



ATTRIBUTES OF AN EFFECTIVE LEADER

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My Army Experience

Battalion Paralegal, 2010—2015

Trial Defense Service Paralegal NCO, 2016

Special Victim Prosecution NCO, 2017—2020

Military Justice Operations NCO, 2020-2023

Senior Paralegal NCO, 2023-Present



The Army Definition

Leadership is the activity of *influencing* people by providing *purpose, direction, and motivation* to accomplish the mission and improve the organization.

What does that mean?

How is someone effective at leading?

Army Leadership Requirements Model

Be: Disciplined, Professional, Resilient, Humble

Know: Interpersonal Tact, Expertise

Do: Build Trust, Develop, Improve Performance

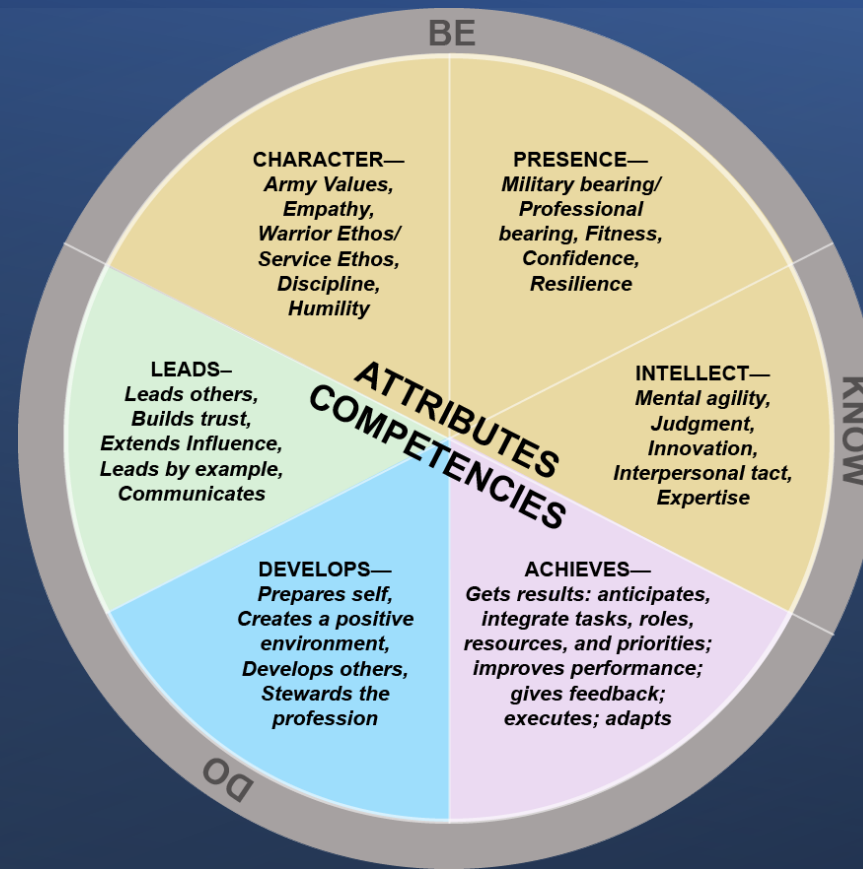


Attributes & Competencies

Character

Presence

Intellect



Leads

Develops

Achieves



The Army Leaders

Officers command units, establish policy, manage resources. Responsible and accountable for everything their command does or fails to do.

Noncommissioned Officers (NCOs): Maintain standards and discipline. They train, educate, and develop.

Civilians provide organizational stability and continuity. They manage programs, projects, and systems.

--Soldiers count on [leaders] they trust and admire. They look to leaders for solutions, guidance, and inspiration.



But Not Everyone Is In The Army

Direct leaders develop others through coaching, counseling, mentoring, and setting the example

Organizational leaders, [like commanders] are responsible for communicating intent two echelons down and understanding intent two echelons up

Strategic leaders are important catalysts for change and transformation. They follow a long-term approach to planning, preparing, executing, and assessing



Foundations of Character

Army Values

Empathy

Warrior Ethos and Service Ethos

Discipline

Humility



Foundations of Presence

Military and Professional Bearing

Fitness

Confidence

Resilience



Foundations of Leader Intellect

Mental Agility

Sound Judgment

Innovation

Interpersonal Tact

Expertise



Competencies of Leading

Influencing

Builds Trust

Leads by Example

Communicates



Competencies of Developing

Prepares Self

Creates a Positive Environment / Fosters Esprit de Corps

Develops Others

Stewards of the Profession



Counterproductive Leadership

Counterproductive leadership is the demonstration of leader behaviors that violate one or more of the Army's core leader competencies or Army Values, preventing a climate conducive to mission accomplishment.



What Does It All Mean?

Know Your Team—Background, Competence, Capabilities, Goals

Understand the Mission—Give the Team Ownership

Support Your People—Training, Loyalty, Education, Development

Questions

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