## **Leader Self-Assessment Decoupling Measure**

As a Platoon Leader or Platoon Sergeant, it is challenging to find time in your busy schedule to implement the messaging you convey to your Soldiers, or to translate what you say into action. In the following section we ask that you read each statement and indicate two responses beside each statement regarding what you say to your Soldiers and how frequently you do those things (that is, how much of it you are able to implement in your day to day activities).

	are usic to imprement in your	Please indicate how strongly you disagree/agree with each statement						statement into action.				
Item	Statement	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	I don't know/ Unsure	Never	Seldom	Sometimes	Often	Always
1	I tell my Soldiers that everyone should get training opportunities.											
2	I tell my Soldiers discipline is important for everyone.											
3	I tell my Soldiers that that there is a fair and equitable standard for receiving awards and recognition.											
4	I emphasize to my Soldiers the importance of treating everyone with dignity and respect.											
5	I tell my Soldiers that everyone in the unit should be accepted for who they are.											
6	I tell my Soldiers that it's important for me to know who they are in order for me to support them (such as family, religion, finances).											
7	I tell my Soldiers that characteristics such as race, gender, ethnicity, and sexual orientation <b>do not</b> matter as long as Soldiers are doing their job.											
8	I encourage my Soldiers to participate in Unit-related social events outside of work.											
9	I tell my Soldiers that they should <b>not</b> "smoke" bully or haze unit members.											
10	I tell my Soldiers that I support Soldiers who seek help for physical											

	or mental health issues.						
11	I tell my Soldiers that both women and men enhance Unit performance.						
12	I tell my Soldiers that cliques are inconsistent with Army culture.						
13	I tell my Soldiers that including <b>everyone</b> is important for mission success.						
14	I tell my Soldiers that having a diverse team is important for mission success.						
15	I tell my Soldiers that <b>everyone's</b> input is important.						
16	I tell my Soldiers that ideas from everyone are welcomed (such as from junior enlisted, women, members of minority groups).						
17	I tell my Soldiers that I share all mission critical information with <b>everyone</b> in the unit.						

## **Leader Policy-Practice Decoupling Measure**

Please indicate who of the following is your immediate supervisor:

treating everyone with dignity and respect.

<sub>2</sub> [	<ul><li>□ Battalion Commander or Cor</li><li>□ Company Commander or Fire</li><li>□ Other, please indicate</li></ul>	st Sergeant	ant Major											
	Thinking of your immediate supervisor, please read the below statements and indicate how strongly you agree or disagree with each one.													
Item	Statement	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	I don't know/U nsure							
1	My leader says that leaders should give everyone in the unit training opportunities.													
2	My leader shows favoritism in selecting who gets training opportunities.													
3	My leader says leaders should apply discipline equally to everyone in the unit.													
4	My leader protects leaders they favor from punishment.													
5	My leader communicates that leaders should have a fair and equitable standard for nominating Soldiers for awards and recognition.													
6	Members of my unit who deserve awards don't get them.													
7	My leader emphasizes the importance of leaders													

Item		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	I don't know/ Unsure
8	My leader tells racist or sexist jokes.						
9	My leader says that leaders should accept everyone in the unit for who they are.						
10	My leader looks the other way when leaders exclude from Unit activities someone who is different.						
11	My leader says it's important for leaders to know who their Soldiers are in order to support them (i.e. family, religion, finances).						
12	My leader does not ask about the unique characteristics of other leaders in the Unit (such as family, religion, finances).						
13	My leader says that leaders should communicate that characteristics such as race, gender, ethnicity, and sexual orientation <b>do not</b> matter as long as Soldier are doing their job.						
14	Regardless of competencies, my leaders tend to select the same people for important tasks.						
15	My leader encourages leaders to maximize their unit's participation in social events outside of work.						

Item		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	I don't know/ Unsure
16	When there are social events in my Unit, my leader <b>does not</b> ensure that everyone feels welcomed.			Ĭ			
17	My leader says that leaders should <u>not</u> tolerate "smoking", bullying or hazing of their unit members.						
18	My leader looks the other way when members are being "smoked", bullied, or hazed.						
19	My leader says that leaders should support Soldiers who seek help for physical or mental health issues.						
20	My leader looks the other way when members in my unit are teased for being on profile.						
21	My leader says leaders should communicate that both women and men enhance Unit performance.						
22	My leader expects women more than men to prove they belong in the Army.						
23	My leader says that leaders should communicate that cliques are inconsistent with Army culture.						
24	My leader acts as though cliques don't exist in my Unit.						

Item		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	I don't know/ Unsure
25	My leader says that leaders should communicate that including everyone is important for mission success.						
26	My leader excludes qualified leaders from diverse backgrounds (such as gender, race, sexual orientation) for important tasks.						
27	My leader says that leaders should communicate that having a diverse team is important for mission success.						
28	When the task is important, my leader sometimes forgets to include qualified members from diverse backgrounds (such as gender, race, sexual orientation).						
29	My leader says that leaders should consider everyone's input for decision making						
30	My leader ignores members who do not share their background (such as race, gender, ethnicity) when they provide input into unit decision making.						
31	My leader says that leaders should communicate that ideas from everyone are welcomed (such as from junior enlisted, women, members of minority groups).						

32	My leader ignores ideas expressed by some members (such as from junior enlisted, women, members of minority groups).			
33	My leader says that leaders should communicate to their Soldiers that they share all mission critical information with everyone in the unit.			
34	My leader shares more information with the members they favor.			

## **Leader Policy Practice Decoupling – Individual Level**

Thinking of your leadership, i.e. the team of leaders surrounding the leader you indicated on the previous survey, please read the below statements and indicate how strongly you agree or disagree with each one.

Item	Statement	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	I don't know/ Unsure
1b	I have to work harder than others in my unit to be accepted by my leaders.						
2b	In order to be valued by my leaders I had to change important things related to my identity (e.g. racial/ethnic/gender/sexual/religious identity).						
3b	My leaders take advantage of my unique skills in order to accomplish the mission.						
4b	My leaders dismiss my skills that are not related to my MOS (Military Occupation Skills).						
5b	When there are social events in my unit, I do not really feel welcomed by my leaders.						
6b	My ideas are immediately dismissed by my leaders.						
7b	My leaders withhold critical information that I need to know to do my job.						
8b	I feel I am the last to know about changes to the training calendar.						