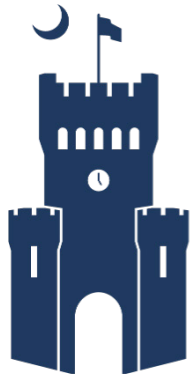




CHARACTERISTICS OF PRINCIPLED LEADERSHIP

STAGED DEVELOPMENT GUIDE
FIRST EDITION



THE CITADEL

THE MILITARY COLLEGE
OF SOUTH CAROLINA

CHARACTERISTICS OF PRINCIPLED LEADERSHIP

STAGED DEVELOPMENT GUIDE

FIRST EDITION

CITADEL EXPERIENCE STAGED DEVELOPMENT

Development is a positive growth process in which the individual becomes increasingly able to integrate and act on many different experiences and influences. While recognizing that each cadet advances on a unique trajectory in leadership development, The Citadel identifies four distinct, but overlapping, stages that correspond with class years: freshman prepare, sophomores engage, juniors serve, and seniors lead.



GENERAL GLENN M. WALTERS USMC (RET.) '79

PRINCIPLED LEADER DEVELOPMENT



THE CITADEL EXPERIENCE

PRESIDENT'S MESSAGE

7 NOVEMBER 2018

Throughout the entire Citadel Experience, cadets are developing each of the seven key characteristics that describe a principled leader. The level of their mastery of these characteristics—as well as what should be expected of them and what should be the focus of their environmental challenges and the training, education, and other support provided them—will vary with each stage of development. The staged implementation guide is an effort to exemplify the developmental outcomes within each characteristic that represent positive growth relative to each stage. It is my intent that all members of The Citadel community accept it in principle and use it as a construct to inform their contribution to cadet leader development in a stage-appropriate way. I also look forward to the Leadership Development Council's continued efforts to refine and incorporate this guide.

Glenn M. Walters
General, USMC (ret.)
President

PRINCIPLED LEADERSHIP AT THE CITADEL

Influencing others to accomplish organizational goals by adhering to the core values of Honor, Duty, and Respect, in alignment with and reinforced by the Characteristics of Principled Leadership.



RESULT

A very flexible and empowering leadership style that is adaptable to any situation.



CITADEL EXPERIENCE STAGED DEVELOPMENT

PREPARE • ENGAGE • SERVE • LEAD

#	CHARACTERISTIC	DEFINITION	DEVELOPMENTAL FOCUS BY CLASS	
1	L Lead with Humility	Viewing one's own strengths and weaknesses in a balanced perspective that recognizes the abilities of others and invites their contributions; demonstrating humility.	4	Begin by confronting the challenges of the fourth-class system and the academic rigors of college to build a new sense of self-awareness.
			3	Continue by moving from individual to team environments and appreciating how team members balance and magnify each other in ways that make the whole greater than the sum of the parts.
			2	Progress by demonstrating the skill of building a team that optimizes the capabilities, contributions, and potentials of each member.
			1	Culminate by coming to understand that the leader is not expected to be the expert on everything or to monopolize all the power but is responsible for creating the conditions for the team to succeed as a whole.
2	E Embrace a True, Authentic Self	Staying open and truthful with others by acting consistently; demonstrating authenticity by accurately representing one's true intention, and commitments; not behaving inconsistently, that is, according to a role or position.	4	Begin by acknowledging and respecting the various backgrounds, experiences, and frames of reference that give each person a sense of self.
			3	Continue by internalizing the core values of honor, duty, and respect, and then using them, rather than peer pressure or other negative influences, to inform analysis, decisions, and actions.
			2	Progress by accumulating additional experiences and education and developing maturity in order to refine a sense of self and become a leader of integrity whose actions are consistent with the core values.
			1	Culminate by developing and leading according to a principle-based personal leadership philosophy.
3	A Act and Speak with Courage	Engaging challenging situations proactively by strongly relying on values and convictions. Taking risks that are reasonable in view of potential benefits, particularly for innovation and creativity	4	Begin by learning the difference between a moral temptation, posed by a choice between "right and wrong," and the ethical dilemma, posed by a "right versus right" situation.
			3	Continue by "finding your voice" and using it when faced with ethical dilemmas, learning when and where to say "no", and taking a bold stance against things that are wrong or inappropriate.
			2	Progress by expanding influence, increasing contribution and inspiring others to find their voices.
			1	Culminate by performing critical leadership functions to overcome resistance, solve problems, and produce the change and movement that improves lives and situations.
4	D Develop and Value People and Resources	Taking responsibility for the value of people and resources; stewarding them in the common interest versus using them in one's self-interest.	4	Begin by insuring personal and professional readiness.
			3	Continue by learning to develop others, build teams, and manage resources to accomplish the mission.
			2	Progress by expanding one's view to include the health of an organization, its members, and its stakeholders; and leading in a way that produces forward momentum, improvement, and growth.
			1	Culminate by taking on the character of a global citizen and displaying the desire to serve as open-endedly as possible.

CITADEL EXPERIENCE STAGED DEVELOPMENT

PREPARE • ENGAGE • SERVE • LEAD

#	CHARACTERISTIC	DEFINITION	DEVELOPMENTAL FOCUS BY CLASS	
5	<p style="text-align: center;">E</p> <p style="text-align: center;">Empower and Hold Others Accountable</p>	<p>Enabling and encouraging the personal development of others, believing in the inherent value of each individual, and giving authority and power to make decisions. Also, holding others accountable for performance and outcomes within their control, ensuring they know what is expected</p>	4	Begin by being easy to lead; identifying and then building an array of skills and competencies to master the self-regulation necessary to use them effectively.
			3	Continue by learning to collect and report facts and information needed to make good decisions, articulating expectations to others, and equipping others with the necessary skills to meet expectations.
			2	Progress by analyzing inputs and making well-formed recommendations, providing and receiving feedback, and administering both positive and negative consequences based on performance.
			1	Culminate by using delegation, decentralization, and authority to create the conditions that empower others to optimize their unique abilities and achieve results, not only from individual members but also from the collective team or organization.
6	<p style="text-align: center;">R</p> <p style="text-align: center;">Respect Others by Building Trust and Learning from Mistakes</p>	<p>Creating an environment of trust and freedom in which others can make and learn from mistakes. Accepting and understanding others to build trust and healthy interpersonal relationships and to bring out best efforts of others; making reasonable efforts to avoid rejecting or punishing others; not trying to get even.</p>	4	Begin by developing empathy for others, which is inherent in The Citadel's core value of respect.
			3	Continue by learning from example to trust leaders that care for their subordinates and teammates that support them.
			2	Progress by practicing a leadership philosophy that trusts subordinates with appropriate levels of responsibility, shares authority, and supports subordinates who make mistakes as they develop.
			1	Culminate by demonstrating inclusive leadership that embraces diversity and creates security, opportunity and fulfillment for all.
7	<p style="text-align: center;">S</p> <p style="text-align: center;">Serve Others Before Self</p>	<p>Culminate by demonstrating inclusive leadership that embraces diversity and creates security, opportunity and fulfillment for all.</p>	4	Begin by becoming mutually dependent in a rigorous environment.
			3	Continue by increasing empathetic awareness of the needs and situations of others, striving to understand diverse points of view, and respecting the input of others.
			2	Progress by recognizing the relationship between leadership, service, and profession.
			1	Culminate by expanding outreach and engagement with a broader community.

NOTES



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