



A Sergeants Major Academy (SGM-A) instructor interacts with students, Dec. 19, 2019. Faculty members provide their thoughts on leadership and what it means to them, which may give future students insights into why they're so passionate about being SGM-A Department of Command Leadership instructors. (U.S. Army photo by Danielle ODonnell)

# From Those Who Teach: What Leadership Means to Me

*Department of Command Leadership*

*Sergeants Major Academy*

## Foreword

*Michael D. Hayes, Ed.D., Chair*

**T**o complete the Sergeants Major Academy (SGM-A) Department of Command Leadership (DCL), students must achieve one overarching learning outcome: analyze how sergeants major assist in developing organizations and leaders to achieve results by integrating leadership competencies and experience into an organizational-level leadership position.

While a mouthful, the requirement simply means students learn to lead as sergeants major.

The department ensures students understand leadership isn't about what they know. It's about what they do. Leadership works best as a verb, not a noun.

Army doctrine also reinforces this maxim. In Army Doctrinal Publication (ADP) 6-22, Army Leadership and the Profession, 93 statements begin either "a leader must" or "leaders must." Of those statements, 91 discuss what leaders should do, and the other two mention what

leaders should have (excellent judgment and courage) (Department of the Army, 2019c). The department's lessons are developed and taught with this concept in mind.

As noted, leadership isn't about what leaders know. It's about what they do. However, leaders can only do what they know.

SGM-A students are successful leaders. Otherwise, they wouldn't be selected to attend the course. As sergeants major, their span of control will decrease while their sphere of influence will increase significantly. Additionally, the issues they address and the problems they encounter will become more complex.

The department's curriculum is designed to provide these students with the tools they need to be better leaders at the highest levels of enlisted leadership. Delivering this curriculum and ensuring students understand how to apply its concepts is the faculty's mission.

The SGM-A is the last professional military education (PME) institution enlisted Soldiers attend. Sergeants major selected to serve as command sergeants major attend the pre-command course (PCC) at Fort Leavenworth, Kansas, and others may attend the Force Management School or the Keystone Course. However, for most sergeants major, the SGM-A represents their last PME. Therefore, the department's staff and faculty are passionate and committed to ensuring students receive the best experience possible.

Faculty members are accomplished and committed educators. They're experienced current or retired

sergeants major or command sergeants major with conferred master's degrees or doctorates.

The U.S. Army Command and General Staff College also credentialed them as instructors or assistant professors. They're true believers in the curriculum, and their passion shows in the way they teach.

In the following sections, faculty members provide their thoughts on leadership, which may give future students insights into why they're so passionate about being SGM-A DCL instructors.

## Commitment

### Manuel Atencio

Why is commitment so important to leaders?

Merriam-Webster (2024) defines *commitment* as "an agreement or pledge to do something in the future" and "an act of committing to a charge."

Commitment is crucial for both leaders and those they lead. It shapes an organization's culture and climate, influences leaders' ability to achieve goals, and impacts performance.

The most successful teams I have worked with are committed to each other, their families, and the organization. For example, I work with dedicated teams who achieve difficult goals. Obstacles they overcome include timelines that seem unattainable, requests for products that are not clearly defined, and a lack of resources and personnel.

The team's commitment to each other allows



The Department of Command Leadership's curriculum is designed to provide students with the tools they need to be better leaders at the highest levels of enlisted leadership. Delivering this curriculum and ensuring students understand how to apply its concepts is the faculty's mission. (U.S. Army photo)



for creativity, critical thinking, and collaboration. Additionally, the team invests the energy and determination required to complete tasks, resulting in greater overall success and positivity.

Committed leaders are more likely to accomplish requirements, because they're intrinsically motivated. Intrinsic or natural motivation fosters leadership authenticity, which helps build trust and credibility with subordinates, improving their influence. Committed leaders create a positive organizational culture and are likelier to see things through to completion.

Committed leaders are better at influencing those they lead. Their dedication motivates others to change their behavior, improve their activity, and achieve their goals.

All leaders will face challenges to navigate and obstacles to overcome. Despite these difficulties, committed leaders find innovative solutions to problems.

## Army Leadership is Strategic

*Sgt. Maj. Nadia Avila*

Leadership requires strategy, much like a game of chess. Strategy is one of the most critical aspects of an NCO's leadership abilities.

A leader must understand each piece's unique capabilities and limitations. In the Army, this concept includes knowing your Soldiers. Familiarity with them helps you maximize performance, boost morale, reduce risks, and foster growth.

The concept of chess is much like the concept of leadership. In chess, most underestimate the power of a pawn when, instead, we should focus on its strengths. This least-valued chessman can transform into something greater, especially when adequately supported.

Leadership is about inspiring, molding, and empowering Soldiers. Leaders place their pieces in positions that impact the organization's climate. When done right, this strengthens the organization's overall culture. Carelessly placing pieces can have serious consequences.

The comparison between leadership and chess includes several other requirements NCOs face, such as preparation, decision-making, and the results of one's actions. Continual focus on mastering the strategic art of leadership will enhance leaders' ability to impact the success of their Soldiers and their organizations.

## Develop Others

*Sgt. Maj. Derrick Braud*

The most important thing we do as NCOs is develop others. Deliberately planning and taking the time to develop junior leaders have numerous benefits for organizations. When nested within the mission, training, and the commander's priorities, junior leader growth makes an organization more capable.

Capable leaders help their unit accomplish its mission and priorities. However, the trust leaders build with their junior leaders by nurturing their growth as leaders and people will pay dividends well into the future. The short-term wins of meeting priorities will help improve their organization's climate, but building trust will positively affect organizational culture.

Developing others is relatively straightforward but *not* simple or easy. Tactical leaders' frequent, direct contact with subordinate leaders is critical for their development. These interactions provide opportunities to practice skills and processes such as giving feedback, counseling, coaching, and mentoring.

Resources like the recently published Army Techniques Publication (ATP) 6-22.1, Army Leadership and the Profession, detail this process. As leaders move into organizational leadership roles, developing others requires a deliberate, well-thought-out plan.

A good leader development plan should include activities conducted in large groups, like formal lectures or classes, and

one-on-one engagements with individual subordinate leaders. A good question for a battalion command sergeant major is, *'When was the last time you sat down with each of your platoon sergeants and talked about your expectations, discussed their developmental needs, and helped them grow as leaders and people?'*

The time leaders spend building development plans that consider unit and subordinate leaders' needs, mission requirements, and command priorities is well spent. Integrating leader development plans into the unit training calendar positively affects an organization's culture. Good organizational-level leader development programs are essential to spreading excellence across the Army.



Leadership requires strategy, much like chess. Leaders must understand each piece's unique capabilities and limitations. In the Army, this includes knowing your Soldiers. Familiarity with them helps you maximize performance, boost morale, reduce risks, and foster growth. (Wyoming Army National Guard Photo by Cadet Connor Demitz)

## Lead by Example

*Sgt. Maj. Nicholas Beauchamp*

When asked about NCO leadership's most important aspect, I reply without hesitation: leading by example. Being an effective leader starts with building foundational trust and gaining loyal followership. Leaders must embody everything they expect from their followers. One of the best forms of leader development is modeling desired behaviors and observational learning of others.

In the Army, this development happens naturally. Followers learn from their leaders as children learn from their parents, teachers, and role models. Soldiers observe every action and behavior and listen to every word. Leaders are always on display and, as such, have a personal responsibility to embody the same principles and values they demand from their followers.

To expand influence, leaders must be able to inspire and motivate. Leaders who consistently practice what they preach inspire those they lead, encouraging them to adopt similar attitudes and behaviors — ultimately contributing to a better-performing organization.

Leading by example must be authentic and sincere. My experiences solidified my belief that followers can keenly recognize hypocrisy and superficial leadership. Your effectiveness as an example diminishes once your actions or phony leadership call your character or reputation into question.

## Self-Awareness and Self-Regulation

*John Houck*

Emotional intelligence sets effective leaders apart. It's one of leadership's most challenging aspects.

Emotional intelligence involves:

- Being aware of one's emotions
- Regulating them
- Demonstrating empathy
- Recognizing others' feelings
- Using social skills to engage and influence those being led

Being emotionally intelligent means understanding your strengths, weaknesses, and triggers, and controlling impulsive reactions in different situations. It also involves being attuned to others' emotions and needs,

fostering positive relationships, and resolving conflicts constructively (Goleman, 1996).

Leadership and emotional intelligence are closely intertwined. An emotionally intelligent leader is better equipped to listen to and connect with team members, build trust, and inspire loyalty.

Leaders must master these skills, honing and embracing them. They lay the groundwork for servant leadership, which is expected of NCOs per Department of the Army Pamphlet (DA PAM) 600-25, U.S. Army Noncommissioned Officer Professional Development Guide (Par 2-11) (Department of the Army, 2023).

In the context of servant leadership, emotional intelligence is critical for building strong relationships and understanding team members' emotions and motivations. It lays the groundwork for a supportive and thriving climate where everyone can contribute their best.

Emotional intelligence is central to shaping leaders' approach to leadership and guiding their interactions with others. These exchanges directly affect organizations' climate and help shape their culture.

## Leadership Reflection

*Evelyn Hollis, DM*

Reflecting on *leadership* includes more than just reminiscing on your leadership experiences. It also includes building a frame of reference from one's schooling, experiences, and self-study to engage in that reflection.

Critical thinking contributes to the foundation of reflection and continual learning. Therefore, leadership is Light that allows leaders and others to see, know, communicate, and bring about shared understanding and situational awareness.

Leadership Empowers others to have a purpose, increasing their confidence, motivation, and performance while fostering a culture of collaboration.

Leadership is Action: influencing the actions of others to change their thinking, providing guidance, managing, and monitoring duties and missions.

Leadership is Daring — daring to be all one can be, to make tough calls, to discipline or demand better when required.

Leadership Echoes, reiterating what right looks like and consistent with Army Values.



Leading by example, a drill sergeant candidate at the Drill Sergeant Academy, Fort Jackson, South Carolina, tackles the mud pit obstacle June 17, 2016. Being an effective leader starts with building trust and gaining loyal followership. Leaders must embody all they expect from followers. (U.S. Army photo by Sgt. 1st Class Brian Hamilton)





U.S. Army Reserve Command Sgt. Maj. Gregory Betty fist-bumps a bridge crewmember at Fort McCoy, Wisconsin, Aug. 10, 2024. Leadership is a multifaceted concept that encompasses a sense of responsibility and dedication to those we lead. It starts with caring for our Soldiers, which goes beyond supervision or authority. It involves understanding their needs, supporting their growth, and ensuring their well-being. (U.S. Army Reserve photo by Staff Sgt. Rachel Skowyr)

Leadership is **Reliable**, competent, authentic, trusting, and taking responsibility for one's actions.

Leadership is **Service** to others, going further, enduring longer, and looking closer to see how to add to the effort.

Leadership is **Honorable** and respectful of others.

Leadership **Inspires** by creating an image for others of what could be, encouraging and guiding them toward mission accomplishment.

In other words, leadership is **Powerful** and personal.

### **Caring for Others** *Sgt. Maj. Luis DeJesus*

Leadership is a multifaceted concept that encompasses a deep sense of responsibility and dedication to those we lead. It starts with the fundamental principle of caring for our Soldiers, which goes beyond mere supervision or authority. It involves understanding their needs, supporting their growth, and ensuring their well-being is always a top priority. This commitment encompasses creating a welcoming and supportive atmosphere where each team member is appreciated, honored, and encouraged to offer their best.

Professionalism represents another fundamental element of successful leadership. It's about upholding

high standards of conduct, ethics, and competence in our leadership duties. This approach includes leading by example, demonstrating integrity in our actions, and making decisions based on sound judgment and expertise.

Professionalism also involves continuous learning and self-improvement. True leaders are never complacent but strive to enhance their skills and knowledge. They must also remain motivated and resilient to benefit their team and mission.

Staying motivated and resilient is crucial for leaders, especially when faced with challenges or setbacks. It's about maintaining a positive attitude, finding inspiration in the mission and the people we serve, and persevering even when progress seems slow or difficult. This resilience sustains us personally and inspires confidence and determination in our teams, creating a culture of perseverance and excellence. One of the keys to creating a culture of excellence is a leader's ability to exercise humility.

Effective leadership is about humility and recognizing that we are part of something bigger than ourselves. Humility is about embracing feedback, learning from mistakes, and acknowledging others' contributions. True

leaders empower and uplift those around them, fostering a sense of unity, collaboration, and shared purpose that propels the team toward success.

## **Mental Agility**

*Sgt. Maj. Todd Pameticky*

Leadership is dynamic. Therefore, effective leadership requires using various styles and influence techniques each day. *Mental agility* is the skill that allows leaders to apply what's necessary when it's necessary in their daily operating environment.

In doctrine, mental agility appears in the Army leadership requirements model under the attribute of *intellect*. This attribute contains five subsets:

- Mental agility
- Judgment
- Innovation
- Interpersonal tact
- Expertise

Mental agility is the ability to apply reason, keep an open mind, and react to a dynamic environment (Department of the Army, 2019b). When exercising intellect, Army leaders concern themselves with the ability to think and act in ever-changing conditions that reflect more than just a person's intelligence quotient. This mental agility is the cornerstone of the intellect attribute.

Leaders use their mental agility to adapt to situations. This responsiveness is especially apparent in the direct-level leader-led dynamic, which is but

one facet of leadership.

Leveraging one's given position to lead will only work for so long in a superior-to-subordinate relationship. To continue being effective, leaders must be mentally agile enough to use other methods to influence their subordinates.

The more rank leaders acquire, the further they'll move from the direct-level leader-led dynamic to the organizational leadership level. At the organizational leadership level, leaders must be mentally agile enough to influence their peers and superiors — not just their subordinates.

Each leadership level requires different influence techniques, knowledge, and mental agility to apply and leverage them. The Army is a people business. The leader's role is to interact with and relate to people to influence them. Mentally agile leaders are leaders capable of dynamic leadership who are needed for the task, regardless of the leadership level.

## **The Big Three**

*Timothy Todd*

After completing instruction on developing resilient organizations, each DCL term starts with a series of lessons focused on three concepts:

- Critical thinking
- Creative thinking
- Assessments

These lessons emphasize how to think rather than



Sgt. 1st Class Conrad Martin explains the proper way to handle a smoke grenade Dec. 1, 2018, at Hohenfels Training Area, Germany. Leadership is dynamic. Therefore, effective leadership requires using various styles and influence techniques each day. Mental agility is the skill that allows leaders to apply what's necessary when it's necessary in their daily operating environment. (U.S. Army photo by Sgt. John Onuoha)



what to think, with the targeted result of becoming a better thinker and problem-solver. In my experience, leaders must deliberately focus on these concepts daily.

Critical thinking allows leaders to solve problems and make informed decisions while operating within the confines of our laws, doctrine, and regulations.

When promoted and socialized across any formation, creative thinking can improve processes and systems vital to successful operations.

Lastly, something leaders do both directly and indirectly is assess. Assessing is a significant component of the Army's operation process. According to Army Doctrine Publication (ADP) 5-0, The Operations Process (2019a), the major command and control activities performed during operations are planning, preparing, executing, and continuously assessing.

The process of continual assessment might sound exhausting, but leaders perform it all the time with little thought. They constantly monitor, evaluate, and recommend or direct events across their formations. However, an accurate assessment is irrelevant unless acted on by taking the necessary action to improve operations.

I challenge all leaders to use critical and creative thinking along with assessment activities to better deal with problems and complex issues. Understanding and effectively combining "the big three" will enhance leader performance.

## Self-Care

*Sgt. Maj. Richard J. Russell II*

Leadership is a never-ending struggle to achieve small gains in support of your Soldiers and mission. Those who give it their all face anxiety, exhaustion, stress, and despair.

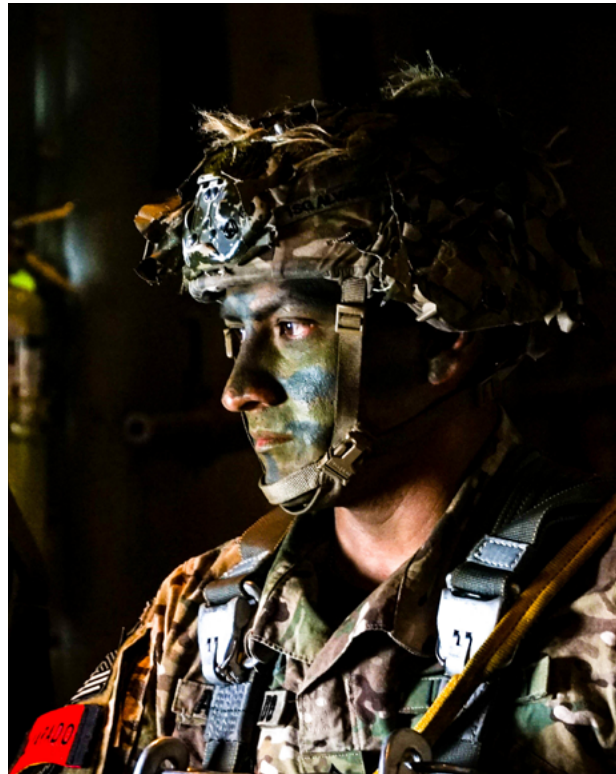
All too often, leaders refuse to believe there's enough time in the day to take care of the mission, their Soldiers, and themselves. When illness, injury, or emotional events occur, they often put their needs on the back burner.

This may seem like the ultimate expression of selflessness, and in a way, it's correct. However, what message does this send to subordinate leaders? How can leaders demand their subordinates seek help but not do it themselves without looking hypocritical?

The truth is that demonstrating self-care in a public forum is crucial for sending the right message. When leaders seek self-help, they live the example.

The Army mission can be hard at times, and medical and behavioral teams are there to help us return to a full state of readiness. By using the systems in place, leaders demonstrate faith that the Army can tend to Soldiers' medical needs and that it's important to do so.

Ignoring injuries and pushing through the pain can send a message that it's okay to break oneself in the pursuit of meeting the Army's needs. This stigma can



1st Sgt. Rudy Alvarado prepares himself mentally while performing Jumpmaster duties Aug. 6, 2019, at Hohenburg drop zone in Germany. The Army mission can be hard at times, and medical and behavioral teams are there to help us return to a full state of readiness. By using the systems in place, leaders demonstrate faith that the Army can tend to Soldiers' medical needs and that it's important to do so. (U.S. Army photo by Staff Sgt. Jacob Sawyer)

lead to further complications with injuries or behavioral health concerns, which will eventually cause issues with keeping a ready and resilient force.

Therefore, to maintain a healthy and positive climate, leaders must set an example and seek help when they need it. They should take care of themselves mentally and physically.

## The Officer and NCO Relationship

*Senior Warrant Officer Wong Teng Leong (Singapore)*

Communication is crucial for an organization's success. Effective communication provides organizations with clear strategy and direction for success and establishes a unit's command climate within the military context.

In a hierarchical organization like the Army, communication is essential to achieving desired outcomes.

The relationship between officers and NCOs is vital in creating a successful command climate within units. This relationship exists between all levels of leadership, from the platoon sergeant and platoon leader to the Senior Enlisted Advisor to the Chairman to the Joint Chiefs of Staff (SEAC)



Effective leaders understand the importance of self-awareness, a major component of emotional intelligence. They become more self-aware by reflecting on their strengths and weaknesses and using their strengths to overcome their weaknesses. They also develop an accurate self-perception through reflection, feedback, and an honest assessment of their capabilities and limitations. (U.S. Army photo by Sgt. Felix R. Fimbres)

and the Chairman of the Joint Chiefs of Staff (CJCS). At every level, these officer and NCO relationships require honesty and tactful communication to enable units and organizations to achieve desired mission outcomes.

Poor communication leads to assumptions and ambiguity between officers and NCOs, ultimately affecting the unit's climate. To strengthen the relationship, both parties must have clarity regarding their roles, rules, and mutual support in their areas of responsibility. While officers focus on units' strategic outlook, NCOs concentrate on achieving the commanders' intent and direction by overseeing the second- and third-order activities.

Officers and NCOs must establish a shared vision to clearly see the team's purpose and objective. This understanding allows them to strengthen their relationship based on care and forthrightness, which creates a strong bond as an effective team.

As repositories of experience in soldiering skills, NCOs provide skill-based knowledge in specialized areas like combat drills, maintenance, training, administration, and regimentation. Drawing from NCO input and experience, officers gain a holistic perspective when executing their commanders' intent.

In conclusion, effective communication enhances

the relationship between officers and NCOs. Their bond is essential to training and leading units to achieve teamwork and mission accomplishment. This desirable outcome reflects the close cooperation serving as a powerful force multiplier in mission accomplishment.

## **Emotional Intelligence**

### *Stephen Tillman*

Leaders need to know two things: themselves and their Soldiers. When leaders know their Soldiers, they can convince them to commit to their goals and motivate them to perform their best. Leaders can best take care of their people when they understand their needs.

When leaders know themselves and their people, using the best leadership skills is easier. One of the best skills to master for successful leadership is emotional intelligence (EI).

Mental Health America (n.d.) defines EI as the ability to manage one's emotions and understand those of others. EI enables leaders to connect to their organization through social awareness.

According to Goleman (1996), a core pillar of emotional intelligence is social awareness: the ability to perceive, understand, and respond to others' needs. Leaders need to know how their Soldiers' emotions and



their ability to regulate them can impact an organization.

Once leaders understand this concept, their ability to provide purpose, direction, and motivation becomes less challenging. The same dynamic applies to using EI in an operational environment. When leaders can empathize with the fear and uncertainty their Soldiers experience in a deployed environment that affects their behavior, they can better manage that behavior (Mental Health America, n.d.).

Leaders who use EI are also more effective.

Effective leaders understand the importance of self-awareness, a major component of EI. They become more self-aware by reflecting on their strengths and weaknesses and using their strengths to overcome their weaknesses. They also develop an accurate self-perception through reflection, feedback, and an honest assessment of their capabilities and limitations (Department of the Army, 2019b).

Eurich (2018) found that when people are more self-aware, they have a clearer picture of who they are. They're more confident, make better decisions, have better relationships, and communicate better.

Simply put, the best leaders know their strengths and weaknesses, and they understand their organizations' strengths and weaknesses.

## Intersecting Fields of Leadership

*Sgt. Maj. James J. Baxter*

I came up with the concept of intersecting fields of leadership years ago as I transitioned from a direct-level leader to an organizational-level leader. Leadership is selfless and loyal. As Army leaders, you're entrusted with the most precious resource: Soldiers.

Leaders must embrace servant leadership. In my experience as an NCO, the most successful leaders are the ones who place the needs of their Soldiers and units above their own.

Successful leaders use *us* and *we* comments instead of *I* and *me*. Prove to your Soldiers that you will work to help them become successful and that you're not just a 9-to-5 leader drawing a paycheck. Convince them by your actions that you will be willing to risk your life for them if necessary to keep them alive in combat.

Additionally, as leaders, you must never forget your two primary responsibilities: accomplishing the mission and Soldier welfare.

Leaders must understand and work toward completing their commander's intent, ultimately leading to mission accomplishment. Mission accomplishment is difficult to discuss without



Soldiers help their companion to the top of a wall in a confidence course at Fort Jackson, South Carolina, April 9, 2023. Successful leaders use *us* and *we* comments instead of *I* and *me*. Prove to your Soldiers that you will work to help them become successful and that you're not just a 9-to-5 leader drawing a paycheck. Convince them by your actions that you will be willing to risk your life for them if necessary to keep them alive in combat. (U.S. Army Reserve photo by Sgt. 1st Class Lisa Litchfield)

touching on Soldiers' training, discipline, and care.

Many leaders, especially junior leaders, will look at the relationship between mission accomplishment and Soldier welfare and question which has priority. The answer is clear: mission accomplishment. However, wise leaders always remember the maxim, *If you take care of your unit and Soldiers, the Soldiers and unit will take care of the mission!*

## Servant Leadership

Galen Thomas

Robert K. Greenleaf first coined *servant leadership* in a 1970 essay. While the literature lists numerous servant leadership principles, the DCL teaches the 10 most common. They are:

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to the growth of people
- Building community (Brewer, 2010)

Even though the concept of servant leadership has been around for decades, NCOs today can incorporate it into their leadership practices. For example, one NCO role is to serve first, prioritizing Soldiers' well-being, growth, and success. According to the Department of the Army (2023), "NCOs develop understanding and empathetic application of the seven Army Values and exemplify the characteristics of servant leadership" (p. 13).

The core principles of servant leadership support the Army Values and the Leadership Requirement Model (LRM). By adopting this approach, NCOs can create a positive, productive work environment that fosters growth, collaboration, and success for team members. In addition, embracing servant leadership principles requires a paradigm shift in the NCO mindset.

For the principles of servant leadership to be

effective, NCOs must consider incorporating them into their leadership style. For example, NCOs must lead by example and demonstrate the behaviors of servant leadership, putting the needs of subordinates first and actively listening to their concerns.

Furthermore, NCOs can empower their Soldiers by giving them the autonomy to make decisions and take ownership of their work (Mission Command). As a result, NCOs who shift their mindset to the principles of servant leadership create a positive command climate that encourages open communication, respect, and trust.

They must prioritize their Soldiers' welfare, show genuine concern for their physical, mental, and emotional well-being, and encourage feedback to improve team performance.

Finally, NCOs who demonstrate humility, show concern for subordinates, and are approachable will accomplish their mission and set the conditions for a strong unit culture.

## Summary

Vice Chair Warrant Officer Gav Paton OBE  
(United Kingdom)

What you have read is a collaboration of three countries, a myriad of military occupational specialties, and centuries of hard-earned military leadership experience. It is a peek through a window into the minds of many great leaders,

and I wish I had learned lessons from them earlier in my career. As Mark Twain once said, "History never repeats itself, but it does often rhyme."

Leadership is not a science or a math problem. It is an art. In the DCL, we work with the talent already identified and develop leaders by delivering tools, techniques, and exposure. We do not make good leaders. We provide an opportunity for leaders to grow in line with their own aspirations. We offer a safe environment to fail and facilitate learning through debate and discussion.

I want to draw your attention to one area.

Nowhere in this work has the team reinforced or suggested the requirement for transactional, autocratic leadership methods. While there is a time for direct, autocratic leadership delivery, it is rare. The team has majored on the personal skills required



The core principles of servant leadership support the Army Values and the Leadership Requirement Model (LRM). By adopting this approach, NCOs can create a positive, productive work environment that fosters growth, collaboration, and success for team members. (U.S. Army photo by Judith Oman)



to gain long-term commitment to each other, the leadership, and the organization.

Hollis mentions what leadership is, to generate shared vision. Leong indicates the importance of communication through a chain of command. Todd highlights the importance of creative and critical thinking and assessments to facilitate baselines and innovative, realistic plans and goals for continuous improvement. Nobody mentions “old school” screaming

and shouting to achieve success.

Let me finish by highlighting two things. First, I am not a leadership expert. These words are not advice, and I learn daily from conversations and debates with teammates. Second, I challenge you to think about your leadership style, and when you think you know it all, look for the gap in your knowledge.

Leadership development is a continuous process, not an event. A gap will exist. Find it and strive to close it. ■

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**Warrant Officer Gav Paton** is the vice chair for the Department of Command Leadership, SGM-A. He is a rifleman, has served in the British Infantry for 28 years, and held every rank from rifleman to second sergeant major of the British Army. He has deployed operationally in every rank, including several tours in Iraq and Afghanistan.

**Retired Command Sgt. Maj. Manuel Atencio** is chief of the NCO Leadership Center of Excellence's faculty and staff development office. He has a background in recruiting and served over 31 years in the Army in various leadership positions. He holds a master's degree in lifelong learning and adult education from Penn State University and a master's degree in instructional design from Western Kentucky University.

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