

Table B-2: Leader Behavior Preferences (LBP) Worksheet

Behaviors that create a command climate that supports operational excellence and also motivates competent people to continue their military service.

| Specific leader behavior (for a Division Commander) | A | B | C | D |
|--|---|---|---|---|
| 1. Adapts quickly to new situations and requirements. | | | | |
| 2. Understands and employs current Army and Joint doctrine. | | | | |
| 3. Keeps cool under pressure. | | | | |
| 4. Knows how and when to involve others in decision-making. | | | | |
| 5. Clearly explains missions, standards, and priorities. | | | | |
| 6. Sees the big picture; provides context and perspective. | | | | |
| 7. Sets high standards without a “zero defects” mentality. | | | | |
| 8. Encourages initiative and welcomes new ideas. | | | | |
| 9. Backs up subordinates; confronts the boss if necessary. | | | | |
| 10. Is trustworthy; keeps promises or explains why he can’t. | | | | |
| 11. Employs units in accordance with their capabilities. | | | | |
| 12. Can handle “bad news.” | | | | |
| 13. Gets out of the headquarters and visits the troops. | | | | |
| 14. Coaches and gives useful feedback to subordinates. | | | | |
| 15. Sets a high ethical tone; demands honest reporting. | | | | |
| 16. Will share the risks and hardships of his soldiers. | | | | |
| 17. Knows how to delegate and not “micromanage.” | | | | |
| 18. Is consistent and predictable in his behavior. | | | | |
| 19. Shows respect and consideration for others of any rank. | | | | |
| 20. Puts mission and people ahead of his own career. | | | | |
| 21. Is approachable; listens to questions and suggestions. | | | | |
| 22. Can make tough, sound decisions on time. | | | | |
| 23. Shares the limelight; gives due credit to others. | | | | |
| 24. Senses unproductive policies and makes prompt adjustments. | | | | |
| 25. Builds and supports teamwork within staff and among units. | | | | |
| 26. Holds people accountable for their actions and results. | | | | |
| 27. Is more interested in doing good than looking good. | | | | |
| 28. Is fair; doesn’t play favorites with units or people. | | | | |
| 29. Is positive, encouraging, and realistically optimistic. | | | | |
| 30. Write in: | | | | |

- A. Those 11 behaviors that are Most Important.
- B. Those 7 behaviors that “good” leaders display and “poor” leaders don’t
- C. Those 4 or 5 behaviors that are strongly representative of the typical behavior of the Division Commander.
- D. Those 3 or 4 behaviors that the Division Commander might want to work on.