- Position yourself where you can best understand and influence events.
- Use modern command and control tools wisely without losing human connection.

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Evaluating.

- High-performing teams conduct systematic and honest evaluations.
- Review every activity or task using objective evidence.
- Provide feedback on individual and collective performance.
- Implement changes to achieve continuous improvement.
- Create an environment that encourages open and honest feedback.
- Ensure feedback flows up and down the chain of command.
- Remove rank and experience barriers to allow every voice to be heard.

CONCLUSION