



AP7001 2020 - A Précis



#NextGenRAF



INSPIRING LEADERSHIP

A close-up, low-angle shot of a pilot's helmet and visor inside a cockpit. The pilot is looking out over a vast landscape with a prominent rainbow arching across the horizon under a blue sky. The cockpit's interior, including the visor and part of the instrument panel, is visible in the foreground.

Innovation
distinguishes
between a
leader and a
follower.

Steve Jobs

COMMANDANT, TEDDER ACADEMY

FOREWORD

AP7001 Royal Air Force Leadership describes the RAF's approach to leadership in the contemporary context. It is values-based doctrine that champions an inclusive culture to create an environment that supports individuals to be themselves and to deliver their best work.

AP7001 builds on the fundamental principles of service detailed in AP1 RAF Ethos, Core Values and Standards. The doctrine should act as a guide for leadership reflection and development, to encourage imagination and spark leadership discussion.

As the strategic security landscape and the challenges to the nation are becoming increasingly complex, the key to operating successfully in this environment is held by leaders who advocate values-based principles to empower curiosity, diversity of thought, challenge and innovative thinking – all of which are critical to developing the character, resilience and mental agility of our Whole Force to confront the challenges.

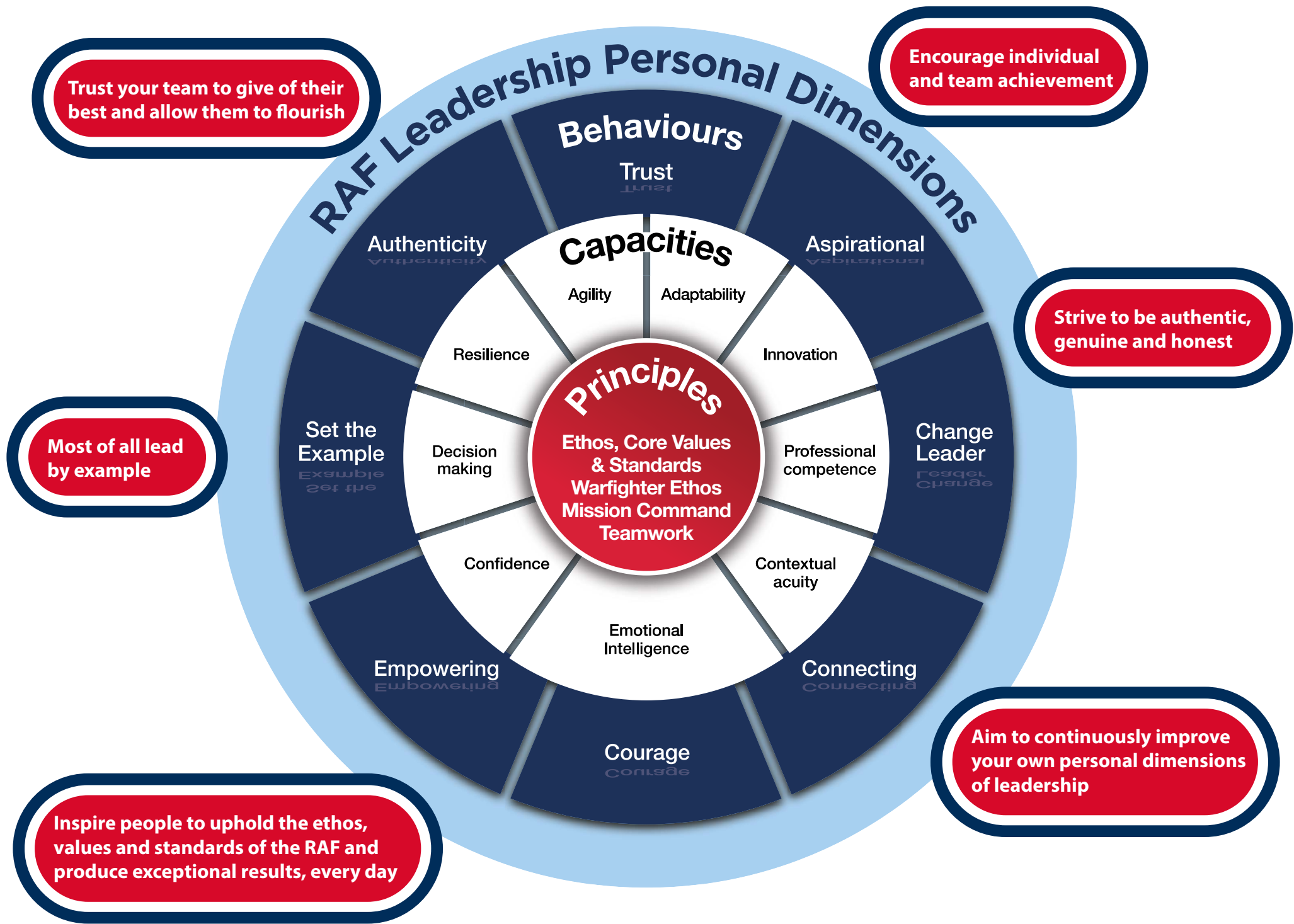
The contemporary context requires leaders who can operate both in the battlespace and the business space. It is recognised that different leadership styles will be required in different contexts and this AP includes a guide to personal leadership styles that may be appropriate in certain situations.

The personal leadership dimensions highlight those principles, capacities and behaviours that individuals should develop within themselves and those they lead. However, this AP is clear that it does not define an ideal personality type. Everyone will develop their own leadership style and must learn to apply their own personality to best effect.

This is the precis version of AP7001, condensing the key elements to make a quick and easy read. There is also a more-detailed reference version for use by teaching schools and for deeper study and a brochure version for use across the wider organisation.


Gp Capt Emma Keith BA MSc FCMI RAF

Commandant, Tedder Academy of Leadership



LEADERSHIP

- Seize the chance to innovate.
- Identify the challenges.
- Understand related political, economic, social, technological, legal and environmental factors.
- Espouse values-based principles to empower curiosity, diversity of thought, challenge and innovative thinking.
- Plan and play out what could happen in short, medium and long-term events.



Increased effectiveness will depend on your ability to successfully distinguish and see beyond associated factors and challenges.

TEAM SYNERGY

Introduces the concept of 'meta-leadership' in which leaders lead 'down, up, across and beyond'.



CULTIVATING TEAM SYNERGY

Develop influence and connecting skills to link your purpose, vision or mission to stakeholders not necessarily under your command.

Exploit distinctive and diverse differences between teammates to explore more options.

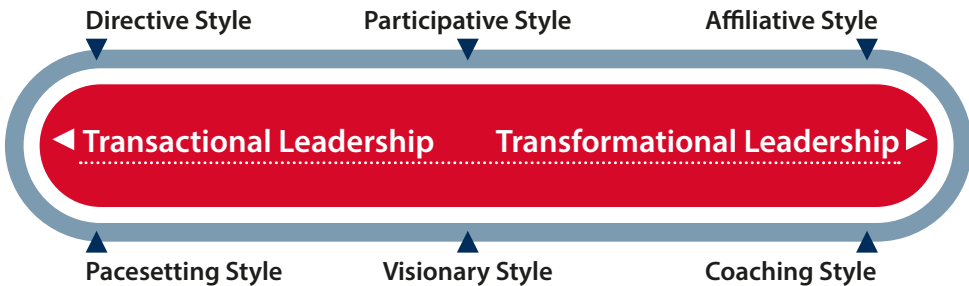
Aim for a relationship of interdependence in committed pursuit of the higher purpose, vision or mission.

Set the example;

- Empower leaders and teammates from the top down.
- Allow reasonable challenge from anyone.
- Respect expertise from subject matter experts.
- Drive collaboration across all stakeholders.
- Value ideas and innovation, driven by curiosity from all.
- Include all stakeholders, teammates and diversity of thought.

LEADERSHIP STYLES

Employ a style or a combination of styles depending on the context, the team or the individual - an inspirational vision may be enough, some may need coaching, others a more directive style.



STYLE	KEY PHRASE	STATEMENT
Directive	"Do what I tell you"	This approach is most effective when a leader requires rapid, unquestioning action. However, it is dangerously easy to fall back on in less demanding circumstances, and overuse can have a negative impact.
Pacesetting	"Do what I do. Now!"	The leader provides challenge, demands high standards and leads by example. This style is proven to get results from a motivated and highly competent team. However, it can be demoralising for those who are unable to keep up.
Participative	"What do you think?"	The leader asks for and values input from the team. They create an environment where ideas and timely constructive criticism is welcome, building commitment through participation.
Coaching	"What could you achieve?"	The leader encourages dialogue and focuses on the future. It develops others by helping them identify their own strengths and weaknesses and building long-term capabilities.
Affiliative	"People come first"	The leader focuses on the needs of both individuals and teams, building bonds and creating rapport. But, too much focus on people can allow poor results to go unchecked, threatening the achievement of the task.
Visionary	"This is where we are going"	The leader communicates a clear vision and the standards expected in achieving the aim. It explains the 'why' but not the 'how', encouraging imagination and initiative. It capitalises on team strengths and can be very motivating.

PERSONAL DIMENSIONS OF LEADERSHIP



- ◉ Embrace mission command; define the purpose and desired end state of a task; set clear boundaries and provide appropriate resource to encourage alternate and innovative ways of thinking on how it might be achieved.
- ◉ Ensure all teammates feel included, trusted and valued in order that they pull together.
- ◉ Develop and build your social, cognitive and technical capacities.
- ◉ Be agile enough to cope with ambiguity and the discomfort of change; be responsive and open-minded to all stakeholders; value innovation and creativity; and exploit the opportunities that change can bring.
- ◉ Be openly receptive, outward-looking and welcoming towards varying perspectives.
- ◉ Engender inclusivity to embody open-mindedness and empathy.
- ◉ Be innovative enough to deliver appropriate step changes in power or productivity; allow teammates enough time for thinking and reflection.
- ◉ Champion the innovative efforts of your team, encourage positive action, stir emotion, unlock courage and bravery.
- ◉ Don't be averse to risk or failure but judge when and where to take such risk.
- ◉ Be curious, explore opportunities, learn about people and new things around you.



PROFESSIONAL COMPETENCE

- ◉ Knowledge, skills and attitudes are critical to credibility and instilling confidence and teammates' trust in your leadership.
- ◉ Develop contextual acuity to better understand the political environment and how best to influence others.
- ◉ Exploit challenging situations to improve your confidence by stretching yourself to gain experience and understanding of your performance and development opportunities.

EMOTIONAL INTELLIGENCE

- ◉ Recognise your own and others' emotional makeup through genuine reflection, honesty and commitment.
- ◉ Focus on personal development, identify areas for improvement and do something about it.
- ◉ This will allow you to overcome unconscious bias, counter your own human tendencies and allow you to move fluidly through leadership styles to get the best results.

RESILIENCE

Understand the need to look after yourself and your team to strengthen individual and team, physical and mental resilience to ensure that you will be able to perform your roles over prolonged periods.

DECISION MAKING

- ⦿ Know when, how and by what means a decision needs to be taken to achieve the mission.
- ⦿ Understand the ethical considerations within the decision-making process:
 - ⦿ Is any decision in line with RAF policies and procedures?
 - ⦿ Will this violate any legal parameters or regulations?
 - ⦿ How does a decision relate to our values and principles; is it in tune with our organisational culture?
 - ⦿ Self - does it meet my standards of fairness and justice?

BEHAVIOURS

To get the best from your team:

- ⦿ Trust yourself; if you can't trust yourself, how can you expect others to trust you or trust others?
- ⦿ Be trustworthy - someone others can count on.
- ⦿ Trust subordinates and, where appropriate, allow them to make mistakes and learn from experience.
- ⦿ Be aspirational - aim higher, to want to achieve better outcomes, whether that is improved effectiveness and efficiency, higher level of performance or an enhanced culture of excellence.
- ⦿ Be authentic - true, honest and genuine.
- ⦿ Be open to reasonable challenge and approach it with honesty and

the right intentions.

- ⦿ Be physically and morally courageous - stand up and be counted, the standard you walk past is the standard you accept.
- ⦿ Set the example - know your own values and be confident enough to express them to others - step up when required - follow through on commitments and promises.
- ⦿ Connect with and empower teammates by fostering self-motivation; guide, assure and create opportunities for the team to practice and develop their skill sets.
- ⦿ Remember that positivity is infectious and an effective leader will channel this to reach their aspirational goals.



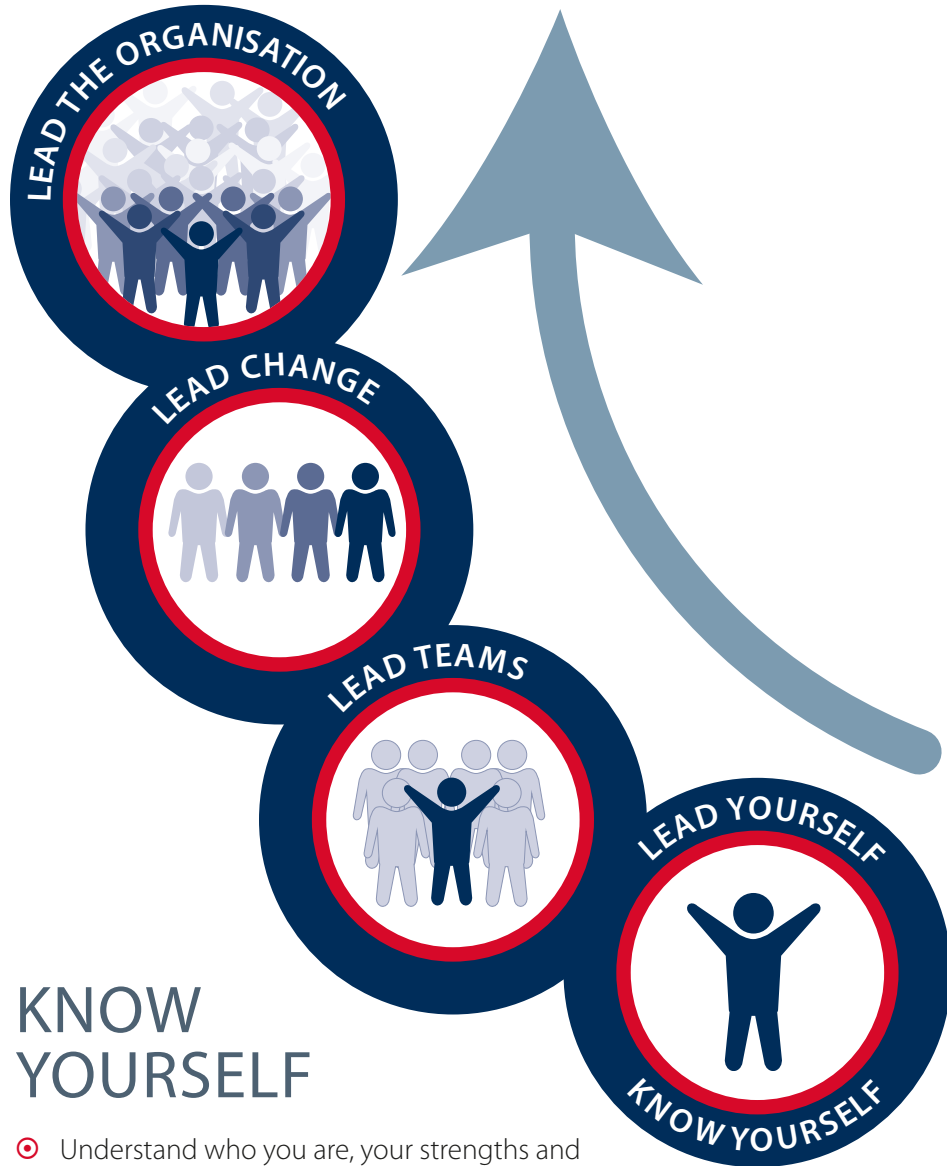
CHANGE LEADERSHIP

- ⦿ Remember that change is the new status quo; complex challenges can only be overcome by changes in people's priorities, beliefs, habits and loyalties, and by shedding entrenched views.
- ⦿ You must convince people that standing still is not an option and connect them to the achievement of that better future.

POOR LEADERSHIP

- ⦿ Behaviours, which contribute to a toxic working environment will directly impact on operational output.
- ⦿ Recognise that any destructive behaviour and dysfunctional personal characteristics, in either yourself or others, can cause serious and lasting harm to your people, your team, and to the hard-won reputation of the RAF.

RAF LEADERSHIP PATHWAY



KNOW YOURSELF

- Understand who you are, your strengths and weaknesses and how others perceive you.
- This will enhance your ability to build productive relationships using your own leadership 'brand' and will help guide self-improvement.
- If you do not know yourself you cannot lead yourself, and if you cannot lead yourself you cannot hope to lead others.*

LEADING THE ORGANISATION

Leading at this level Involves the stewardship of the Whole Force; the creation of an aim point for the future; and the provision of a framework that ensures institutional resilience, sustainability and depth.

LEADING CHANGE

- Implementing change processes is a management activity; dealing with the human consequences, positive and negative, requires leadership.
- People often want a leader to simply provide answers, not confront them with difficult realities.
- As a leader you need to understand that change can be complex and uncertain.
- Be prepared for some of the resistance you may meet when you challenge people's daily habits and routines as even dysfunctional ones are a part of a person's identity.

LEADING TEAMS

Leadership styles will vary with the task and team constitution, however the desired outcomes remain constant:

- Mission or task achievement.
- Unity of effort.
- Member commitment and well-being.

To be effective you will need to:

- Develop a compelling vision and provide clear direction.
- Create trusting relationships and a safe, supportive environment.
- Develop a group sense of identity and belonging.

LEAD YOURSELF

- Be self-aware and engage in personal development.
- Embody our ethos, core values and standards.
- Ethically execute our mission.

HANDLING AMBIGUITY

You will have 3 options, you could:

- Process out any ambiguity by giving your team a clear and certain view of the situation; what needs to be achieved, how it is to be achieved and the consequences of non-achievement.
- Permit a degree of ambiguity, whilst directing the direction of travel and clearly defining your desired outcomes. This should allow your teammates to explore alternative, and often unforeseen ways to achieve results.
- Exploit or even promote ambiguity to profit from its presence; however, this will be the most difficult path for most leaders.

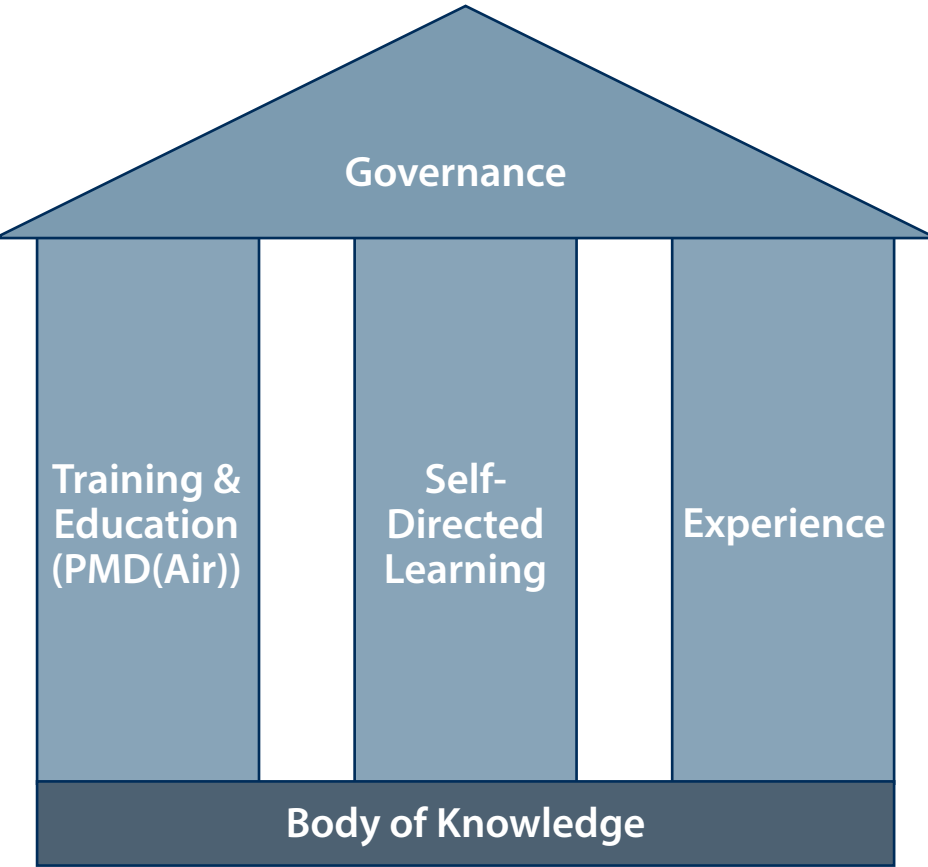
The most common instinct is to 'remove' any ambiguity because the thought of making ambiguity 'worse' is often alien. However, where hierarchical positional power is not assured, you may need to embrace ambiguity and move from positional power to convening power.



RAF LEADERSHIP DEVELOPMENT

You will continue to develop your leadership skills through a combination of formal education and training, self-directed learning and experience.

Accordingly, you should exploit opportunities that challenge and stretch your leadership abilities; reflect on your experiences, whether good or bad, and learn from them.



The Pillars of Leadership Development

FURTHER EDUCATION AND TRAINING OPPORTUNITIES

There are a number of opportunities available for you to exploit:

- Local Force Development Squadrons support self-directed personal leadership development, coaching, mentoring and leadership theory.
- The Robson Academy 'Eagles' programme helps develop leadership through adventure training.
- The Tedder Academy of Leadership sponsors academic study through university short courses, Park Fellowships and placements in external institutions' leadership development programmes. The Academy also runs the annual CAS Leadership Conference to increase awareness and understanding of contemporary leadership issues.

FINAL WORD (AND WARNING)

AP7001 contains several leadership models to help your understanding; however, academic models are invariably approximations or simplifications and not truly representative of the real world.

Each has its limitations and many will not work in all circumstances; accordingly, it is imperative that you take them as guidance, identify what you find useful and not test them to destruction.

You are also encouraged to study the latest ideas in leadership and consider applying them in your own leadership approach and style.

The most effective leaders never stop learning.



