

Facilitator's Guide

Senior Leadership



This guide is available for download at the
Defense Equal Opportunity Management Institute (DEOMI)
Website at www.deomi.org

Senior Leadership

Synopsis

According to the DEOCS, Senior Leadership is described as *“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.”*

How to use this Guide

This facilitation guide is to assist senior leaders and accompany the Senior Leadership video found on the DEOMI website at www.DEOMI.org. The target audience for this video is senior leaders who manage subordinate leaders. The facilitator is encouraged to follow the guidance below when conducting this training session.

Training Session

Objectives

- To discuss senior leaders disparities of treatment towards subordinates
- To generate thoughts and ideas about how to best address this situation as a leader
- To understand different approaches in addressing concerns

Procedures

- Arrange a room where participants can observe a television or computer monitor
- Read the training objectives to the participants
- Show the video from www.deomi.org or downloaded to a desktop computer

Facilitator reads: The video you are about to view depicts a situation where two different service members express thoughts and opinions of a recently departing service member.

Facilitator plays the video

Facilitator reads: Now that you have viewed the scenario, you have 5 minutes to individually answer the following questions:

- Video Related
 - What actions and/or behaviors did you observe?
 - What are some possible effects each individual may have felt?
 - What could have occurred to make both members have different views?
- Organizational Related (personal)
 - Do all of your subordinates maintain the same opinion of you (e.g. fair, goal oriented, toxic)?
 - What can you do to ensure all members of your organization maintain the same opinion of you?

After 5 minutes of individual time, the facilitator reads: Now that you have had the opportunity to come up with your own responses, as a group (depending on the size of the group 3-5, or 5-

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10, etc.), share your responses with each other and come up with a consensus on strategies to share with the entire group. You will have 15 minutes to discuss your responses.

After 15 minutes, ask a few small groups to share their responses with the large group.

Discussion Key and Follow-on Questions: (Additional points that may come out in the video discussion)

- What is a toxic leader?
- How can I ensure I am not a toxic leader?
- How can I tell if my subordinates are “cut out to be a leader”?
- What can we do as an organization to ensure all leaders provide clear communication of the organization’s goals, direction, and vision (e.g. mentorship programs, sponsorship programs, verify flow of information)?
- How can I verify flow of information? (correct answers include: conduct “spot checks” asking subordinates information they should be made aware of, conducting focus groups, observing daily activities to determine if subordinates are doing what they are supposed to be doing)

Conclusion

Facilitator reads: Some might consider the behaviors discussed in this scenario as harmless or simply different leadership styles. However, the outcome may greatly affect the individual, coworkers and the entire organization. Leaders should be aware of their subordinate leaders’ leadership styles and training methods, and intervene early by making “on the spot” corrections where necessary. Providing frequent professional development training, establishing mentorship programs, and developing feedback mechanisms can foster better command, leadership, and working relationships.

For additional strategies to improve Senior Leadership and other climate factors, please visit the Assessment to Solutions found on <https://www.deomi.org> or <https://www.deocs.net/public/index.cfm>.