

LEADERSHIP AND MILITARY MANAGER

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ABSTRACT

Military management as a part of security management also develops changes in people leading of the Army of the Czech Republic. The commander's capability to lead his or her subordinates to fulfill their tasks successfully is of importance.

An unstable environment within contemporary as well as future operations, its asymmetry in a broad conception, many times radically different impacts of the environment (climate, culture, religion, terrain tec.) are the reasons not only for permanent research into the optimal deployment of forces and means in operations but also research in leading people within deployment on these operations. The authors pointed out that the commanders must be able to differentiate between common leading of subordinates, i.e. "management" and dynamically developing the creative leading of subordinates, i.e. "leadership" in deployment to fulfill tasks in future operations.

Keywords: military management, leadership, managementship, future operation

1. Introduction

No democratic society can effectively function without true leadership. Real leaders are required in all areas of society and at all levels; the army is no exception. A leader must give direction to those he or she leads, create an atmosphere and the conditions for teamwork, motivate them with the determination to do their best, to operate with maximum performance.

Leadership had become the subject of intense reflection already in ancient Athens, among a group of people gathered around Socrates – a philosopher of practical considerations. Theories of leadership have developed and varied; from the view that

leadership is a kind of "innate superiority" (Dr. Hensley Henson, Lord Bishop of Durham, 1934) to the ability to learn leadership (a series of lectures on leadership at Scotland's oldest university Wed Andrews, 1930).

2. Military Management within a General Conception of Management

Military professionals must have not only the necessary knowledge in their field expertise, but also the necessary experience to use their knowledge. It is therefore appropriate that each commander master softer methods of management and thereby increase his or her prestige and gain the trust

of their subordinates. The issue of military management theory develops as the sum of all the activities that are needed to ensure the functions of the army. In terms of specific activities, we understand military management as a set of views, experiences, recommendations, approaches and methods, which the commander (military manager) uses to control the management functions that are essential to the achievement of the activities of the Army of the Czech Republic. Military management therefore includes elements of abilities related to individual skills of commanders. This is the organizational ability, ability to deal with subordinates, and conduct informed decision-making [1].

3. Managementship and Leadership

The current managerial literature differentiates between the standard operational management of employees – managementship and dynamically developing creative leadership. Both forms exist side by side, some may overlap and complement each other. While managementship is an existing traditional method particularly authoritative or administratively-based leadership, leadership is a much less formal and especially co-creative leadership. Further to that, we can differentiate and define the bearers. Therefore, managers are first, the others are known as the creative leaders, i.e. leaders.

The following characterize good creative leaders:

- proactive thinking and acting;
- responsible and effective management of employees for the gradual fulfillment of the vision and the objectives;
- systematic attention to creating good knowledge, an innovation and cultural background of the entrusted team;
- understanding the psyche of colleagues and what motivates them;
- the ability to gain the loyalty of employees;
- the ability to motivate colleagues, including the application of moral stimuli (a sense of pride, a sense of self-realization).

The general theory also applies to military organizations, which may be led by commanders, managers or leaders. If we go by the prevailing views of the expert public on this subject (due to the development of socio-psychological approaches and their application in management), we can note that some typical features of a leader are innate (energy, intelligence, assertiveness and ways of behaving like a leader) but must be further developed.

4. Leadership in Contemporary and Future Operations

Relationships between people are based on their ability to communicate. Officers in military communities – commanders – must possess communication skills which enable them to lead and manage subordinates. Communication is more than just speaking. Good communication must include both speaking and listening. In military communities, especially in units with few soldiers and small teams, it should be standard that the commander upon receiving the task from his or her superior and after its basic clarification consults with subordinates on how to follow it. Subsequently, they discuss together how the task should be completed with the fact that at this stage everyone has the right to comment. This does not remove the responsibility of commanders for the final decision and subsequently carrying out the task.

An important criterion for decision making is of course time. If the commander must work under pressure of time, he or she makes decisions in a more direct manner without consulting with subordinates on how carry out the task.

The following also have an impact on methods of leadership in contemporary operations:

- A high autonomy of small teams - despite the participation of the relatively large forces in the area of operations, specific tasks (patrolling, escort, etc.) are carried out by units and small teams, which are characterized by considerable autonomy in

carrying out combat, logistics and other functions.

– The representation of a relatively large number of specializations in the team, especially in carrying out reconnaissance, breaching obstacles and roadblocks of various forms, providing medical assistance, guidance, support for ground and air sources, etc.

– The need to maintain high concentration during the completion of the task, because the speeches and acts of hostility are often unpredictable in terms of the intensity and manifestation.

– Diversity of the environment in which the task is carried out, which in many cases significantly differs from the environment in their own country (not only the terrain, its peculiarities, or meteorological and weather conditions but also cultural differences and social conditions) [2].

The issue of leadership in contemporary and future operations is covered extensively at the University of Defense based in Brno. Graduates of the university enter into basic leadership positions in units upon their completion of studies, with little or no experience in leadership.

They enter into units of professionals, who are more experienced in their positions; some have had the experience of several foreign missions, are older and have more life experience. That is why we are preparing a project within the framework of defense research with the goal to define the causes of the widening gaps in the preparation of young unit commanders in the performance of entry-level positions in the military, limit the new

demands put on unit commanders for effective leadership and propose a new qualification framework for young commanders and the process for achieving it. Based on the specification of the changes in the environment into which the young commanders enter the military, we want to propose measures to develop personal competencies of commanders-managers (leaders) to be able to master and implement management practices, techniques and methods necessary for leading subordinates. The research results will contribute to new approaches in the process of preparing young commanders for a more complete and sophisticated system of career training for the Army of the Czech Republic.

5. Summary

Everyday managerial practices in a military environment require further elaboration of the theory of management for specific tasks in an environment of peace and for deployment in future operations. A vital component has to be the development of a theory based on the behavior of commanders – leaders.

REFERENCES

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