

Vital Virtues Of Military Leadership In Achieving Organizational Goals

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Abstract

Many academics have defined leadership. There is an organizational definition for military leadership as well. A military leader needs to have specific qualities in order to influence those under him and guide them towards the intended outcome in both peace and war. The military leaders are able to achieve ultimate success by practicing and instilling those skills. Therefore, in order to accomplish the organizational goal and to prepare for future leadership, military leaders need to understand the fundamentals of military leadership. In light of this, the theory of military leadership and its fundamentals—such as thriving attributes for military leaders, giving subordinates the right perspective, influencing others' actions, and effective communication skills will be covered in this paper.

Keywords: Military, Leadership, Organizational Goals, Peace and War.

Date of Submission: 09-03-2024

Date of Acceptance: 19-03-2024

I. Introduction

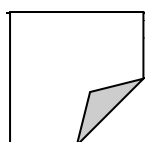
The term 'leadership' is well-known to military personnel. According to George R Terry "Leadership is a relationship in which one person influences others to work together willingly on related tasks to attain what the leader desires" (Mayee, 2022). The concept of leadership is highly intricate and little understood. However, researching the idea of leadership can help one form at least a reasonable notion. An individual must possess some innate qualities of leadership in order to develop into an effective leader [1]. Any types of leadership must perform the roles of administrator, counselor, trainer, and teacher in order to develop into fully functional leaders [2].

There are several approaches in which leadership can be developed. These termed as the situational approach, the functional approach, and the characteristics approach [3]. In any situation, management effectiveness is a critical factor in molding a person into a successful leader. This implies that military commanders consider circumstances other than peace when determining what their troops and units require for combat. In order to get subordinates or organizations ready for battle, military commanders must first attain certain thriving attributes.

They must also establish an organizational, operational, and historical viewpoint. Lastly, they must inspire the units and give them a goal and direction. They must comprehend the impact of communication within the command and how to preserve the leadership environment in order to exercise effective control over the subordinate [4]. With this backdrop, this paper will discuss the theory of military leadership and the vital virtue of military leadership including thriving attribute for military leaders, providing correct perspective to under command, influencing others' action and effective communication ability in order to achieve organizational goal in both peace and conflict. The aim of this paper is to discuss the vital virtues of military leadership methodology in order to achieving organizational goals in both peace and conflict.

II. Theory Of Military Leadership:

- **What is Leadership:** James MacGregor said, "Leadership is one of the most observed and least understood phenomenon on earth [5]. Over the past few decades different people have come up with different definitions. The theme of all the definitions is almost same. According to John Ivancevich, leadership may be defined as "Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals [6].
- **Elements of Leadership:** person who possesses the abilities to comprehend, evaluate, forecast, and regulate human behavior is said to possess leadership skills. It also consists of the determination to take charge and the confidence-inspiring nature. There are several innate qualities that could support leadership growth [7]. However, not every person with admirable leadership traits goes on to become a great leader.



- **Patterns of Leadership:** There are two sorts of leaders that are more suitable for leaders in the military. One is persuading, while the other is authoritarian. The arbitrary or dogmatic exercise of authority or power serves as a telltale sign of them [2]. A competent military leader is typically persuasive, but in certain situations, he may need to exercise authority in order to satisfy the demands of the circumstance. Consequently, a person becomes a successful leader when they possess both types [8].
- **Inter-relation between Leadership and Management:** A leader must be proficient in both management and leadership [9]. They cannot be used interchangeably or as synonyms. Both competent military and civilian managers must be capable of leading and managing. To succeed, one needs both of these traits. Considering the army's size, complexity, and limited resources, managerial approaches are necessary [10]. They are employed to uphold and enhance the standard. However, the leader must know when and how to use them and never losing sight of the army's primary function to fight.
- **Weighing out Between Leadership and Management:** As in the past, strong personal leadership is still essential today. Managing cannot instill the soldiers' willingness to give their life in the service of loyalty, camaraderie, morale, trust, and confidence [9]. Leadership and management are combined into one notion in the military. The idea of leadership and its function are distorted when management and leadership are not distinguished from one another [10]. Leadership is conceptualized doctrinally and directed for organizational accomplishment. Management is essentially important which is guided by leadership for effective actions and results in long lasting change [11]. Hence, the leadership and management are interrelated and need to be applied appropriately.

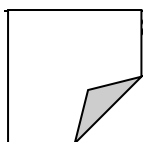
III. Vital Virtues Of Military Leadership:

Thriving Attributes: There are three thriving attributes by which military leaders can be evaluated in their organization. They are:

- ✓ **Standard Bearer:** The primary responsibility of a standard bearer is to ensure that the core principles of their profession are maintained, preserved, and transmitted to the next generation [12]. Developing strong moral principles that provide direction in the face of uncertainty and the moral force required to compel followers to take action are all part of forming a vision. Military leaders need to provide instances to support their principles. By following the rules, he promotes openness and trust. Even without leaders physically presence, the objective can be achieved [12].
- ✓ **Developer:** A developer should foster a vibrant, progressive workplace where employees are motivated to advance their careers. Military leaders possess a broad range of skills, but they must first act as educators for their staff and organizations. They should take advantage of any opportunity to share their knowledge or get new perspectives. Followers should be informed that individuals who perform well and pick up new skills will be rewarded [13].
- ✓ **Integrator:** One of the duties of an integrator is to offer the future perspective [14]. Only unified, successful teams made up of numerous soldiers and organizations will be able to carry out the vision. Commanders in the armed forces entrusted with integrating forces must understand that success requires complete teamwork. They should acquire the skills necessary to reconcile competing demands and amass resources inside their organization [15]. Developing a sixth instinct about the places and times when issues are most likely to occur would be advantageous.

Providing Perspectives: Military leaders have to provide prompt, astute, and goal-oriented guidance [16]. This is only possible if their point of view is based on historical, operational, and organizational viewpoints.

- ✓ **Historical Perspective:** Military leaders need to study military history in order to shape their perspective on history. There has been continuous scholarly research on leadership. Even hundreds of years before the birth of Christ, Sun Tzu demonstrated that the leader is the most crucial individual in a combat scenario [17]. The Romans and Greeks left behind a wealth of knowledge about how commanders maneuver soldiers and large groupings [18]. Clausewitz recorded the composition, characteristics, and facets of leadership in the ongoing discussion of "genius" in combat [19]. The 20th century has seen a number of eminent military writers build upon the conventions of traditional historical writing, providing abundant resources for developing a comprehensive understanding of the past. Having a strong background in history may be beneficial for leaders. Concepts, linkages, patterns, and mental representations remain constant, despite changes in weapons and situations [20]. Lessons from the past don't need to be learned again because most of history is easily accessible in books.
- ✓ **Operational Perspective:** Operational perspective can be derived from a variety of sources, including current doctrine, continuous research into the art of war, and intimate knowledge of the capabilities of both people and equipment. The doctrine provides the foundation for figuring out what is required [21]. Studying conflict provides the background knowledge needed to determine what has been possible. Understanding



men's and equipment's capabilities ensures that an operational perspective is appropriate for the task. Military leaders need to develop methods for developing combat force and construct a strong operational viewpoint that allows them to observe the entire battlefield in order to achieve their aims [9].

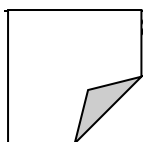
- ✓ **Organizational Perspective:** The soldiers are in charge of maintaining weapons, operating vehicles, and engaging in combat and campaign battles. Understanding the human condition and knowing how to accomplish this can help to develop effective organizational competency. Through a professional analysis of military organizations and personnel, military leaders need to have an organizational perspective (Martinsen, 2020). This study will provide them with important insights that will help them better match their objectives with the capabilities and limitations of the soldiers and units. An organizational perspective can be preserved via participation. It is impossible to ascertain the true fighting condition of the men or the organization from casual observation. If military leaders are only able to deliver an imprecise appraisal of their unit's preparedness for training or combat, they could endanger the entire unit without having direct knowledge of the organization's state [22]. A strong organization is one of the key elements for military cohesion. Cohesion can only become self-sustaining when the majority of soldiers act in a professional manner in line with the unit's goals and norms. However, cohesiveness cannot be achieved in a top-down manner. It is fostered by deliberate leadership that penetrates the whole organization [9]. Military leaders must therefore ensure that their staffs and subordinates watch out for the units and soldiers.

Influencing Others: Military leaders need to ensure the conditions for winning a war by influencing their under command. To do that they have to provide the purpose, direction and motivation to their units and soldiers [16].

- ✓ **Purpose:** An organization can endure the strain of ongoing operations by establishing a purpose for it. Understanding the demands placed on the unit is crucial. Respect for the operational, tactical, and strategic facets of conflict is also necessary [16]. In order to connect the organization's short-term mission with its long-term goals, it ultimately hinges on having a well-developed ability to express the objective [23].
- ✓ **Direction:** A leader must set an explicit and clear direction for those they are in charge of. By establishing objectives and guidelines, building teams, maintaining discipline, and providing training, military commanders may steer the organization in the right direction [16]. Standards and goals set the highest bound. Teams offer the necessary depth. Goals and standards are met even in the absence of leaders thanks to discipline [23]. Ultimately, training gives one the assurance that desired outcomes are possible.
- ✓ **Motivation:** An unit can become capable of producing the necessary moral power by inspiring its soldiers and organizations. The knowledge of why and what needs to be done by subordinates is insufficient [16]. It also takes a strong team spirit to push through the most challenging situations and accomplish the intended outcomes. An appropriate ethical atmosphere, a forward-thinking command environment, and a sense of cohesion are three ways that military leaders can achieve this [23]. The maintenance of confidence and mutual trust between leaders and the led is the last thing they need to make sure of.

Communication Ability: One of the most challenging and crucial aspects of command responsibility is communication. It is impossible to accomplish cooperative activity without efficient communication [3]. Leaders need to pay enough attention on the following to achieve the effective communication.

- ✓ **Keep Subordinates Informed:** Keeping his subordinates informed is the duty of the military leader [16]. Just giving an order and hoping that it gets carried out exactly as the leader has envisioned it is insufficient. Allowing subordinates to contribute to the creation of plans, policies, and procedures should be encouraged. Understanding the issue and the rationale behind the choice will be improved with this involvement. Fostering commitment and loyalty will also come from this [16].
- ✓ **Understanding of Orders:** Information should be shared more elaborately which amplifies the commands and guidelines. This should be accompanied by background or relevant information. Although it is customary to give directives or instructions in writing, it is frequently more efficient to tell subordinates verbally about relevant facts. The commander must communicate consistently, clearly, and succinctly while utilizing both of these techniques [16]. If he doesn't, someone could misunderstand his vocal explanation and compromise his written directions.
- ✓ **Interchange of Information:** By putting the principles of leadership into practice, military commanders can cultivate in their subordinates a willingness to contribute to the beneficial exchange of information within the command, including the prompt reporting of information to the leaders [16]. One of the main causes of subordinates' inability to submit information promptly is frequently their fear of criticism or punishment, their lack of motivation to finish corrective action, or their inability to accomplish goals.



IV. Conclusion:

There are numerous ways to describe leadership. However, the art of persuading and guiding men to achieve a given goal serves as the central focus. Leadership is made up of several different elements. Persuasive and authoritarian leaders are the two basic categories. An effective leader must possess both of these qualities. Management and leadership are not the same things. Both traits are necessary for success. Effective organizational management is a prerequisite for effective fighting. Military leaders are evaluated by their subordinates based on three criteria. They are integrator, developer, and standard bearer. Leaders in the military must demonstrate their ability to uphold standards. Leaders in the armed forces must integrate their organization. In their capacity as developers, they must seize any chance to impart knowledge or acquire fresh insights.

Leader needs to provide wise and timely guidance basing on historical, operational and organizational perspectives. He can gain background information in military history that will help him be calm under pressure and have the moral fortitude and analytical ability. The development of an operational viewpoint can be facilitated by current doctrine knowledge, ongoing study of the art of war, and complete acquaintance with manpower and equipment capabilities. Professional research on soldiers and the structure of military organizations can help military leaders enhance their organizational viewpoint. To guarantee the conditions for winning a war, military leaders must provide their organizations direction, purpose, and motivation. It is imperative for military leaders to give their under command a clear and obvious direction. Leaders in the armed forces must inspire their followers to produce the moral force that society requires. This can be accomplished through cultivating a sense of responsibility, maintaining a positive and forward-thinking command atmosphere, and adopting the appropriate ethical viewpoint.

Command responsibility heavily relies on communication. Military leaders are responsible for making sure their troops are motivated to complete their assigned responsibilities and are provided the relevant information at the appropriate moment. Military persons must establish a professional demeanor from the start of one's employment, cultivate self-assurance, and assign equal weight to every task. Lastly, it is important to embrace both the acknowledgment of human mistake and limitations and look for accomplishment of organizational goals.

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