NEW APPROACHES TO MILITARY LEADERSHIP

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Abstract- There are many different leadership definitions inmanagement sciences. Researchers define leadership on their own understanding, although most of them being not a real leader.The most common shared idea among these definitions is the effect on the followers. Leadership is the effect ofa person who has the power todrivehis followerswill.Therefore it can be assessed that military commanders can be leader only if they can make their soldiers do their job, not because of the legal power of the hierarchic order, but because of the followers'belief and trust. In this paper, modernleadership approaches are studied in light of modern operational environment. As a result it is assessed that leadership training activities has a great effect onthe military leaders. What kind of leadership approach would be affective in joint operations?The ISAF operation example is considered as a case study.

Keywords- Leadership, Modern Approaches, Joint Operation, Multi-national Military Forces, Modern Operational Environment.

I. INTRODUCTION

Leadership has always been an important topic for management sciences. Leadership is a phenomenon as old as the history of mankind. We can see in the literature that leadership has been studied even at thePlaton era. Today, with the force of the wild competition in modern business life, leadership qualities arebeing researched day by day. Thereforethere are a lot of studiesto find out how to be a good leader[1].

The leadership expression was generallyused for commanders or the kings ruling their army. But after the WWII, new operational environmentarose by means of technology.Social sciences are trying to answer the questions of "Who is a good leader?", "How can be a good leader?" to try to find the qualities of leadership.

While it has become a key factor in business world,the leadership still keeps its importance in military. Today not only the operational theatre but also type of the operations has changed. Type of the operations evolved from conventional war to peace-keeping and humanitarian intervention operations. Generally these types of operations are executed with a joint (multi-national) force instead of one country's military command, in order to establish legality.

Multi-national military forces like NATO or UN, is a new fact in operational theatre. There had been allied forces in war for the same goals in the past; but in this new concept, military personnel from different countries are working together equally under the command of one commander who is serving to the civilian authority (i.e. NAC). Sometimes individuals from politically conflicted countries have to work in a harmony at these military organizations.These organizations created a new way of thinking, a new set of written/unwritten rules, new traditions and approach of management. This renewal necessitates modern leadership approaches instead of classic leadership understanding.

In this paper, the definition, process and styles of leadership are given shortly. Then properties of new operational environment will be described and its effect on leadership qualities will be analyzed by a case study.

II. LEADERSHIP DEFINITION AND PROCESS:

There are lots of leadership definitions in literature. So many thinkers or philosophers, although they were not leaders, have defined leadership on their way (we can say the leadership is the art to make himself defined to philosophers). Social scientist Peter F. Drucker described it as "The one who has followers" while John C. Maxell said "Leadership is to effect-not more, not less". Actually, there are almost as many different definitions of leadership as there are people who have tried to define it. It is much like the words democracy, love, and peace. Although each of us intuitively knows what we mean by such words, the words can have different meanings for different people[2].

Leadership process can be shown as below:

DATE	LEADERSHIP APPROACH	DEFINITION
1950 andBefo re	TraitLeadership	Bornto be a Leader
1950-1960	ProcessLeadershi p	Leadership is about how theybehave
1960-1980	SituationalLeader ship	Leadership is uptocircumstance

		s
1980 andAfte r	Modern Approaches	VisionaryLeader ship

Table-1 The Leadership Process [3].

Theleadership definitions have changed by the view of the time. Before 1950's, the power of leaders was important and people believed that leadership has some qualities come with birth. After a while, researchers started to believe that leadership qualities can be learnedfrom experiences. The qualities first based upon leaders' behaviors and then the circumstances that leaders live.After 1980s, with the effect of improvements on social sciences, visionary modern approaches became important.

III. LEADERSHIP APPROACHES

According to Goleman there are six leadership styles which come from Emotional Quotient (EQ)[3].These approaches are as below:

A. The Coercive Style:
In this style the leader has all the authority and never shares it. The coercive is the least effective in most situations. The leader's extreme top-down decision making kills new ideas on vine. People's sense of responsibility evaporates. Unable to act on their own initiative, they lose their sense of ownership and feel little accountability for their performance. This style may be useful on some extraordinary occasions. When the crises is passed, this system should be leaved [3].

B. The Authoritative Style:
According to researches, this style is the most effective one. The leader is visionary, he motivates by making clear to them how their work fits into a larger vision for the organization. This style also maximizes commitment to the organization's goals and strategy. The style, powerful though it may be, will not work in every situation. The approach fails, for instance, when a leader is working with a team of experts or peers who are more experienced than the leader [3].

C. The Affiliative Style:
In this style the leader says "People come first". This leadership style revolves around people-its proponent's value individuals and their emotions more than tasks and goals. The affiliative leader strives to keep employees happy and to create harmony on them.
The leader manages by building strong emotional bonds and then reaping the benefits of the approach, namely fierce loyalty. Despite benefits, this style should not be used alone. Its exclusive focus on praise can allow poor performance to go uncorrected, employees may perceive that mediocrity is tolerated [3].

D. The Democratic Style:
By spending time getting people's ideas, a leader builts trust, respect and commitment. By letting workers themselves have a say in decisions, the leader drives up flexibility and responsibility. People operating in a democratic system tend to be very realistic about what can and cannot be accomplished. However it may have some drawbacks.

One of its exasperating consequences can be endless meetings where ideas are mulled over and the only visible result is scheduling more meetings.

This style is ideal when a leader is himself uncertain about the best direction to take and needs ideas and guidence from the employees [3].

E. The Pacesetting Style:
The leader sets extremely high performance standards and exemplifies them himself. He is obsessive about doing things better and faster, and he expects the same from everyone.

He quickly pinpoints poor performers and demands more. If they don't rise, he replaces them with the ones who can. In fact this style destroys climate. Many employees feel overwhelmed by the demands, and their moral drops.

Flexibility and responsibility evaporate, work becomes so task focused and boring. This approach isn't always a disaster. The approach works well when all employees are self-motivated, highly competent, and need little direction or coordination [3].

F. The Coaching Style:
This style leaders help employees identify their unique strengths and weaknesses and tie them to their personal career aspirations.

They encourage employees to establish long-term development goals. According to researches, although it's benefits, this style is used least often because the leaders think this style takes so much time that they don't have [3].

IV. MODERN APPROACHES TO MILITARY LEADERSHIP

According to Luthans, the most important part of leadership definitions is the leader's role on affecting followers [4]. It is the power to drive the followers willby affecting them.

In this effecting process the medium that the groups are in has also great effect on the leadership qualities. New operational environment evolved significantly with the help of technology in all areas.
A. New Operational Environment:

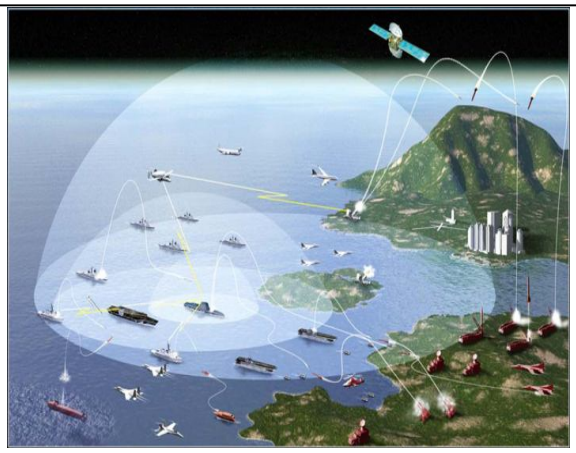


Fig.1 Modern Operational Environment[5]

Main features of new operational environment are fast, network centric, complex and condense. Leaders communicate with their followers by various kinds of assets. Such as e-mail, telephone, satellite, cell phone even social media.

Communication has always been a key factor for leadersto effect his/her followers. Only good communication gives leaders power to effect the group's will. Since the ancient times, leaders communicated by speeches, meetings or face to face interaction, commanders were giving pep rallies to the soldiers on the back of a gracious horse.

But today, the evolved environment changed the size of battlefield. Most of the times commanders don't have the chance to see their men. Strategic bombardment aircrafts are taking off from the other continent or Global Hawks are operated from thousands of kms away. However technology gives the commanders to communicate via satellite, network systems with the soldiers. This new world makes it compulsory for leaders to use all types of communication assets effectively.

On the other hand, the followers have changed. Today's soldiers are well-educated, capable of using technology and have situational awareness by the help of internet and social media. To effect these new generations, leaders should be capable of using properleadership capabilities.

B. Case Study:

ISAF mission was held by NATO to protect peace and help stabilizing at Afghanistan between 2001 and 2014. Afghanistan Command and Staff College (AC&SC) was established and ruled by ISAF forces until 2014.

At this college, soldiers from 5 different countries were working in harmony. There are some traditions in NATO missions; equality and mutual respect. With the attention to the courtesy, there was an intimate environment of work and NATO soldiers did their jobs with pleasure.

To analyze which leadership style can be appropriate at Afghan Command and Staff College, leadership approaches are studied comparatively.

1. The Coercive Approach: According to thisstyle, leader has all the authority and never shares it. But the main understanding in NATO missions is to have equal responsibility. Also different nations cannot have superiority on each other. This situation limits the power of commanders. So this style may not be effective there.
2. The Authoritative Approach: This approach could be beneficialwith a visionary leader motivating the soldiers by making clear to them how their work fits into a larger vision for the organization. But this approach fails when a leader is working with a team of experts or peers who are more experienced than the leader. All of the ISAF are well expertised and trained. That's why this style is not appropriate for ISAF.
3. The Affiliative Approach: This approach focus on people. The affiliative leader strives to keep employees happy and to create harmony on them.This style may fail at hard missions but AC&SC mission is a mentoring mission. So this style can be beneficial because it value people and create a harmony.
4. The Democratic Approach: By letting soldiers themselves have a say in decisions, the leader drives up flexibility and responsibility. This style seems to be the best for AC&SC. There were different divisions and the every nation has the responsibility of one. That creates the harmony.
5. The Pacesetting Approach: The leader sets extremely high performance standards and is obsessive about doing things better and faster, and he expects the same from everyone. But flexibility and responsibility evaporate, work becomes so task focused and boring. And things should not be so fast inAC&SC because units need time to adapt. This style is not appropriate.
6. The Coaching Approach: The leaders encourage soldiers to establish long-term development goals. But all the soldiers deployed AC&SC for 6 months and don't have time to achieve long term goals. Setting these goal is a high-ranked commanding role. That's why this approach may not be used.

According to Goleman, one style of leadership can't be enough [4]. A good leader is the one who finds the appropriate combination of leadership approaches.

V. RESULTS AND DISCUSSION

As a conclusion, we can say that leadership is the art to drive the followers will. To achieve this, a leader should know which leadership style would be appropriate where and when, and should execute them without hesitation. For a joint mission like AC&SC with multi-nationalpersonnel, the democratic leadership approach is likely to be more successful among the modern leadership approaches.

The aim of military leadership is to establish trust in the soldiers to win the war. Given today's complex and condense operational environment, leaders should be capable of using appropriate leadership skills and communication assets at the right time, at the right place.

Leadership training should be comprehensive enough to include not only communication skills and body language, but also the communication technology and techniques.

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