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**Centre for Army Leadership****Information / Reference**

The Army Leadership Doctrine codifies the British Army's thinking on leadership, drawing together ideas, principles and methods that have been proven to work throughout history. The doctrine should be used as a reference and links made to both the content of the Leadership Doctrine and the Army Leadership Code for all the scenarios

For more information on the CAL and other products, please visit the [army.mod.uk/leadership](http://army.mod.uk/leadership) using the QR Code below or the CAL's AKX page.



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**Centre for Army Leadership****Instructions for use / Disclaimer**

This deck of cards is designed to generate discussion within ranks on leader and leadership scenarios. They are to assist and prompt a leader with delivering a quick and responsive leadership session.

They can be used formally in a structured leadership development package or informally as a tool to get individuals discussing leadership, for example at the back of the ranges.

All the scenarios within are based upon real examples experienced by JNCOs, SNCOs and Junior Officers in the Army but are not based on any specific individual.

For further information, direction or advice, please look at the CAL's AKX site. If you have examples on how you are using the cards, please inform the CAL so others can benefit.

Email: [Army-CentreForArmyLeadership@mod.gov.uk](mailto:Army-CentreForArmyLeadership@mod.gov.uk)

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A

## Problem Solving



How, as a leader, can you promote the Moral component of Fighting Power at Coy, Pl or Sect level?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



Over the last two weeks several phones have gone missing from the soldiers' accommodation. Today, a laptop has been 'lost'.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



Several members of your platoon, including a Cpl, are skipping meals to save money. Their fitness/performance is falling which is affecting the platoon's overall performance.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



You have been told that one of your JNCOs is working every night at Carlo's Pizzas on the 2000 - 0200 shift.

What do you do?

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## Problem Solving



You make a visit to the MT Stores to collect some tools. The LCpl tells you they have been ordered by the MT SNCO (your friend) not to issue anything out due to an inspection that day and everything has already been cleaned.

How do you proceed?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



You hear a new soldier being told by a JNCO to go to the stores 'for a long stand'. You know that this is a wind up.

Do you tell the soldier?

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## Problem Solving



A friend who is a Cpl in your department is constantly borrowing money at the end of each month. They owe most of the department cash and they have just asked you to lend them £20 so that their family can eat.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



You have given a task to Cpl X and discover that Cpl X has passed the work onto other members of the platoon so Cpl X could knock off for the rest of the afternoon.

What action should you take?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



As you walk into the Sgts' Mess bar, you overhear several colleagues, including other Sgts, slagging you off without realising you are there.

What would you do?

How do you approach this situation?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving



You notice one of your friends, also a SNCO, is drinking a bit more than usual in the Mess. He will often have drinks with you in the bar on a Friday and Saturday night, but he is now taking a couple of cans into his room most evenings. He is still on time for work and seems as fit and switched on as usual. What, if anything, will you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Problem Solving

You are the PMC of the Sgts' Mess. You discuss your vision and give your intent to the PEC for the Summer Ball. After two months, the PEC back briefs you on the progress. It is nothing like your vision or intent.

Is it your fault or theirs?

How should you communicate your vision/intent in these circumstances?

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## Problem Solving

Your team is on a 60km endurance exercise as part of an inter-company competition, which the OC is keen to win. As you are marching, a civilian offers you a lift, which will not be found out and means you will win, but this is clearly cheating.

Do you accept the lift or not?

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## Problem Solving



### Discussion

Why is it important to listen to all members of the team when seeking solutions to problems or as part of a wider conversation?

How would you encourage weaker or more junior soldiers to voice their opinions and feel comfortable contributing?

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## Decision Making



How as a leader, can you promote the Physical component of Fighting Power at Sect, Pl or Coy level?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Decision Making



A soldier in your Dept has posted something on the Fill Your Boots Facebook page. They have said how bad the accommodation is in the unit, and described having to use cold showers.

How do you proceed?

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## Decision Making



You are on PT parade and the CSM comes out in uniform and takes the nominal roll. He dismisses the Coy for PT and disappears into the Coy office as he is too busy to do PT.

How does that make you feel?

What can you do about this situation?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Decision Making



You are currently being hosted by another Army overseas. A member of your team has got into a fight and punched a senior soldier from the hosting nation.

What do you do next?

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## Decision Making



A soldier misses a first parade after leave and is 2 hours late. They do not come and see you to explain or seem to acknowledge they have done anything wrong.

What do you do?

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## Decision Making



Some photos of an JNCO's wife were taken from his smart phone and have been sent around the Squadron. You know who did this.

Do you report them?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Decision Making



The OC requires you to nominate one person from your Squadron to receive a CO's Commendation. You have two people that spring to mind.

How do you make the final decision?

What criteria do you use?

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## Decision Making



The OC gives clear orders for a task. When they leave the CSM gives the 'real orders'.

Whose orders do you follow?

Why?

How should you deal with the situation?

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## Decision Making



You've been asked by your friend to cover his/her duty because they have made plans over the weekend. However, he/she has already been told by the CSM he/she must do this duty. Your friend tells you no one will know if you cover for them.

Do you cover for them?

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## Decision Making



### Discussion

Conduct a discussion on the topic of empowerment.

What is empowerment?

Are you empowered in your current rank?

What are the effects of empowerment on the individual and the organization, both positive and negative?

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## Decision Making

You are the Battalion Orderly Sergeant. A young soldier comes to you in distress and asks to see the OC immediately, but won't say why. The OC has told you that they do not want to be disturbed. What action do you take?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Decision Making

A soldier is suspected of stealing from the Platoon. On Monday morning you see that he/she has been beaten up, even though you know that they did not leave camp.

How do you deal with this incident?

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## Decision Making



You must give two names from your platoon to attend the Assistant Equality, Diversity and Inclusion Advisor (AEDIA) course. Once they attend the course, they will become the AEDIA for the platoon. There are no volunteers.

How do you encourage personnel to attend the course?

How do you select the individuals to attend?

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## Leadership



How, as a leader, can you promote the Conceptual component of Fighting Power at Coy, Pl or Sect level?

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## Leadership



One of your JNCOs is very keen to apply for SAS selection and is asking for 2 months off to go and physically prepare. However, they have failed once already and **you** do not think they will complete it second time around.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Leadership



You just witness two JNCOs fail to salute an officer who has just walked passed them. You know they saw the officer and that they saw you.

What do you do?

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## Leadership



You are the most senior NCO in your section on the arrival of your new Commander. The 2Lt arrives with lots of enthusiasm and seems keen to get started. The officer is interested in what you have to say, but you notice that his/her uniform is not ironed and his/her boots are not clean.

What approach would you take with the new, young officer?

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## Leadership



Another SNCO in your Regiment tells you they are continually having suicidal thoughts, and though they do not feel they will act on them, they are not certain of the fact. The individual asks that you do not tell anyone else.

What should you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Leadership



### Discussion

Conduct a discussion on the topic of “Are leaders born or made?”

Is it a mixture of both?

What value does leadership training have and what form should it take?

Does experience grow leaders?

What sort of leaders are natural leaders?

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## Leadership



One of the platoon has been beaten up by the locals and you hear that there is a revenge trip going out tonight.

What do you do with this information?

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## Leadership



You are required to supply three personnel to attend a Basic Health & Safety course. Only two volunteer and a third is nominated. The nominated soldier says that they will 'fail' the course if they have to attend.

How would you motivate the individual to pass the course?

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## Leadership



You are walking along the path near RHQ. You witness a Pte soldier being 'shoulder barged' by another soldier who was walking in the opposite direction. The soldier who conducted the 'shoulder barging' is a WO2.

What action do you take?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Leadership



Your boss is popular, but you suspect that they are an alcoholic. Everyone is carrying them and it is affecting the morale of the team.

What can you do?

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## Leadership

You hear about a member of your platoon carrying out volunteer and community work at weekends. The individual is very modest about what they do and does not want any recognition for their work.

What do you do about the information?

Should you help get them recognised/rewarded?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Leadership

Your new job is working alongside civil servants. Within the structure, the head of the team is a C1 grade civil servant (equivalent to Lt Col).

Would you consider adapting your leadership behaviours?

What challenges might you face working with civilians?

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## Leadership



You are a member of the Company grading board for LCpls. You know the LCpl graded top is actually 'toxic' but plays the game in front of the CoC.

How do you express this to ensure your point is heard?

What do you do?

How do you create an environment that all opinions can be heard without fear of any repercussion?

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## Ethical Leadership



### Discussion

Discuss the following questions:

What does leadership mean to you?

What is the difference between leadership and management?

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## Ethical Leadership



A young and recently arrived soldier struggled with the physical side of life in the unit.

Over the last 3 months they have rapidly gained muscle, much more than their peers have. After the CDT recently visited another unit nearby, 5 soldiers were dismissed from the Army for use of steroids.

The young soldier looks physically pale when informed.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Ethical Leadership



### Discussion

Discuss the following questions:

Give examples of negativity in the workplace and examples of the damaging effects it can/may cause.

With the given examples, discuss ways that leaders can deal/handle with the negativity or with the effect.

On a positive note, how might the Unit, Coy or Section apply reward or bestow praise on a soldier who has performed well?

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## Ethical Leadership



You have discovered that a colleague is deliberately avoiding hard physical training sessions. They have been 'sick' or 'busy' on the last 3 occasions.

What do you do?

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## Ethical Leadership



A popular member of your troop is taking part in Ramadan due to their religion. The Tp Sgt makes a suggestion, that the whole troop takes part to build team cohesion.

Do you agree with this suggestion?

What other ways, if any, could you build team cohesion in relation to understanding someone's religion?

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## Ethical Leadership



You are a Sgt, posted into a Troop on promotion from Cpl. You have just spent 3 years in a busy unit, deploying on operation and taking part in several demanding exercises. You received two strong SJARs. During the start of your new assignment, you notice a Cpl rarely pays attention to your guidance, advice or direction. You are becoming frustrated with their refusal to acknowledge your experience, but more importantly, your rank.

How will you approach this issue?

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## Ethical Leadership



A LCpl in your troop regularly complains about life in the Army. They have served for 10 years and feels that they should have been promoted years ago. They feel aggrieved by the postings they have had and does not feel they have been treated fairly by the Capbadge they belong to. They are routinely negative and seem disinterested in section life. Their output is ok but could be better.

As a Tp Sgt, what considerations might you have for managing and mentoring this soldier?

What effect will their negativity have the rest of the troop?

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## Ethical Leadership



There is a JPA inspection coming up and the Tp Sgt has been issuing out AGAI's to the troop members who have not submitted leave passes.

You are approached by the Sqn Clerk who informs you, in confidence, that it is the Tp Sgt who is the biggest culprit for not submitting.

What do you do with this information?

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## Ethical Leadership



LCpl A is on a long course and away from barracks. You hear some gossip from another member of the Platoon that Cpl B, a single JNCO has allegedly been going out with LCpl A's wife and staying over.

What do you do?

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## Ethical Leadership



You are out with civilian friends celebrating a birthday. During the night Cpl X, a member of your platoon, enters the same pub with their arm around a local girl. You know that Cpl X is married.

What, if anything, do you do?  
How and when would you deal with the situation?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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## Ethical Leadership

You are in charge of a high performing team that has high morale. There is good natured 'banter' on a daily basis. Recently the 'banter' has been focussed on an individual and you think it is starting to affect their performance.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals





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## Ethical Leadership



### Discussion

Conduct a discussion about  
“Leaders I admire.”

Initially this discussion may centre around individuals from the military, sports, politics or history. The discussion should be guided by what traits, attitudes or behaviours they display, and whether the group has seen those traits displayed within their units.

Lead by Example, Encourage Thinking,  
Apply Reward & Discipline, Demand High  
Performance, Encourage Confidence in  
the Team, Recognise Individual Strengths  
& Weaknesses, Strive for Team Goals



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You know that two soldiers were ordered by a WO2 to do something outside the rules. They were caught. The WO2 is taking no responsibility and has now told them to remove their name from the statements the soldiers have written.

What do you do?

Lead by Example, Encourage Thinking, Apply Reward & Discipline, Demand High Performance, Encourage Confidence in the Team, Recognise Individual Strengths & Weaknesses, Strive for Team Goals



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