

BEZPIECZEŃSTWO / SECURITY

RASHAD TAHIROV

MILITARY ASPECT OF LEADERSHIP

Introduction

Leadership is essential to military profession. It is integral to army institutional success today and tomorrow. Leadership has played a key role, over the centuries, in enabling the military to survive, endure and succeed. There are also very clear examples in military history where leadership has lacked. Developments in the physical and conceptual components have had significant influence and brought about huge changes in the way that campaigns and battles are conducted, but conflict, especially territorial, particularly remains a very human endeavor. It was leadership at all levels that held the thinly red line, maintained morale in the trenches, motivated troops in the battlefield, ensured their tactical success. Effective leadership was essential for military success in the past and will remain the same in the future. Despite the headline-grabbing high-tech aspects of recent armed conflict, waging war continues to be an intensely human nature. The streets of Bosnia, the mountains of Afghanistan, and the deserts of Iraq require “boots on the ground” to achieve victory¹. As a result, the military relies on leaders, not managers, program directors, or supervisors, to accomplish its primary mission.

Throughout history, world events have always put the military in a difficult and unpredictable position. In today’s conditions, this rule remains, but the unprecedented pace of events and the speed of information transfer are added to it. And these rates of change are accelerating. It is predicted that the environment in which land forces would operate will be increasingly complex. This complexity will require expert leadership in Army is clear that the unpredictable nature of future conflict requires from military leader to be agile, able to adapt, adjust and shape the future battlefield. The cognitive realm has become a battle space, where victory is won by the domination of ideas and narratives, rather than

RASHAD TAHIROV – War College of the Armed Forces, Republic of Azerbaijan, ORCID: <https://orcid.org/0000-0003-1936-152X>, e-mail: rashad_tahirov1975@yahoo.com

¹ L. Wong, P. Bliese, D. McGurk, *Military Leadership: A Context Specific Review*, last updated 16.02.20, <https://bit.ly/2SUoMmS>.

physical territory². In order to meet the challenges of an increasingly complex and uncertain environment, army requires intelligent, competent, physically and mentally tough leaders of character. Decentralized operations require leaders at all levels understand their environment, learn quickly, make sound decisions, and lead change. As there are no predetermined solutions to problems, army leaders must be flexible and have high organizing ability adapt their thinking, formations, and organizing ability to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment.

Leadership in military

The military is set apart from other professions because soldiers must be prepared to use deadly force and have the courage to overcome hostile forces. While organizations traditionally motivate their workers by reliance on extrinsic factors such as salary, benefits, and promotions, military professions must rely on more inspirational, largely intrinsic factors such as the life-long pursuit of expert knowledge, the privilege and honor of service, the satisfaction of nurturing and protecting life and enabling society to flourish, and the social status of membership in an ancient, honorable, and revered occupational group that self-polices its membership. Thus, true military professionals are more personally motivated by the intrinsic aspects of their service, rather than by its extrinsic benefits. Army leaders exercise a profound responsibility because the consequences of their decisions and actions affect the lives of soldiers, their families, the enemy and non-combatants. Leaders draw from deep-rooted values and professional competence to demonstrate resolve to do what is right at the right time for the right reason. During times of peace, a military leader faces in different situations the same challenges as any other leader. With his leadership behavior, each military leader creates preconditions for the production of individuals and war time troops that are capable of performing successfully in battle. The leader of a civilian organization does not, however, have to prepare to face the most demanding challenge of leadership: the responsibility for both the task and people is stretched to the limit during war. The ultimate effectiveness of a military leader is measured in battle that contains many lasting elements at the level of an individual person despite technological development. Leading soldiers in battle has always been among the most demanding operating environments for leadership. Creating and sustaining superior fighting power requires the combination of the tangible activities of war-maneuver, firepower and protection-with the intangible elements of war-leadership, unit spirit and

² T. German, *How will wars be fought in the future, July 20th 2019*, last updated 16.02.20, <https://bit.ly/2HuOglb>.

individual courage. Combining those physical and mental qualities and molding people into an effective fighting team, requires leadership.

A discussion of the military begins by noting that the military is far from the monolithic society often held in stereotypes. The military actually consists of a diverse collection of organizations, roles, cultures, and people. For example, overall military contains three professional uniformed services: Army, Navy, and Air force. Each profession has its own culture and, hence, its own unique aspects of leadership. Additionally, “military” may refer to people wearing the uniform all the time (the active duty forces), part of the time (the reserves and National Guard), or none of the time (defense employees and military families).

In terms of size, the number of people in the military is huge. The size of the military means that leaders (even rather junior ones) often command large numbers of subordinates, and thus leadership at all levels tends to have a large impact in terms of personnel.

In terms of organizational form, the military is unquestionably traditional. There is a clear delineation of power across hierarchical levels and clear prescriptions about how leaders and subordinates are expected to interact. For instance, using rank insignia, surface-level power is easily identified to all members of the system. At the same time, there are deeply entrenched “codes” of behavioral order (deep structures) that extend beyond the official work environment. Thus, the military leader is not just a person, but through his position, responsibility and duties he is a part of a formal organization and it is bureaucratically structure all the way to the level of state administration. An organization provides a military leader with resources and tasks. The position of the military leader includes a great deal of formal power.

In any Army, in any time, the purpose of “leadership” is to get the job done. Competent military leaders develop trust, focus effort, clarify objectives, inspire confidence, build teams, set the example, keep hope alive, and rationalize sacrifice. For this century or the next, there is little mystery about requisite leader competencies or behaviors. Desirable qualities and skills may vary a bit, but the basic formula for leader success has changed little in 2,000 years.

Thus, culturally, leadership was and continues to be a mainstay of the military. Long before leadership became a topic of discussion in the corporate, academic, or even public realm, militaries were familiar with leadership. Sun Tzu saw a line organization as a basic solution that serves leadership in war in the best way possible. In the interpretation of the five basic matters moral influence, weather, terrain, leadership and doctrine – Sun Tzu elevated leadership into a high concept while organization receives mostly instrumental value in his thinking³. According to Sun Tzu:

‘Leadership is a matter of intelligence, trustworthiness, humaneness, courage, and discipline. Reliance on intelligence alone results in rebelliousness.

³ V. Nissinen, *Military Leadership, Critical Constructivist Approach to Conceptualizing, Modeling and Measuring Military Leadership in the Finnish Defence Forces, Academic Dissertation*, (National Defence College Department of Management and Leadership, Helsinki, 2001), last updated 16.02.20, <https://core.ac.uk/download/pdf/81236091.pdf>.

Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Dependence on the strength of courage results in violence. Excessive discipline and sternness in command result in cruelty. When one has all five virtues together, each appropriate to its function, and then one can be a leader⁴.

Carl von Clausewitz's thoughts have created a foundation for western political and military strategic thinking. Clausewitz emphasizes that the duties and activities of a military organization must be integrated into political objectives. When writing about the maintenance of a military force, he aims for clear definitions of objectives: organization and training precede the actual use of a military force, maintenance is connected to all activities and it creates preconditions. All in all, Clausewitz wants to make a clear difference between war preparations and actual war. He also emphasizes that warfare is not only mechanical skills but human interaction.

These war theoreticians emphasize the importance of leadership and developed conceptual thinking in order to achieve success. Organization is only a tool for leadership.

Military leadership is leadership in a military organization and a continuous activity of a military leader and a sub-concept of military command. The function of military leadership is to commit people to their task and mission. The basis of military leadership is the potential of a military leader. The activity is seen as effective leadership behavior in changing operating environments. Military leadership behavior is followed by measurable organizational outcomes.

Leadership, according to U.S Army Leadership Manual, is influencing people-by providing purpose, direction and motivation-while operating to accomplish the mission and improving the organizations. Leadership is not just ordering people around. Troops obey because they must; they follow because they want to. They obey superiors; they follow leaders⁵.

An Army leader, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization⁶.

The commanders as true leaders must accept responsibility for themselves and for their teams. They are responsible for everything that occurs in their organizations. Even when a task is delegated or when something that takes place is not directly the fault of the commander, they remain responsible for what they knew or should have known. The decisions and actions of leaders resonate; through their behaviors they set the climate and the moral framework of their organization. Great leaders carry this responsibility lightly, not letting their burden overwhelm them or affect others. In being responsible for individual and team performance, leaders must set high standards and be determined to succeed.

⁴ *A British Army Guide*, (Director General Leadership, Edition 1, January 2014), <https://bit.ly/2SwQUNW>.

⁵ *Armed Forces Officer*, (U.S.A Department of Defense, 2006), <https://bit.ly/2SvrYWK>.

⁶ FM 6-22, *Leader Development*, (Headquarters Department of the Army Washington, DC, 2015), <https://armypubs.us.army.mil/doctrine/index.html.pdf>.

For military leaders the primary goal is always to accomplish the mission, small or large, tactical or strategic, peacetime or in war. The requirements of the ultimate mission of war, which is the underlying rationale for the existence of the Armed Forces, set the bar for military leadership quite high. In that bloody crucible, military leader must be prepared, competent, and willing to order their units to take the lives of the enemy and to be ready to give up their lives themselves.

The relationship between the concepts of command, management and leadership are often blurred. Command is the authority an individual in the military service lawfully exercises over subordinates by virtue of his rank and assignment. It carries with it responsibility for planning, organizing, training, directing, coordinating, controlling and leading military forces to accomplish assigned, implied or inherent missions, together with administrative responsibility for the supply, health, welfare, morale, discipline, assignment, and relief of personnel.

Management the process whereby resources of men, money, material, time and facilities are utilized to accomplish the missions and tasks of the organization. The functions of management are-planning, organizing, directing, coordinating, controlling, establishing objectives, motivating, communicating, innovating, maintaining cooperation, developing subordinates and making decisions.

The element of effective leadership must be present for command (with its authority) and management (with its planning, directing and coordinating) to attain maximum potential. The proper application of leadership principles and techniques to command and management will provide the necessary force and influence which causes the group to apply maximum effort in striving toward attaining its common goal. Thus, leadership is requisite for those who exercise the function of command, but it also operates where there is no command authority. Unlike command, the power of leadership is not established through military law and vested authority. Rather, leadership achieves ends by 'persuasion, compulsion and example'. It is dynamic and inspirational.

The concept of military leadership envisions a commander who is aware of his responsibilities, capitalizes on his strong traits, corrects his weaknesses, and is guided by the principles of leadership. During his exercise of command, he employs certain leadership techniques in the form of selected actions and orders to influence and direct his subordinates. Without undue harassment, he supervises his unit by checking on its progress in accomplishment of actions and orders.

Leadership may be examined phenomenologically from a number of overlapping perspectives; three currently seem to have particular resonance with military communities:

- Leadership is process of influence.
- Leadership is a human relationship.
- Leadership is a complex of attributes or characteristics⁷.

⁷ R. Moody, A.C. Pierce, *The Armed Forces Officer* (Government Printing Office, 2017).

Leadership is a process, a creative combination of purposeful and identifiable characteristics and behaviors intended to influence others; features and actions that are subject to observation, assessment, evaluation and correction. The heart of leadership, especially within the profession of arms, is summarized with a single word: influence. Influence is the ability to have an effect on the character, development, or behavior of someone or something. A competent commander must begin by first and foremost understanding this fundamental principle. Influence depends upon relationships where leaders build positive rapport and a relationship of mutual trust, making followers more willing to support requests. Examples include showing personal interest in a follower's well-being, offering praise, and understanding a follower's perspective. A military leader influences their subordinates to accomplish a mission or fulfill a purpose. Influencing people takes place through spoken communication as well as through a commander's own example. Communicating the purposes of the activities is above all justifying given orders, showing a connection to a common goal⁸.

The means of influence include actions to convey motivation. Accomplishing the current mission is not enough the leader is responsible for developing individuals and improving the organization for the near and long-term.

Army leaders have choices in methods of influence based on audience, intent, and expected reaction⁹.

Pressure is applied when commanders use explicit demands to achieve compliance, such as establishing task completion deadlines with negative consequences imposed for unmet completion. This method should be used infrequently since it tends to trigger resentment from followers, especially if the pressure becomes severe. When subordinates perceive that pressures are not mission-related but originate from their leader's attempt to please superiors for personal recognition, resentment can quickly undermine an organization's morale, cohesion, and quality of performance. Pressure is a good choice when the stakes are high, time is short, and previous attempts at achieving commitment have not been successful.

Legitimizing occurs when commanders establish their authority as the basis for a request when it may not be obvious. In the military, certain jobs must be done regardless of circumstances when subordinate leaders receive legitimate orders from higher headquarters. Reference to one's position suggests to those being influenced that there is the potential for official action if the request is not completed.

Exchange is an influence method that commanders use when they make an offer to provide some desired item or action in trade for compliance with a request. Exchange requires that the leaders control certain resources or rewards valued by those being influenced. A four-day pass as reward for excelling during a maintenance inspection is an example of exchange.

⁸ V. Nissinen, *Military Leadership...*

⁹ *ADRP6-22 Army Leadership*, (Headquarters Department of the Army Washington, DC, 10 September 2012), <https://armypubs.us.army.mil/doctrine/index.html.pdf>.

Personal appeals occur when the commander asks the subordinates to comply with a request based on friendship or loyalty. This may be useful in a difficult situation when mutual trust is the key to success. The leader appeals to the follower by highlighting special talents and professional trust for encouragement before taking on a tough mission.

Collaboration occurs when the commander cooperates in providing assistance or resources to carry out a directive or request. He or she makes the choice more attractive by being prepared to step in and resolve problems.

Rational persuasion requires the commander to provide evidence, logical arguments, or explanations showing how a request is relevant to the goal. This is often the first approach to gaining compliance or commitment from followers and is likely to be effective if the leader is recognized as an expert in the specialty area in which the influence occurs. Commanders often draw from their own experience to give reasons why some task can be accomplished because the leader has tried it and done it.

Apprising happens when the commander explains why a request will benefit a subordinates, such as giving greater satisfaction in their work or performing a task a certain way that will save time. In contrast to exchange, the benefits are out of the control of the leader.

Inspirational appeals occur when the commander fires up enthusiasm for a request by arousing strong emotions to build conviction. A superior commander may stress to an inferior that without help, the safety of the team may be at risk. By appropriately stressing the results of stronger commitment, a unit commander can inspire subordinates to surpass minimal standards and reach elite performance status.

Participation occurs when the commander asks others to take part in his processes to address a problem or meet an objective. Active participation leads to an increased sense of worth and recognition. It provides value to the effort and builds commitment to execute. By involving key commanders at all levels during planning, senior commanders ensure that their subordinates take stock in the vision. These subordinates will later be able to pursue critical intermediate and long-term objectives, even after senior leaders have moved on.

Influence focuses on motivating and inspiring others to go beyond their individual interests and focus on contributing to the mission and the common good of the team. The ability to influence and direct other the art of leadership-involves understanding, predicting, and controlling their behavior. The commander can properly do his job if he makes constant effort to thoroughly understand himself and the soldiers with whom he serves. He or she need not be a psychologist, but he must have an understanding of the basic human behavior patterns to obtain maximum effectiveness from the members of his unit. To succeed and create true commitment, subordinates should perceive influencing methods as authentic and sincere. Positive influence comes from commanders who do what is right for the Army, the mission, the team, and each individual Soldier. Negative influence—real and perceived—emanates from commanders who primarily focus on personal gain and lack self-awareness. Even honorable intentions,

if wrongly perceived by subordinates as self-serving, will yield mere compliance. False perception may trigger unintended side effects such as resentment of the leader and the deterioration of unit cohesion.

Leadership is a human relationship between leaders and followers. In contrast to command, which depends on a grant of legal authority, assigned responsibilities, and formal accountability, leadership involves a human bond, where a commander gains power from subordinates who recognize his value and importance for their teamwork. A good commander must have foresight, flexibility, high trust in the unit, take care of subordinates and be able to establish effective communications with them. In every organization, including military, for effective leadership is important to have followers. In military following may be voluntary, coerced, or negotiated. The competent commander has to know where and how use them. It may occur simply because one member of the group appears to know what is required right now, when others are confused or hesitant, or time for actions limited. Subordinates will follow their commander and implement all orders even though enthusiastically and with courage if they believe and trust to this commander. As a matter of human relationship commanders are expected to guide their subordinates to mission success at least possible cost. That means in order to accomplish the mission the leaders must take care of the troops. Taking care of the troops means attending to their personal needs—physical, mental, and spiritual—and, to a great extent, to their families' needs as well. It also means treating everyone with dignity and respect. Taking care of the troops also means training and educating subordinates for the demands and challenges of their individual jobs and unit missions. In its fullest sense, individual development means going beyond the immediate requirements of the job and the mission, to helping subordinates grow in their own careers, preparing them for higher rank, for greater responsibility, and most especially for current and future leadership of their own troops. A good leader leads, and a great leader develops other leaders.

The quotation below shows how leaders must take care of the theirs subordinates: “Some day you may have to lead men into battle and ask them to do their duty, and you will do it through Love. You must always put them first. If you arrive somewhere half destroyed, half exhausted at the end of a hard march, do you worry about your food, your bed, and your rest? No, you do not. You must make sure they are fed, rested and have somewhere to sleep. You must make sure arrangements are made for their safety and guards placed, runners sent, whatever is necessary, and it will be a lot. But, if you do this you'll find that you never have to worry about yourself, because as you look after them, so they will look after you. As they come to know that you love and care for them, so they will love you, and through love for you and for one another they will be the best soldiers the world has seen.” General Sir Patrick Howard-Dobson.¹⁰

¹⁰ *Developing Leaders...*

Leadership is a complex of attributes or characteristics

Leadership is a complex of attributes or characteristics that mark successful leaders, men and women who motivate and direct the efforts of others in collaborative enterprises. The characteristics of an effective Army leader make up the Be, Know, Do philosophy. The Army Leadership Framework is divided into categories of values (BE), Attributes (BE), skills (KNOW), and actions (DO)¹¹.

Army leadership begins with what the commander must Be—the values and attributes that shape character. It may be helpful to think of these as internal and defining qualities you possess all the time. As defining qualities, they make up a leader's identity. Your character is who you are and informs everything you do and ask others to do. You demonstrate your commitment to character and to a leadership role in the Army by adopting and living the seven Army Values and the leader attributes. These values form the foundation of your character as a commander and will guide you in your career. By living the Army Values and Attributes, you will teach your subordinates by example and help them develop leader attributes.

Values are specific beliefs that people have about what is important and unimportant, good and bad, right and wrong. Values develop out of our direct experiences with people who are important to us and have impact on our lives. When values are declared and followed, they form the basis of trust. When they are not stated, they are often inferred from observable behavior. When they are stated and not followed, trust is broken. The Army's Values are at the very center of what we all do and define who we are, both as individuals and as an organization. They are the bedrock or foundation, the guiding principles that remain constant, whatever the situation. The Army's Core Values listed below:

1. Loyalty – Bear true faith and allegiance to the Constitution, the Army, your unit, and other soldiers. Loyalty binds all ranks of the Army together, creating cohesive teams that can achieve far more than the sum of their parts. The Nation, Army and Chain of Command rely on the continuing allegiance, commitment and support of all who serve. But, loyalty is not blind and must operate within the parameters of the other Values; it should not stop appropriate action to prevent transgressions by subordinates, peers or seniors;
2. Duty – Fulfill your obligations. Duty extends beyond law, regulation, and orders. Professionals consistently strive to do their best. Army leaders exercise initiative when they fulfill the purpose, not merely the letter, of received orders. With initiative, commanders take responsibility for their actions and those of their subordinates. Conscientiousness is a human trait that internalizes duty. Conscientious commanders have a sense of responsibility for personal contributions to the Army, demonstrated through dedicated effort, organization, thoroughness, reliability, and practicality. Conscientiousness guides leaders to do what is right;

¹¹ The U.S. Army Leadership, *Field Manual*, (EADM 424 Book Summary, Dallas Hymers, March 2012), <https://bit.ly/2u3kKjB>.

3. Respect – Treat people as they should be treated. Respect for others, both those inside and outside of our organization is not only a legal obligation, it is a fundamental principle of the society. Teams that embrace diversity, and value each individual for their contribution and viewpoint are always stronger for it;
4. Selfless – Service Put the welfare of the nation, the Army, and subordinates before your own. Selfless commitment is a foundation of military service, soldiers must be prepared to serve where and when required and always give their best. The needs of the mission and the team come before personnel interests. Ultimately, soldiers may be required to give their lives for their country, that is true selfless commitment;
5. Honor – Live up to all the Army Values. Honor demands putting the Army Values above self-interest and above career and personal comfort. Honor gives the strength of will to live according to the Army Values, especially in the face of personal danger;
6. Integrity – Do what is right legally and morally. Integrity means being truthful and honest, which develops trust amongst individuals and welds them into robust and effective teams. Integrity is therefore critical to soldiering, as soldiers must have complete trust in one and other as their lives might ultimately depend on it. Trust in the Chain of Command is also key, and demands integrity from those in positions of authority;
7. Personal Courage – Personal courage is not the absence of fear. It is the ability to put fear aside and do what is necessary. Personal courage takes two forms: physical and moral. Effective leaders demonstrate both. Physical courage requires overcoming fears of bodily harm and doing one’s duty. It triggers bravery that allows a Soldier to take risks in combat in spite of the fear of wounds or even death. Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions and actions even when things go wrong, display moral courage. Moral courage also expresses itself as candor. Candor means being frank, honest, and sincere with others. It requires impartiality and fairness;
8. Discipline – Discipline is essential for a Soldier and leader. While it is the responsibility of all Soldiers to maintain self-discipline, it is the responsibility of leaders to ensure unit discipline. Discipline is the primary antidote to fear and maintains operational effectiveness: it is supported by team loyalty, trust and professionalism. Discipline instills self-confidence and self-control. Good discipline means soldiers will do the right thing even under the most difficult of circumstances.

Attributes describe the commanders that the Army wants as a leader. Attributes describe how an individual behaves and learns within an environment. The leader attributes are character, presence, and intellect. These attributes represent the values and identity of the commander (character) with how the leader is perceived by subordinates and others (presence), and with the mental

and social faculties the leader applies in the act of leading (intellect). Character, a person's moral and ethical qualities, helps a leader determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. Actions, words, and the manner in which leaders carry themselves convey presence. Presence is not just a matter of showing up; it involves the example that the leader projects to inspire others to do their best and follow their lead. An Army leader's intelligence draws from conceptual abilities and is applied to one's duties and responsibilities. Conceptual abilities enable effective problem-solving and sound judgment¹².

The Army Leadership main Attributes presented below:

1. The ability to identify with and enter into another person's feelings and emotions;
2. The desire to care for and take care of Soldiers and others;
3. Influential outward appearance, demeanor, actions, and words;
4. Possessing a commanding presence and projecting a professional image of authority;
5. Having sound health, strength, and endurance that support one's emotional health and conceptual ability under prolonged stress;
6. Projecting self-confidence and certainty in the unit's ability to succeed in whatever it does;
7. Showing a tendency to recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus;
8. Having flexibility of mind;
9. The capacity to assess situations or circumstances shrewdly and to draw sound conclusions, form sound opinions and make sensible decisions and reliable guesses;
10. The ability to make sound decisions when all facts are not available;
11. The tendency to introduce new ideas when the opportunity exists or in the face of challenging circumstances;
12. Being aware of how others see you and sensing how to interact with them effectively;
13. Possessing facts, beliefs, and logical assumptions in relevant areas;
14. Possessing technical knowledge—specialized information associated with a particular function or system;
15. Possessing tactical knowledge—understanding military tactics related to securing a designated objective through military means.

Know-Skills that demonstrate a commander's professional competence in everything they do, expanding conceptual and interpersonal capabilities and knowledge of technical, technological, and tactical areas. In military situations, the consequences of poor or mediocre performance can be catastrophic. The relentless pursuit of excellence starts with a detailed knowledge of the profession. While not all Army leaders are intellectuals, they must be prepared to make the most of their innate intelligence through study and professional development.

¹² *ADRP6-22 Army Leadership...*

Conceptual abilities enable sound judgment; help Army leaders think creatively; and permit leaders to reason analytically, critically, ethically, and with cultural sensitivity. Army leaders consider intended and unintended consequences and anticipate the results and consequences of important decisions on people and mission. To expand conceptual and interpersonal capabilities, Army leaders use opportunities to improve reasoning and problem-solving skills and to implement the best solution for the unit.

Technical knowledge consists of specialized understanding of a particular function or system. Army leaders are responsible for leveraging both individual and collective specialized knowledge to complete the mission. They must expand their skills in technical, technological, and tactical areas. This requires an understanding of how functional components relate as well as the requirements for training and logistical planning to support technical operations. Army leaders capitalize on opportunities to share knowledge across an organization, especially to use their subordinate's knowledge to educate others on technical and tactical details. Army leaders also must maintain awareness of new trends and emerging technologies that are available and their application.

What Leaders Do: The Actions of an Army leader. As you have already seen, leadership takes place in action. What you Do is every bit as important as the Be and Know aspects of your Army leadership philosophy. While character and knowledge are necessary, by themselves they are not enough. Leaders cannot be effective until they apply what they know. What leaders Do, or leader actions, include three competencies, which are leading, developing and achieving.

Leading is all about influencing others. Commanders with leadership competencies set goals and establish a vision, and then must motivate or influence others to pursue the goals. These commanders influence others in one of two ways. Either the commander and subordinates communicate directly, or the first provides an example through everyday actions. The key to effective communication is to come to a common or shared understanding.

Developing the organization involves three competencies: creating a positive environment in which the organization can flourish, preparing oneself, and developing other leaders. The environment is shaped by leaders taking actions to foster working together, encouraging initiative and personal acknowledgment of responsibility, setting and maintaining realistic expectations, and demonstrating care for people.

Achieves Achieving is the third competency. Ultimately, commander exists to accomplish those endeavors that the Army has prescribed for them. Getting results, accomplishing the mission, and fulfilling goals and objectives are all ways to say that military leaders exist at the discretion of the organization to achieve something of value. Military leaders get results through the influence they provide in direction and priorities. They develop and execute plans and must consistently accomplish goals to a high ethical standard.

Although our great military leaders come from a variety of backgrounds and possess unique traits, Army Leadership doctrine, identifies essential seven leadership behaviors as Army Leadership Code:

1. Lead by example;
2. Encourage thinking;
3. Apply reward and discipline;
4. Demand high performance;
5. Encourage confidence in the team;
6. Recognize individual strengths and weaknesses;
7. Strive for team goals¹³.

It is important to recognize that many of the ideas associated with the Army Leadership Code are not new; It draws together and formalizes elements of good leadership that have been practiced instinctively or consciously for centuries and is a soldierly codification of what is known to work. This is a great strength of the Army Leadership Code, and its implementation will ensure these best practices are adopted everywhere.

Conclusions

Leadership is always necessary, but it is likely that leaders will come to the fore during times of change where there is instability and uncertainty. Conversely, in stable environments the charismatic leader may find their effect deadened in the face of management certainties which are dependable and maintain the status-quo. Land operations have always required leaders to overcome fear, stress, privation, fatigue, uncertainty and discomfort to out-think the enemy and to succeed in rapidly changing situations. This will not change. Leaders must be able to filter and absorb complexity and ambiguity to produce clear and coherent direction

As an element of combat power, leadership unifies the other elements (information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection). Leadership is a multiplier of effects; with it, organizations are focused and synchronized, resources are used efficiently, people become energized and motivated, and missions are more likely to achieve desired outcomes. Leadership serves a motivational purpose: to energize others to achieve challenging goals. An organization with effective leadership has a clear purpose, common methods, and ordered processes; sustains itself; and accomplishes its missions. Effective organizations rely on leaders to balance uncertainty, remain flexible, and provide a climate where subordinates have the latitude to explore options.

Army leaders of character lead by personal example and consistently serve as role models through a dedicated lifelong effort to learn and develop. They achieve excellence when disciplined followers do their duty, commit to the Army Values, and feel empowered to accomplish any mission while simultaneously improving their organizations with focus towards the future.

¹³ *The Army Leadership Code. An Introductory Guide*, (UK Army, First Edition, 2015), <https://bit.ly/2uGWfsS>.

Leaders motivate, inspire, and influence others to take initiative, work toward a common purpose, accomplish critical tasks, and achieve organizational objectives. Influence focuses on motivating and inspiring others to go beyond their individual interests and focus on contributing to the mission and the common good of the team.

BIBLIOGRAPHY

- ADRP6-22 Army Leadership*, (Headquarters Department of the Army Washington, DC, 10 September 2012), <https://armypubs.us.army.mil/doctrine/index.html.pdf>
- Armed Forces Officer*, (U.S.A Department of Defense, 2006), <https://bit.ly/2SvrYWK>.
- The Army Leadership Code, *An Introductory Guide*, (UK Army, First Edition, 2015), <https://bit.ly/2uGWfsS>.
- Developing Leaders, *A British Army Guide*, (Director General Leadership, Edition 1, January 2014), <https://bit.ly/2SwQUNW>.
- FM 6-22, *Leader Development*, (Headquarters Department of the Army Washington, DC, 2015), <https://armypubs.us.army.mil/doctrine/index.html.pdf>.
- German T., *How will wars be fought in the future*, July 20TH 2019, last updated 16.02.20, <https://bit.ly/2HuOglb>.
- Moody R., Pierce A.C., *The Armed Forces Officer*, Government Printing Office, 2017.
- Nissinen V., *Military Leadership, Critical Constructivist Approach to Conceptualizing, Modeling and Measuring Military Leadership in the Finnish Defence Forces, Academic Dissertation*, (National Defence College Department of Management and Leadership, Helsinki, 2001), last updated 16.02.20, <https://core.ac.uk/download/pdf/81236091.pdf>.
- The U.S. Army Leadership, *Field Manual*, (EADM 424 Book Summary, Dallas Hymers, March 2012), <https://bit.ly/2u3kKjB>.
- Wong L., Bliese P., McGurk D., *Military Leadership: A Context Specific Review*, last updated 16.02.20, <https://bit.ly/2SUoMmS>.

MILITARY ASPECT OF LEADERSHIP

SUMMARY

Military leadership is a concept that originates from the beginning of time and appears in all forms of army units. Changes in strategic environment makes military leadership more important and strategic. On the battlefield, the only thing that is needed is to make a valid battle damage assessment. This article describes the concept of military leadership and given the key characteristics of a military leader that summarize the leader attributes, and core leader competencies, and develops a valid, reliable, and distinctive military leadership scale that is suitable for military culture.

KEY WORDS: military, command, leadership, leader, army, influence, value, discipline