

Portuguese Naval Academy – CINAV

The teaching of leadership. Lessons from the Navy



- ① Mission
- ② Background
- ③ Leadership Theoretical Model
- ④ Results
- ⑤ Conclusions

“Talant de Bien Faire”

The Portuguese Naval Academy's (PNA) mission consists of the training and adequate development of the Portuguese Navy future officers, across several specialization profiles, in order to be able to accomplish the assigned missions at the Portuguese Navy and the armed forces in general.

- Enable the exercise of assigned functions;
- Provide skills to carry out missions;
- Promote individual development for the exercise of command, direction and leadership functions.

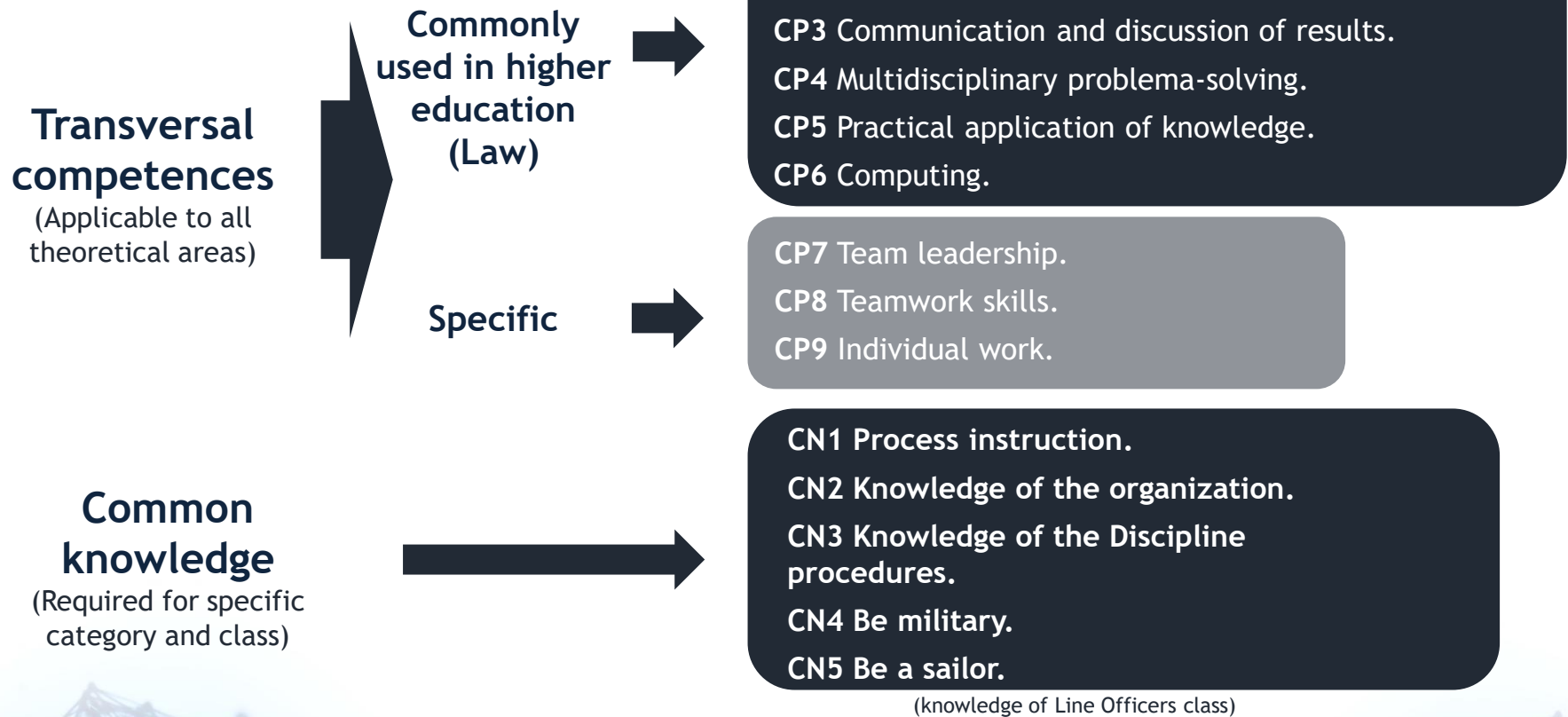
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Three functional areas:

Complete
the task

Building
the group

Improving
the
individual

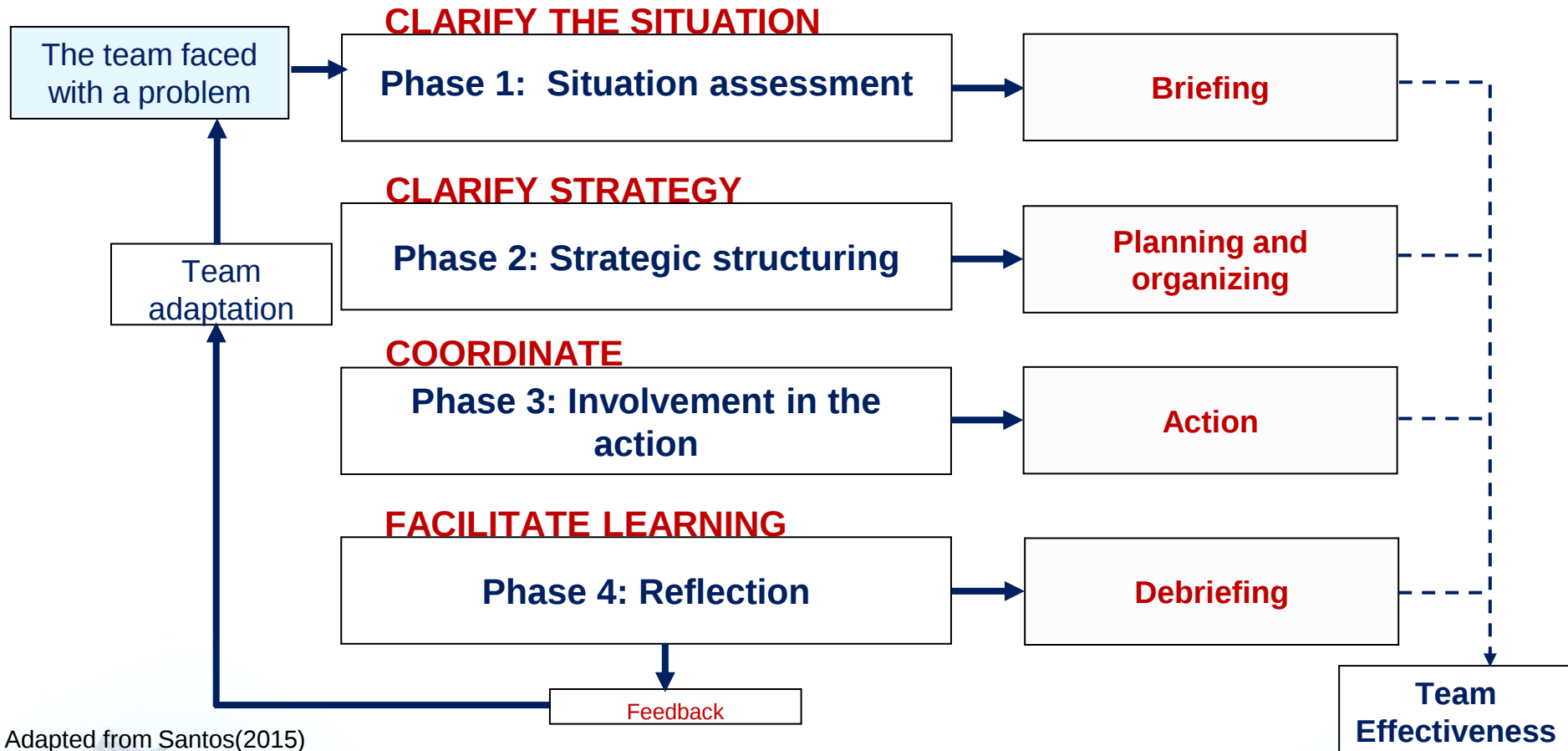
Competences:

- Clarify the situation
- Clarify the strategy
- Coordinate
- Facilitate learning

(Santos, 2015)

Adapted from Adair (1973)

Leadership Theoretical Model



Adapted from Santos(2015)

CLARIFY THE SITUATION



1. CLARIFY THE SITUATION

Briefing the team
Explain the task
Check Comprehension



Initial situation assessment

CLARIFY STRATEGY



2. CLARIFY STRATEGY

Present your own plan/idea
Collect suggestions
Define roles



Clarify/Define Strategy

COORDINATE



3. COORDINATE

Coordinate all activities/ Team monitoring
Motivate
Time management

Monitoring

Inform



Motivate

Coordinate

Action/Coordination/Execution

FACILITATE LEARNING



4. FACILITATE LEARNING (DEBRIEFING/LESSONS LEARNED)

Debriefing

Analyse the leader/team performance
Self-Evaluation



Leader

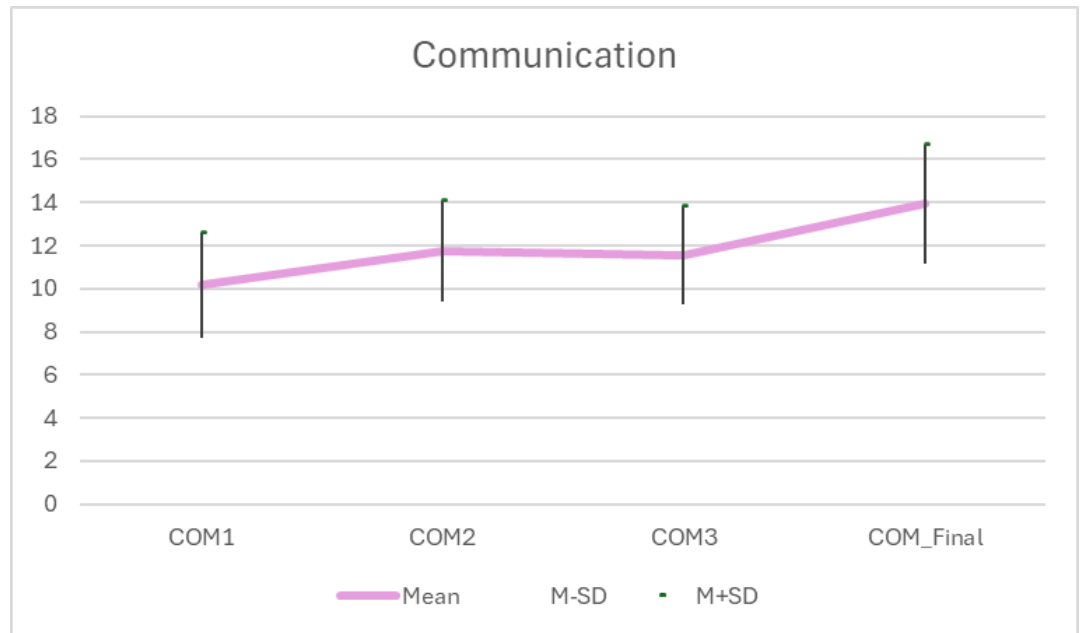


Instructor

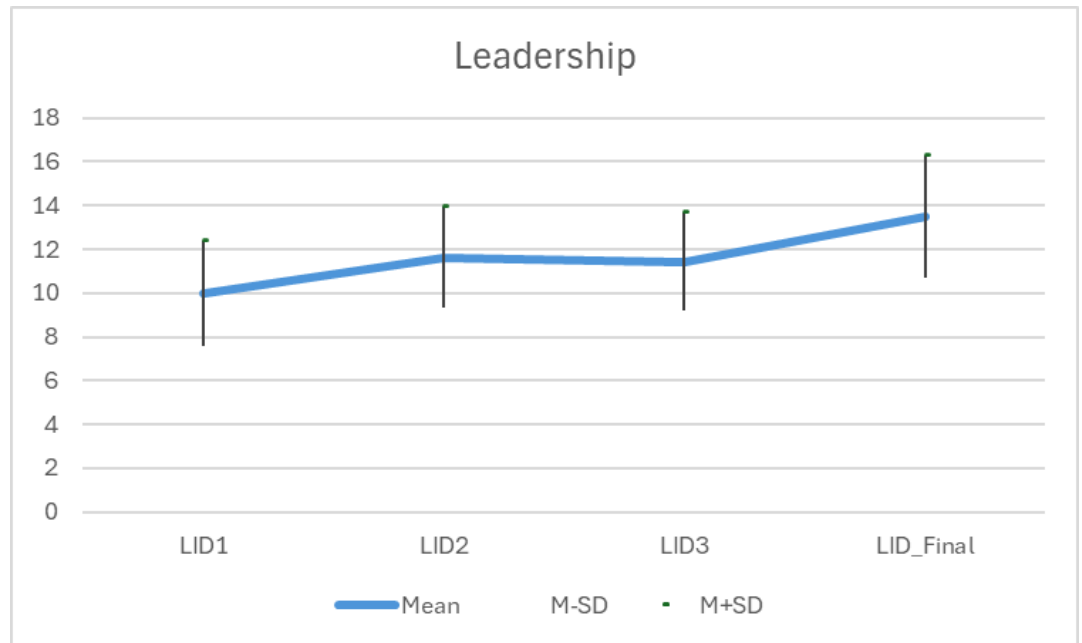
Team Learning

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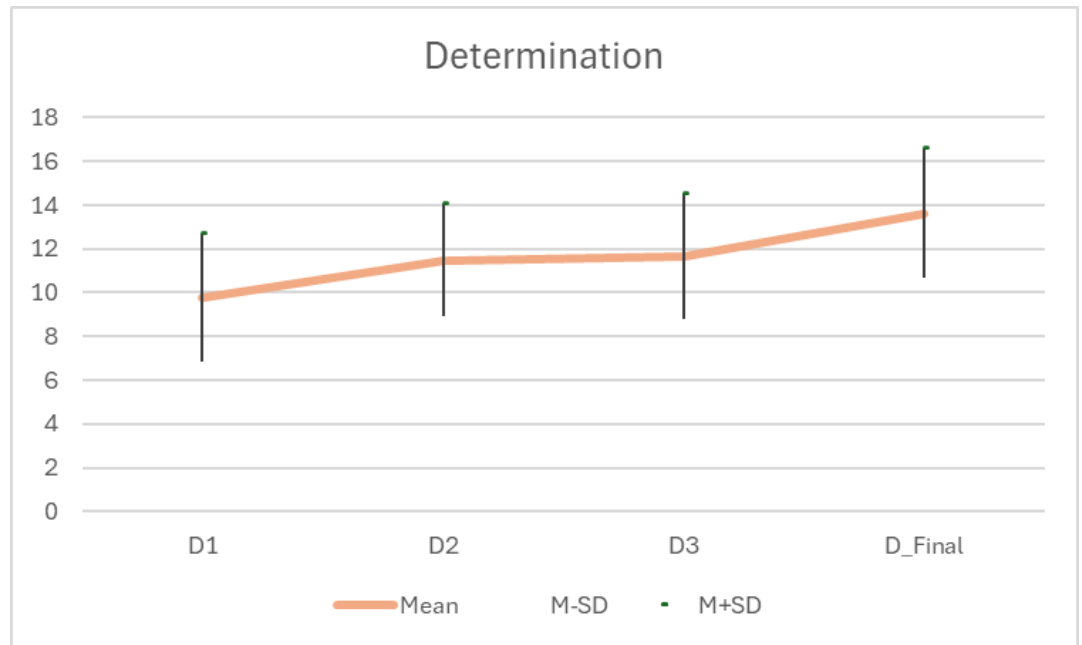
Results



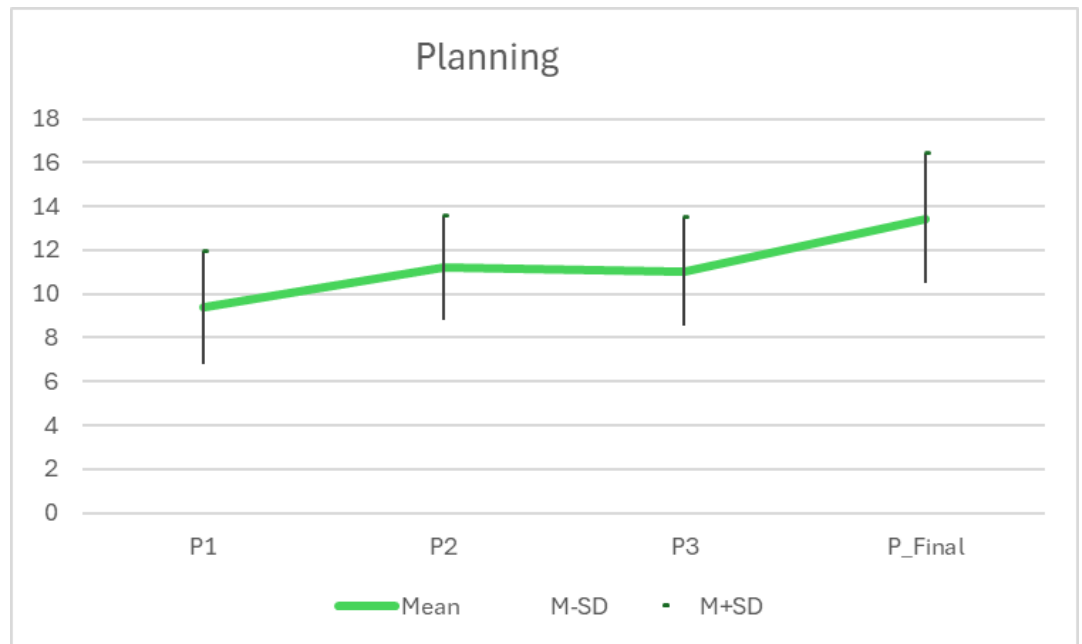
Results



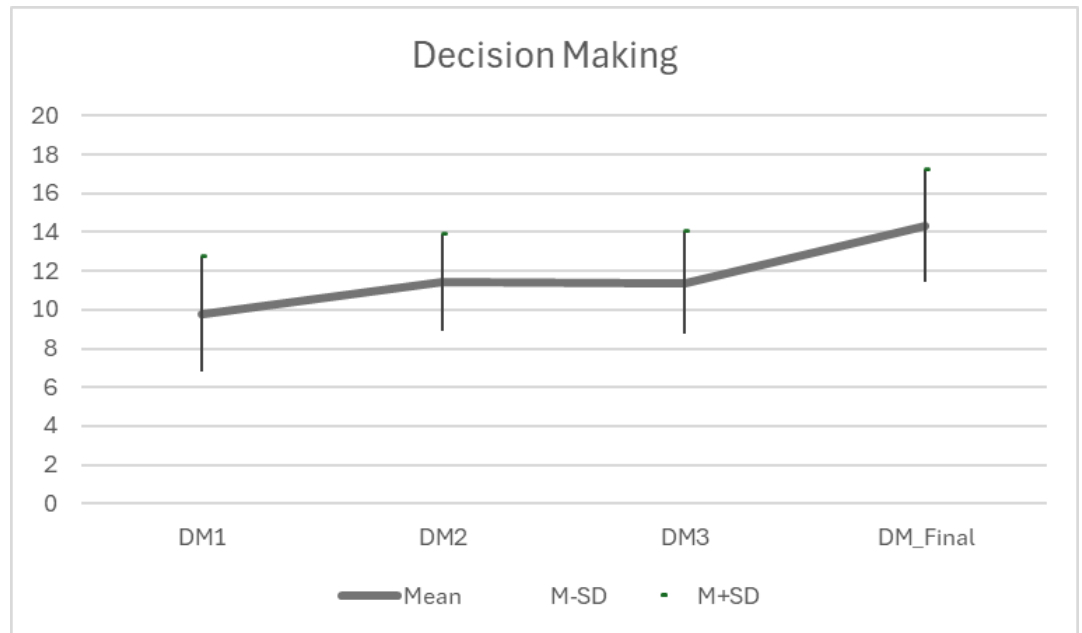
Results



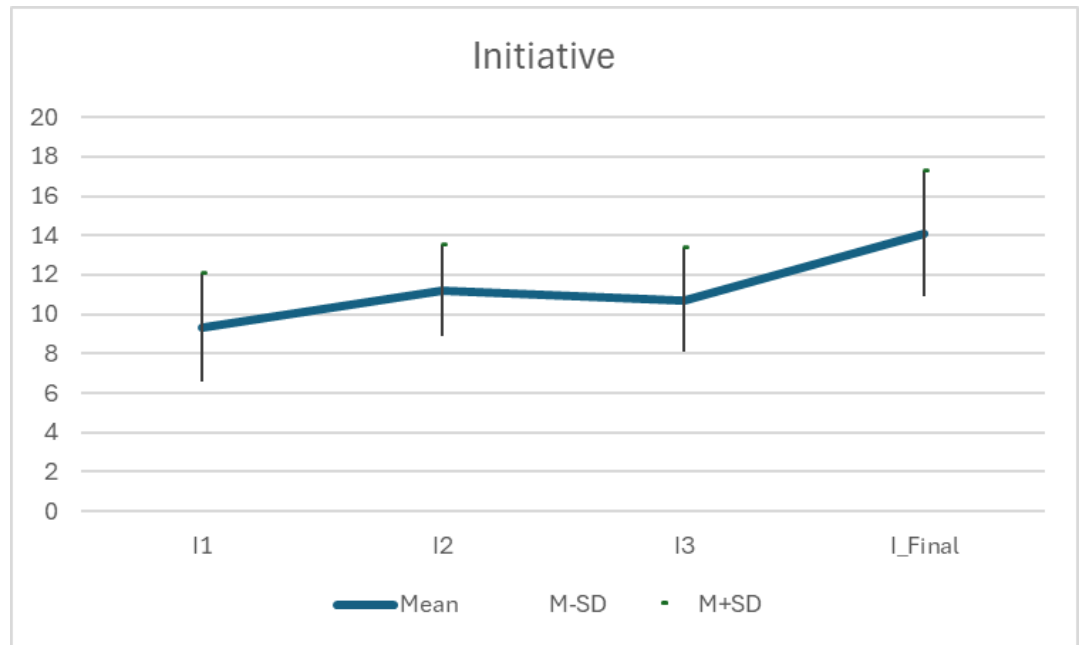
Results



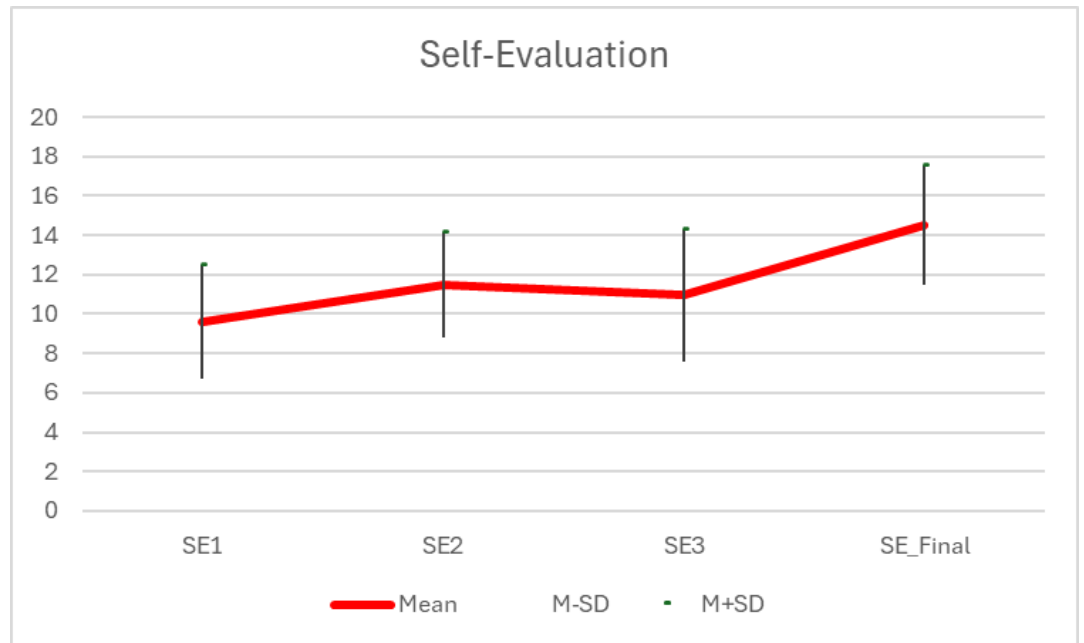
Results



Results



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Four theoretical dimensions of team leadership emerged, corresponding to four categories of leadership functions

The results showed that the individuals had a positive change in their leadership skills

Leadership programme

Competences:

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- Clarify the strategy
- Coordinate
- Facilitate learning

Practice shows teams that apply the Functional Leadership Model become more effective

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