



# Senior Leadership

The perception that the organization’s senior leader demonstrates concern for the well-being of his or her organization’s military members or employees and provides clear communication of the organization’s goals, direction, and vision.



**The following items are used to assess Senior Leadership on the DEOCS using a 7-point response scale from strongly disagree to strongly agree.**

1. My senior leader puts processes in place to facilitate the sharing of information throughout the organization.
2. My senior leader clarifies our organization’s goals and priorities.
3. My senior leader communicates a clear vision for the future.
4. My senior leader listens to the concerns of the organization’s military members and employees.

	Favorable	Unfavorable
Indicators	<ul style="list-style-type: none"> <li>• Efforts within an organization to increase diversity of employees have been linked with increased perceptions of leadership effectiveness</li> <li>• Leaders who demonstrate competency across a wide variety of skill sets, such as problem solving or task-related effectiveness, are more likely to be seen as effective leaders by followers</li> <li>• Leaders who are goal oriented are more likely to demonstrate effective leadership skills when the goals are focused on the betterment of the organization and personnel</li> </ul>	<ul style="list-style-type: none"> <li>• When leaders act in ways which contradict or are misaligned with the organizations mission and vision, these leader’s actions can have negative impacts on employee and organizational performance.</li> <li>• Leaders who demonstrate toxic behaviors such as micro-managing, being mean-spirited or aggressive, rigidity, and poor decision-making are less likely to be viewed as effective and can contribute to toxic organizational climates</li> </ul>
Outcomes	<p>When leaders are perceived to be more effective by their followers, organizations witness increases in :</p> <ul style="list-style-type: none"> <li>• Unit performance</li> <li>• Team performance</li> <li>• Job satisfaction of employees</li> <li>• Job satisfaction in teams</li> <li>• Team situational awareness</li> <li>• Organizational learning and performance</li> </ul>	<p>Ineffective or toxic leaders can have lasting negative consequences, such as:</p> <ul style="list-style-type: none"> <li>• Decreased information sharing and communication throughout an organization</li> <li>• Decreased member motivation, morale and well-being</li> <li>• Decreased retention</li> <li>• Confusion on individuals’ roles, goals, and priorities</li> <li>• Decreased unit cohesion</li> <li>• Decreased creativity and unit performance</li> <li>• Units more likely to waste time on unproductive tasks</li> </ul>

For more information go to Assessment to Solutions on [deomi.org](http://deomi.org). You will find:

- Focus Group/Interview Questions
- Online Lessons
- Strategies to address issues with this factor
- Videos that can help you better understand this factor
- Web Resources and Recommended Readings
- References that are directly associated with this factor