



Strategies to Improve Senior Leadership

Upon completion of your Organizational Assessment, you will identify areas requiring your attention. This paper will assist you with strategies to address indications of poor perceptions of Senior Leadership.

How Senior Leadership is measured on the DEOCS:

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.

Strategies

Establish clarity and transparency in lines of communication.

- Develop effective communication that encourages open discussion.
- Ensure leaders' expectations and objectives are clearly expressed.
- Make it well known that you are available for individual meetings.
- Provide an organizational chart/chain of command list detailing senior leader's contact information, policies, vision, priorities, etc.

Provide feedback and performance appraisal frequently.

- Communicate task-related information (e.g., explaining policy or procedural changes) as well as career-related information (e.g., additional developmental opportunities and career advice).
- Establish clear and specific goals for individuals and units.
- Provide feedback regularly especially after significant events (training, deployments, etc.) as a way to develop team processes.

Communicate a clear vision.

- Project yourself to be consistent with the organizational values.
- Develop a strong knowledge base to communicate from a credible and educated position.
- Discuss core values at regularly scheduled meetings.
- Post the mission/vision statement in a visible or high-traffic area to serve as a daily reminder to leaders and personnel.

Demonstrate loyalty, respect, and compassion toward personnel.

- Listen to the members' concerns; implement the suggested changes when possible.
- Establish strong collaborative relationships.
- Address individual members, do not just focus on group-level issues.
- Demonstrate true concern for members' well-being.
- Be flexible on issues concerning family and personal matters.
- Make personal connections with individuals (remember details about their lives, families and interests).



Ensure personnel feel they contribute to the overall goals of the organization.

- Create mutual respect between leaders and personnel.
- Demonstrate that you value other's opinions.
- Listen actively to members' ideas and concerns.
- Demonstrate your appreciation by acknowledging who contributed to the organization's success.
- Solicit input from personnel in meetings and give them a role in decision making.
- Recognize outstanding performance in public (e.g., monthly, quarterly recognition events).

Additional Resources:

Army: AR 600-20, Army Doctrine Publication 6-22

Marine Corps

Navy

Air Force

Coast Guard

Civilian Personnel

