

## Qualities of a Good Leader

*“A good leader has mutual respect for the employees, listens to their ideas and allows the employees to voice their opinions and concerns.”*



—**Kay Lundin**  
DDBC Management Analyst

*“The ability to openly communicate.”*

—**Dan Beers**  
DDHU Systems Analyst



*“A person willing to listen, weighing the values of all concerned when an opportunity is presented to them and making a decision based on the benefit of all.”*



—**Jim Siegfried**  
DDDC Supply System Analyst

*“A leader is always in touch with his crew, asking if they need anything and helping out when a task is particularly difficult.”*



—**Raoul Rosal**  
DDJC Material Handler

*“Makes sure work is done correctly, understands procedures and can communicate.”*



—**Laverne Cutolo**  
DDDE Transportation Assistant

# DDC Employees Name the Most Important Qualities of a Good Leader

By Jessica Walter-Groft, DDC Command Affairs

What comes to mind when you think of the qualities of a good leader? Communication, integrity, rewards and recognizes employees, able to complete the mission, a “people” person?

If so, you’re not alone. Those were the top five attributes listed by DDC supervisors and subordinates alike in a recent poll conducted by DDC Command Affairs.

## 5. Employee Appreciation

It’s a pat on the back for a job well-done or even a friendly “Way to go!” For most employees, receiving encouragement and validation made all the difference in going the extra mile to get the job done. “Recognizing what they [subordinates] did will motivate them to work better and harder,” said Cecelia Gozar, Transportation Assistant at DDYJ.

“A leader makes sure that their employees are rewarded for a job well-done,” said Marcela Owens of DDDE’s Emergency Support Operations Cell (ESOC).

CAPT Stan Johnson, SC, USNR, said a good leader “gives recognition by catching individuals doing things right.”

## 4. Integrity

Employees expect their supervisors to be consistent, fair, honest and trustworthy. As DDDE Commander LTC Doug Nomura, USA, said, “Once you lose their trust, nothing else is going to work.” In a business such as ours where change is imminent and flexibility is critical, subordinates need to have faith in their supervisors.

Linda Polk, DDOO Materials Identifier, believes “being honest and reliable” is necessary, and John Crain, Director of DDBC, said, “A good leader is fair, honest and responsible for decisions.”

## 3. Completing the Mission

A common response, and possibly the most obvious trait of an effective leader, is simply the ability to complete the mission. Most employees feel that leaders need to have a thorough understanding of the job in order to make informed decisions and oversee or delegate the work in order to complete the assignment.

DDHU Transportation Officer Marge Satterlee said, “Leaders have to have an overall knowledge of the job,” and DDOO Supply Technician Tonya Gore considered that trait to be “imperative in order to complete the mission.”

“You need to be well-rounded, well-versed and know the job,” said Calvin Baker, DDPH Material Handler.

Tom Brame, Distribution Processing Expeditor at DDDE, compared a leader’s role in completing the mission to putting together the pieces of a puzzle. “Each person has a piece and each piece has to fit in the right place at the right time. They come together to complete the mission.”

DDAA Commander LTC Kevin Kahley, USA, believes “providing direction and empowering employees” to be essential to completing the task. CAPT Howard, Commander of DDNV, said that empowering employees “helps them develop a sense of ownership and responsibility to carry out the mission.”

## 2. Interpersonal Skills

Many employees said they enjoy working with their supervisors . . . when they have the right “people” skills. A leader’s ability to relate to employees gives his or her team a sense of ownership and pride. As DDDE Supply Technician Lee Koldewyn said, a good leader “makes me feel that I’m part of the equation.”

And part of making employees feel valued is to simply know their names. “A good leader takes time to learn employees’ names,” said Jo Linda Warren, Support Services Assistant at DDRT.

To some employees, having good interpersonal skills just means that their leaders motivate them by staying positive. “People respond to a person who is personable rather than abrasive,” said DDHU’s Satterlee.

## 1. Communication

Communication topped the list as the most important quality of an effective leader. More than half of the respondents polled included “communicating,” “listening,” or “sharing information” in their answers.

“A good leader must be able to communicate at all levels from the Clerk to the Commander. Knowing when and how to speak in any situation shows you have taken the time to learn what employees expect when you are in their work environment,” said Jo Linda Warren, DDRT Support Services Assistant.

Rey Bantug, Materials Handler at DDYJ, said, “Communication plays an important part in leadership. [A leader] needs to listen to his people and accept their suggestions for the betterment of the system.”

DDHU DEPMEDs Crane Operator Mark Nixon said he considered a good leader to be “someone who really listens to their subordinates,” and his coworker, Medical Products Controller Mary Jane Wilson, added that it was important for a leader to give employees the facts in order to avoid speculation.

CDR Kent Vredenburgh, SC, USN, DDYJ Commander, believes that effective communication is necessary so that employees understand the leader’s vision and the direction of the organization. “Being able to articulate that vision clearly and unambiguously in order to inspire and motivate others is key.”

Greg Mednick, Deputy Commander of DDDC, also understands the importance of effective communication. “It is important to communicate with and know the employees.”

To foster these important leadership qualities, new initiatives like the DLA Enterprise Leader Development Program and the DDC Mentor Program are being rolled out this year. Designed to enhance the skills of DDC’s leaders, program such as these are expected to further improve the level of job satisfaction enjoyed by DDC employees by building the skills of their supervisors.

## Qualities of a Good Leader

*“A leader thinks before making major changes, knowing that acting rashly could be harmful.”*



—Marcela Owens  
DDDE ESOC Team

*‘A good leader is a good communicator.’*

—Monica Starling  
DDBC Information  
Technology Specialist



*“Knowing the strengths and weaknesses of the people they are leading.”*

—Susan Caddy  
DDHU Supply Systems Analyst

*“Self-motivated, energetic, has the ability, a positive attitude and leads by example.”*



—Craig Russell  
DDHU General Supply Specialist



*“Strength to overcome obstacles that one encounters along the way.”*

—Phyllis Skuzinski  
DDDC Traffic  
Management Specialist/Quality  
Assurance Examiner

*“Leadership is being willing to listen. Too often leaders tend to think they know what’s best to the point they lose sight of the fact that the people working for them often have a better perspective of the operation.”*



—Richard Burton  
DDJC Material Handler & Identifier

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