

7. Followers respond to the authority of a leader in general or in response to specific guidance. Effective organizations depend on the competence of respectful leaders and loyal followers. Given the hierarchical structure of the Army, every Army leader is also a follower. Learning to be a good leader also needs to be associated with learning to be a good follower—learning loyalty, subordination, respect for superiors, and even when and how to lodge candid disagreement.

FM 6-22

3-17. Early in interactions with subordinates, briefly share personal experiences—including areas of specialized expertise and areas of less experience. Candor helps build credibility while at the same time role modeling that it is okay to bring up personal leader developmental needs. It is important to establish trust and a developmental culture. Subordinates have to be receptive, engaged, and ready to develop. With some individuals, it may take extra interaction time to build the necessary level of rapport. Some individuals will seek additional attention and feedback and some will want less.

ADRP 6-22

3-16. Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions and actions even when things go wrong, display moral courage. Moral courage also expresses itself as candor. ***Candor means being frank, honest, and sincere with others. It requires impartiality and fairness.***

INTERPERSONAL TACT

5-11. Effectively interacting with others depends on knowing what others perceive. It relies on accepting the character, reactions, and motives of oneself and others. Interpersonal tact combines these skills, along with recognizing diversity and displaying self-control, balance, and stability in situations.

RECOGNIZING DIVERSITY

5-12. Background, schooling, race, religion, and other factors shape Soldiers and Army Civilians. Personal perspectives vary within societal groups. By acknowledging differences, qualifications, contributions, and potential, Army leaders further strengthen the team effort by creating an environment where subordinates know they are valued for their talents, contributions, and differences. A leader's job is to employ the different capabilities and talents brought to the team to build the best possible team.

5-13. Army leaders should remain open to cultural diversity; it is unknown how the talents of individuals or groups will contribute to mission accomplishment. During World War II, Marines from the Navajo

Nation formed a group of radio communications specialists called the Navajo Code Talkers. They handled command radio traffic in their native language—a unique talent. This significantly contributed to successful operations because the Japanese code breakers could not decipher their messages.

SELF-CONTROL

5-14. Effective leaders control their emotions. Leaders should display the right amount of sensitivity and passion to tap into subordinates' emotions, instead of hysterics or lack of emotion. Maintaining self-control inspires calm confidence in the team. Self-control encourages feedback from subordinates that can expand understanding of what is really happening. Self-control in combat is especially important for Army leaders. Leaders who lose their self-control cannot expect those who follow to maintain theirs.

EMOTIONAL FACTORS

5-15. An Army leader's self-control, balance, and stability greatly affect their ability to interact with others. People have hopes, fears, concerns, and dreams. Understanding that emotional energy sparks motivation and endurance is a powerful leadership tool. Giving constructive feedback helps mobilize the team's emotional energies to accomplish difficult missions. Intellect

5-16. Self-control, balance, and stability enable making ethical choices. An ethical leader successfully applies ethical principles to decision making. It is critical for leaders to remain calm under pressure and expend energy on things they can positively influence and not worry about things they cannot.

BALANCE

5-17. Emotionally balanced leaders are able to display the right emotion for a given situation and can read others' emotional state. They draw on experience to provide subordinates the proper perspective on unfolding events. They have a range of attitudes, from relaxed to intense, with which to approach diverse situations. They know how to choose what is appropriate for the circumstances. Balanced leaders know how to convey urgency without throwing the entire organization into chaos.

STABILITY

5-18. Effective leaders are steady, levelheaded when under pressure and fatigued, and calm in the face of danger. These characteristics stabilize subordinates who are always looking to their leader's example

- Model the emotions for subordinates to display—calm and rational under pressure.
- Do not give in to the temptation to do what personally feels good.
- If under great stress, it might feel better to vent—but will that help the organization?