



Director Leadership

The Army Leadership Code An Introductory Guide



First Edition

CGS's Intent

Our Army needs to move with the times. The operating environment is increasingly uncertain, complex and dispersed. Leadership has never been more challenging. This intent explains how we will meet this challenge in war and in peace, with our approach to both being as similar as possible. It is to be read and practised by all soldiers at every level.

Our war fighting doctrine is based on mission command. This is based on mutual trust between leaders and those they lead. Leaders have a duty to provide the guidance, including resources and constraints that allow subordinates to use their initiative and judgment. In return subordinates have a duty to act with loyalty and discipline. Trust is a two-way process that is guaranteed by every soldier, whether leader or led, living our Values and Standards and setting an appropriate example – it is about doing as you would be done by.

This is a culture that empowers all leaders at every level. It generates agility and tempo. This enables us to overcome an enemy in the most chaotic and demanding circumstances. It allows us to unlock everyone's potential to seize winning opportunities, however fleeting. Leaders must empower their subordinates routinely because this will give them the confidence to act boldly and independently on the battlefield. We must strive to maximise the potential of all our soldiers and use their talent to help us win. This requires leaders to know those they lead, to understand them, and to place the care of their subordinates at the forefront of all that they do.

This means leaders must tolerate risk and accept honest mistakes as a natural part of leader development. Micro-management and over assurance has no place on the battlefield, and it must not be a feature in peacetime either. This is not about encouraging soldiers to be reckless or to gamble; it is about accepting errors in the pursuit of calculated risk taking, boldness and initiative.

I am committed to empowerment and to mission command; I want to unlock the potential of every soldier – in return I expect all soldiers to live by our Values and Standards, to approach every day with an open-minded attitude that sees the potential in everyone, refuses to allow intolerance and unacceptable behaviour, and is committed to seizing the opportunities that mission command offers. Remember that the standard you walk past - without taking any action - is the standard that you accept.

CGS September 2015



What is the Army Leadership Code?

You will know what it feels like to be a member of a really good team, that feeling that together you will **succeed** even against the odds, whether in training or on operations. What's more, you know you will succeed in a way that shows the British soldier at their best. When in a good team, you benefit from strong role models, who set common goals and high expectations. They have the confidence in your abilities and inspire you to reach beyond your perceived limits so that you can be in the **winning** platoon or the **champion** company. As a soldier you feel valued, that your strengths are appreciated and you are always challenged to improve, and that you are encouraged to think and use your initiative. You expect outstanding performance to be recognised and rewarded. Similarly you expect unacceptable performance or behaviour to be punished in the right way regardless of rank.

What bonds these teams and drives them to get **results**? Simple - **Good Leadership**, which is described by the **Army Leadership Code**.

The Army Leadership Code is founded on our Values. To us, **Courage, Discipline, Respect for Others, Integrity, Loyalty and Selfless Commitment** are much more than words on a page, they are what the British Army stands for, and what sets us apart from society. And society has the greatest respect for what our forebears and we have done. We apply our Values to what we do using our Standards of **Appropriate, Lawful and Totally Professional** behaviour. The Army's Values are part of **good leaders, who live them 24/7/365**, whatever the situation.


We know what good looks like. But we know that at times we don't all get it right – this is why we need the Army Leadership Code. **These ideas are not new**; the Code simply pulls together what has been proven to work throughout history and most recently on operations in Iraq and Afghanistan.

The Army Leadership Code consists of seven leadership behaviours:

- Lead by example
- Encourage thinking
- Apply reward and discipline
- Demand high performance
- Encourage confidence in the team
- Recognise individual strengths and weaknesses
- Strive for team goals

We apply these using a mixture of **coaching** techniques, just like you might see in a sports team, and the **reward and discipline** regime that you'll be used to. You wouldn't expect an Olympic athlete to start a race, or a professional footballer to take to the pitch without having been prepared by the most modern and proven methods of training and development. So why should you fix bayonets and cross the line of departure in the dead of night without being similarly well prepared?

Following this Code will **develop our leaders**, junior and senior, so that they are supported and challenged to do the right thing every time. It will help us towards being a member of an outstanding team that will succeed whenever and wherever we are called upon to do our duty.

A soldier wearing a ghillie suit is shown from behind, aiming a rifle in a field. The soldier's head is completely covered in a dense, textured camouflage net made of dried leaves and twigs. The rifle is mounted on a tripod, and the soldier's hands are visible on the controls. The background is a bright, open field with some dry vegetation in the foreground.

The Importance of Values

Values are specific beliefs that people have about what is important and unimportant, good and bad, right and wrong. Values develop out of our direct experiences with people who are important to us and have impact on our lives. When values are declared and followed, they form the basis of trust. When they are not stated, they are often inferred from observable behaviour. When they are stated and not followed, trust is broken.

Values reflect how people feel and drive them to act

Values are linked to the concept of motivation – the force that drives people to act. Values provide up-front motivation (I need to act in accordance with my values) and an after action evaluation tool (did I act in accordance with my values?). Values form the basis of how we make judgements and decisions about all we do and don't do.

It is ultimately a person's values that determine what they do and how they are perceived by others

The Army's Values

The Army's Values are at the very centre of what we all do and define who we are, both as individuals and as an organisation. They are the bedrock or foundation, the guiding principles that remain constant, whatever the situation.

“Our purpose is clear: we protect the UK, fight the UK's enemies, prevent conflict and deal with disaster. This is underpinned by unlimited liability and exemplary values and standards.”

Extract from CGS Intent delivered at the Army Conference 15.

The Army's Values embody what it means to be a British Soldier

Our Values

Courage

Soldiering has always demanded physical courage, to knowingly go into harm's way on behalf of the nation. Physical courage is required to risk life, take life, show restraint, endure hardships and focus on the task; soldiers depend on each other for it. Equally important is moral courage, the strength and confidence to do what is right, even when it may be unpopular and to insist on maintaining the highest standards of behaviour and decency. This earns respect and fosters trust.

Discipline

Discipline is the primary antidote to fear and maintains operational effectiveness: it is supported by team loyalty, trust and professionalism. Discipline instils self-confidence and self-control. Good discipline means soldiers will do the right thing even under the most difficult of circumstances.

Respect for Others

Respect for others, both those inside and outside of our organisation is not only a legal obligation, it is a fundamental principle of the freedom that our society enjoys. Teams that embrace diversity, and value each individual for their contribution and viewpoint are always stronger for it. We must treat everyone we encounter, as we would wish to be treated.

Integrity

Integrity means being truthful and honest, which develops trust amongst individuals and welds them into robust and effective teams. Integrity is therefore critical to soldiering, as soldiers must have complete trust in one and other as their lives might ultimately depend on it. Trust in the Chain of Command is also key, and demands integrity from those in positions of authority.

Loyalty

Loyalty binds all ranks of the Army together, creating cohesive teams that can achieve far more than the sum of their parts. The Nation, Army and Chain of Command rely on the continuing allegiance, commitment and support of all who serve. But, loyalty is not blind and must operate within the parameters of the other Values; it should not stop appropriate action to prevent transgressions by subordinates, peers or seniors.

Selfless Commitment

Selfless commitment is a foundation of military service, soldiers must be prepared to serve where and when required and always give their best. The needs of the mission and the team come before personnel interests. Ultimately, soldiers may be required to give their lives for their country, that is true selfless commitment.

Our Standards

Equally important are our Standards, the way in which we put our Values into practice, ensuring that everything we do is **Appropriate, Lawful and Totally Professional**. All ranks must avoid behaviour that risks degrading their professional ability or which may undermine morale by damaging the trust and respect that exists between teams and individuals who depend on each other.

Appropriate Behaviour

The imperative to sustain team cohesion and to maintain trust and loyalty between leaders and those they lead requires a standard of social behaviour more demanding than those required by society at large. This is equally necessary both on and off operations, on and off duty. When building tightly knit teams it is important to acknowledge the need for mutual respect and the requirement to avoid conduct that offends others. Unacceptable behaviour undermines trust and cohesion, directly impacting operational effectiveness.

Lawful

To maintain our legitimacy, all ranks are required to operate within the law. UK criminal law applies wherever soldiers are serving, and military law has embraced all civil offences. When deployed on operations, soldiers are subject to international law, including the laws of armed conflict, the prescribed rules of engagement and in some cases local civil law. Taken together, such laws establish the baseline for the standards of personal conduct of the soldier as a citizen.

Totally Professional

It should go without saying that all ranks must always conduct themselves in a manner that is totally professional. Firstly this approach is critical to maintaining operational effectiveness and achieving the mission we are set. Secondly, it is necessary to protect and promote the Army's proud reputation, which has been hard won by endeavour and sacrifice.

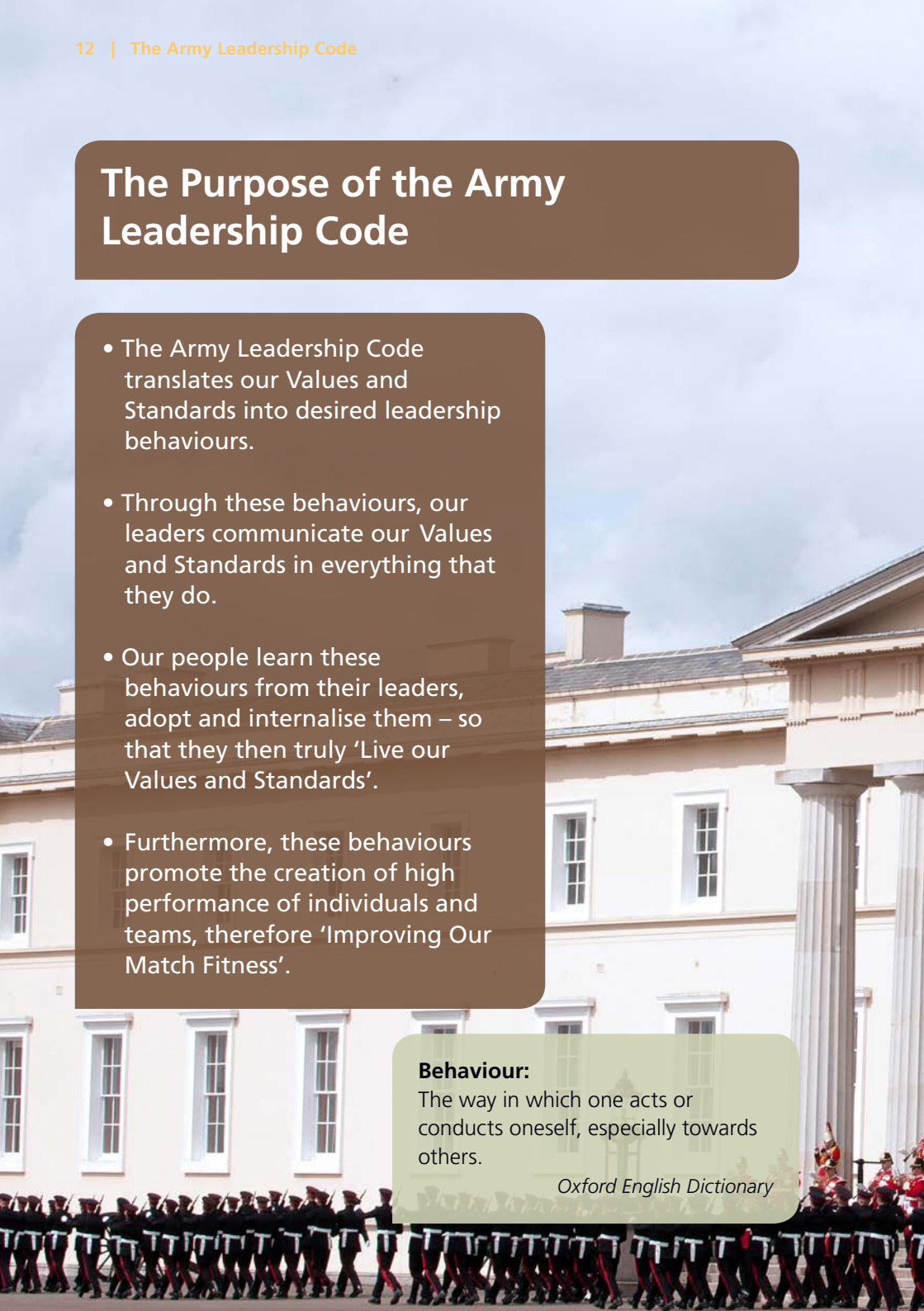
The Purpose of the Army Leadership Code

- The Army Leadership Code translates our Values and Standards into desired leadership behaviours.
- Through these behaviours, our leaders communicate our Values and Standards in everything that they do.
- Our people learn these behaviours from their leaders, adopt and internalise them – so that they then truly 'Live our Values and Standards'.
- Furthermore, these behaviours promote the creation of high performance of individuals and teams, therefore 'Improving Our Match Fitness'.

Behaviour:

The way in which one acts or conducts oneself, especially towards others.

Oxford English Dictionary





Background and Theory of the Army Leadership Code

Background

It is important to recognise that many of the ideas associated with the Army Leadership Code are not new;

It draws together and formalises elements of good leadership that have been practised instinctively or consciously for centuries and is a soldierly codification of what is known to work.

This is a great strength of the Army Leadership Code, and its implementation will ensure these best practises are adopted everywhere.

The Army Leadership Code has been developed from the concept known as Values Based Leadership, which for some years now has been applied in our training establishments to great effect, and where championed has been very successful in the Field Army.

Theory

The Army Leadership Code draws from academic leadership theory with empirical evidence that proves that it works. This is another great strength and should inspire confidence.

At the heart of the Army Leadership Code are seven leadership behaviours developed from the principles of Transformational (also known as Inspirational) and Transactional (also known as Directive) leadership theory. This combination of behaviours promotes optimal human performance and constant communication of our Values and Standards.

Vision – Support – Challenge

The Army Leadership Code is underpinned by three concepts:

Vision

Leaders must provide clear and unifying purpose, generating a sense of team cohesion and direction. The vision can be expressed by both communication and by role modelling.

Support

It is only possible to inspire greatness when there is mutual knowledge and trust within the team. By being fair, consistent and showing confidence in others, leaders provide a platform for their people to excel.

Challenge

People only reveal their true potential when challenged. Leaders must not only test themselves, but challenge their people. Obviously a balance is required. Driving too hard will damage morale; the key is to identify achievable 'stretch targets'. Through this, individual and team confidence is enhanced, enabling them to achieve more than originally thought possible.



The Seven Leadership Behaviours

The Army Leadership Code consists of seven leadership behaviours, which can be easily remembered by the mnemonic **LEADERS**.

- **L**ead by Example
- **E**ncourage Thinking
- **A**pply Reward and Discipline
- **D**emand High Performance
- **E**ncourage Confidence in the Team
- **R**ecognise Individual Strengths and Weaknesses
- **S**trive for Team Goals

Leadership Behaviours

Lead by Example

You cannot lead people beyond where you can and are willing to go yourself. All leaders are role models, and as an Army leader you must actively demonstrate our **Values** in everything you do. On operations, on exercise, in camp, on the sports field and off-duty you must demonstrate behaviour that aligns with our six values. By consistently doing so, you will be considered an authentic leader who 'Walks the Walk' as well as 'Talking the Talk' – this promotes **Integrity**. Leaders who lead by example also inspire **Courage** and **Selfless Commitment**.

Encourage Thinking

The brain, like a muscle, develops through use. Leaders must encourage those they lead to think by giving them problems that stretch them. 'Thinking outside the box', finding an innovative solution to problems is a fine quality in a soldier and must be encouraged. Giving people the opportunity to think and suggest ideas demonstrates **Respect for Others**, and generates trust and confidence, which builds **Loyalty**.

Apply Reward and Discipline

It is human nature to enjoy being praised, and reward recognises effort, inspiring further endeavour and motivation to do even better. Leaders must apply a full range of rewards, from formal recognition to timely and regular verbal praise. Never underestimate the value of a 'Well Done' or 'Good Effort'. Reward should be constructive and support the soldier or team in further optimising performance. The correct application of reward promotes **Loyalty** and **Respect for Others**.

The application of **Discipline**, regardless of rank is crucial to correct failings and punish transgressions. Leaders must not shy away from **Discipline** when required, and do so in a timely fashion. A lack of **Discipline** compromises **Courage** and **Integrity**.

Demand High Performance

Soldiering is a high stakes game, it can literally be a case of life or death. High performance isn't therefore desirable it is critical. Leaders must have high performance expectations and communicate them to their teams. This applies to every Army role, we are all of one team, and you must perform your duty to the highest standard in order to support one another. A word of caution, performance expectations must be tuned to the team and achievable, otherwise they can be de-motivational. Demanding high performance promotes **Courage**, **Selfless Commitment** and **Loyalty**.

Leadership Behaviours

Encourage Confidence in the Team

Leaders must inspire and motivate their teams to achieve. This is done by demonstrating confidence in their abilities, and talking enthusiastically about success. Reinforce the importance of teamwork, and show trust in the Chain of Command. Confidence in team ability breeds **Courage**, **Loyalty** and self-**Discipline**.

Recognise Individual Strengths and Weaknesses

Every soldier has something to offer the team, and everybody has areas requiring development. Leaders must identify these individual strengths and weaknesses and address them accordingly, to ensure that the team fulfils its potential and achieves all it can achieve.

Strengths must be played to, and challenged to inspire confidence and motivate additional effort to stretch even further, always seeking to optimise performance.

Weaknesses must be addressed and discussed, in an understanding and considerate manner. Focus on the root of the problem, and the potential to improve rather than the current impact of the weaknesses.

Coaching techniques are extremely useful in addressing both individual strengths and weaknesses. Individual consideration in this manner demonstrates **Respect for Others**, and encourages **Loyalty**.

Strive for Team Goals

Teams will always achieve more than the individual, but the difference between good and great teams is usually the degree of team spirit that bonds them together. Challenging the team to accept and strive for shared goals will create shared purpose, bind them together and foster esprit de corps. Goals can be military, sporting or otherwise (e.g. charitable), but must inspire the team. Group goals develop **Loyalty** and **Selfless Commitment**.



Putting it into Practice

Challenge

Vision

Encourage Thinking
Demand High Performance

Lead by Example
Encourage Confidence in the Team
Strive for Team Goals

Apply Reward & Discipline
Recognise Individual Strengths & Weaknesses

Support



Application

The Vision – Support – Challenge framework illustrates how the seven leadership behaviours compliment each other, but it should be noted that whilst conceptually a cycle, leaders will often have to apply all seven behaviours simultaneously, especially when considering individuals within a team.

It is of the upmost importance that leaders recognise that these behaviours have to be applied to every aspect of life, and are not restricted to working hours or certain situations.

Transactional or Transformational?

In military life there are definitely times when a Transactional (or Directive) 'Just do it!' style of leadership is required. These are often in the most demanding of circumstances, when people need to react instantly and rely on the muscle memory developed during training. However, for the majority of the time, leaders must aspire to be Transformational (or Inspirational) and – motivating and inspiring the team to achieve through shared Values, vision, trust and confidence.

Leadership Styles

The Transactional and Transformational approaches represent two ends of a spectrum, which a leader must be comfortable moving along, applying the leadership behaviours as the challenge and situation demands to get the very best out of the team. An awareness of some recognised leadership styles aids in the understanding of this spectrum.

The Directive Style

“Do what I tell you”

This approach is well understood and most effective when a leader requires rapid, unquestioning action. However, it is dangerously easy to fall-back on in less demanding circumstances and overuse can have a negative impact.

The Participative Style

“What do you think?”

The leader asks for and values input from the team. They create an environment where ideas and timely constructive criticism is welcome, building commitment through participation.

Transactional Leadership

The Pacesetter Style

“Do what I do, Now!”

The leader provides challenge, demands high standards and leads by example. This style is proven to get results from a motivated and highly competent team. However, for those who can't keep up it can be demoralising.

Research has shown that the most effective leaders regularly use at least four of these styles.

The Coaching Style

“What could you achieve?”
The leader encourages dialogue and focuses on the future. It develops others by helping them identify their own strengths and weaknesses and building long-term capabilities.

The Affiliative Style

“People come first”
The leader focuses on the needs of both individuals and teams, building bonds and creating rapport. But, too much focus on people can allow poor results to go unchecked, threatening the achievement of the task.

Transformational Leadership

The Visionary Style

“This is where we are going”
The leader communicates a clear vision and the standards expected in achieving the aim. It explains the ‘why’ but not the ‘how’ encouraging imagination and initiative. It capitalises on team strengths and can be very motivating.

Coaching

The Army Leadership Code incorporates a range of proven coaching techniques. Even a basic understanding of coaching and employment of a few simple principles can be of great value to be a leader and lead to extraordinary results.

What is Coaching?

The process of unlocking an individual's or team's potential in order to maximise performance.

The focus in coaching is on helping others learn rather than teaching them. It uses leadership behaviours like those described here to influence people's motivations and attitudes, which are often the cause of underachievement.



Basic Coaching Skills

Developing Rapport

A rapport of mutual trust and respect is crucial. Leading by example and individual consideration will develop this, and a shared understanding of our Values will accelerate the process. Encouraging thinking is inclusive and promotes interaction.

Observation

Observation skills must be honed to accurately analyse performance and recognise individual strengths and weaknesses. In particular, behaviour not consistent with our Values must be identified immediately to allow for disciplinary and remedial action.

Effective Communication

To articulate vision, set goals and challenge through high performance expectations, careful consideration must be given to communication skills, both verbal and non-verbal. Effective communication is measured by what is heard/seen not what is said/done.

Constructive Feedback

People learn by reviewing what they have done, identifying areas for improvement and developing an action plan. Take every opportunity to give feedback and discuss performance, don't restrict it to formal training events. Use our Values as an evaluation tool and don't miss an opportunity to reward in the form of praise. Constructive feedback will develop trust in the team.

Goal Setting

Goal setting is a versatile and effective coaching tool to focus attention in order to improve an individual's or team's performance.

Breaking down long-term objectives into short-term goals allows for immediate improvements in performance to be identified, resulting in increased motivation.

When setting goals, the following principles should be applied:

Specific

When a goal is clear and specific there is no misunderstanding about what is to be achieved. A clear target to aim for is more motivational than a general 'do your best' style of encouragement.

Measurable

There should be a standard by which to measure whether the goal has been achieved, in order for improvement to be confirmed.

Achievable

Goals must be challenging but achievable. Failure to achieve a goal can have a de-motivational effect. Ensure that the goal is within the individual's or team's capabilities.

Relevant

To inspire individuals and teams, goals must be relevant to their role and future tasks.

Time-Bound

Goals must have a deadline. In addition, it is a good idea to set some even shorter-term milestones to measure progress.

Specific
Measurable
Achievable
Relevant
Time-Bound

The GROW Coaching Model

The GROW model is now very well established in the coaching world, and offers a useful introductory method to implementing a coaching methodology.

It analyses a problem or challenge by breaking it down into component parts, which coaching skills, and the leadership behaviours can then be applied to.

G

- Goal
- What is the team Goal - make sure it is SMART

R

- Reality
- What is the current Reality? What issues and challenges must be overcome?


O

- Options
- What are the Options to overcome these issues and challenges?

W

- Way Forward
- These Options need to be turned into an action plan. This is the Way Forward

Final Words

The background of the page is a photograph showing the silhouettes of soldiers in a field of tall grass at sunset. The soldiers are in the foreground, and the sun is low on the horizon, creating a warm, golden glow. The soldiers are wearing helmets and carrying equipment. The overall mood is somber and reflective.

I agree with Emerson when he said, "Trust men and they will be true to you. Treat them greatly and they will show themselves great." It's jolly easy to say that and it's jolly easy to think that all you've got to do is give an order and we'll go out and get on with it. Well, it's not so, because to do that, you've got to train with them, you've got to get to know one another, you've got to give them your best, and set the standards. Then you can trust them and they will trust you. You treat men greatly by briefing them properly or working with them or bringing them along the right lines. Now that, I firmly believe, should be the approach of soldiers and leaders throughout all armies and all services.

WO1 (AcSM) J C Lord, Camberley, July 1963

Notes



Notes

Comments and suggestions for improving this document are welcomed.

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