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CHARACTER BASED LEADERSHIP FOR THE CANADIAN ARMED FORCES: A CONCEPT WHOSE TIME HAS COME

Major Jeffrey Manley

JCSP 45

Exercise Solo Flight

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CANADIAN FORCES COLLEGE – COLLÈGE DES FORCES CANADIENNES

JCSP 45 – PCEMI 45
MAY 2019 – MAI 2019EXERCISE *SOLO FLIGHT* – EXERCICE *SOLO FLIGHT***CHARACTER BASED LEADERSHIP FOR THE CANADIAN ARMED FORCES:
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List of Acronyms

PD	Professional Development
PME	Professional Military Education
DWH	Duty with Honour
SSE	Strong, Secure, Engaged
CBL	Character-Based Leadership
COE	Contemporary Operating Environment
CFLI	Canadian Forces Leadership Institute
SLT	Situational Leadership Theory
VIA-IS	Values in Action Inventory of Strengths
OLC	Organizational Leader Character
LCIA	Leadership Character Insight Assessment
VBL	Values-Based-Leadership
LDF	Leadership Development Framework
JAG	Judge Advocate General
MPC	Military Personnel Command
OAG	Office of the Auditor General
ADM (RS)	Assistant Deputy Minister (Review Services)
HRMS	Human Resource Management System
CFTPO	Canadian Forces Taskings, Plans and Operations
SCONDVA	Standing Committee on National Defence and Veterans Affairs
NGOs	Non-Governmental Organizations
DGMPRA	Director General Military Personnel Research and Analysis
AFC	Armed Forces Council
CAI	Culture Alignment Initiative
OPI	Office of Primary Interest
OCI	Office of Collateral Interest

INTRODUCTION

In their 2015 examination *Forced to Change*, Colonel (retired) Bernd Horn and Dr. Bill Bentley argue that the Canadian Forces' (CF) Somalia Affair, with its ensuing public inquiries and calls to action, forced CF leadership into reform and accountability.ⁱ According to the authors, central to this reform were the far-reaching initiatives that were introduced to improve the Canadian Forces' Professional Development (PD) and professional military education systems. To support this mandate, the Assistant Deputy Minister (Human Resources-Military) established the Canadian Forces Leadership Institute (CFLI) and produced an authoritative manual detailing the profession of arms in Canada titled *Duty with Honor (DWH)*. In turn, *DWH* influenced the production of four new leadership manuals: *Leadership in the Canadian Forces: Doctrine*; *Leadership in the Canadian Forces: Conceptual Foundations*; *Leadership in the Canadian Forces: Leading the Institution*; and *Leadership in the Canadian Forces: Leading People*.ⁱⁱ Bentley and Horn conclude that these initiatives were largely successful in resetting the military's organizational culture, but that the CF would need to remain vigilant to ensure that foundational, institutional requirements continued to sustain operations.ⁱⁱⁱ

In 2019, as the CAF works toward the implementation of its new *Strong, Secure, Engaged (SSE)* defence policy, it is once more on the precipice of transformation.^{iv} To support this change, it is again looking to improve its professional culture by updating the doctrine by which it defines military professionalism.^v With this in mind, the following essay will argue that the CAF should deliberately incorporate the concept of *character*^{vi} and, more specifically, *character-based leadership (CBL)*^{vii} into its capstone leadership

doctrine revisions to support the culture envisioned in *DWH*. The paper's first section will propose that *leader-character*, having emerged as a prominent leadership concept, has significant potential to support *DWH*'s philosophy and should be included in its next iteration. The second section of the essay will articulate how incorporating the construct of character into *DWH* would also complement its corresponding leadership doctrine, providing the broader leadership framework needed to address contemporary threats to the profession of arms. The paper concludes by making the argument that only through a deep change-management process – and not by simply updating *DWH* – can the benefits of CBL be realized.

SECTION ONE – THE CASE FOR CHARACTER IN THE *DWH* UPDATE

***DWH* Update 2020**

When CAF senior leaders and Department of National Defence (DND) social scientists originally produced *DWH*, they considered the inclusion of different intellectual frameworks to best describe the profession of arms in Canada.^{viii} Ultimately, *DWH*'s authors opted for a values-based model rooted in the military ethos, one which would “guide CF personnel in the performance of their duty and allow [for] a special relationship of trust to be maintained with Canadian society” while “establishing the intellectual and doctrinal basis for all personnel and professional development policies in the Canadian Forces.”^{ix} Apart from a minor update in 2009, this model remained both unchanged and unchallenged, even as the Canadian military (and the climate in which it operated) experienced a high degree of transformative change.

Fifteen years later, the Chief of the Defence Staff (CDS) has directed that an updated version of *DWH* reflect changes in the contemporary operating environment

which have occurred since its previous publication, providing the following intent for a revised *DWH*:

As head of the Profession of Arms in Canada, I intend to oversee the revision of *DWH* and to reissue this core doctrinal manual. The revision will be conducted through comprehensive consultation with all key stakeholders. Where necessary, *DWH* will articulate the expected professional conduct and behaviour in a manner that is both clear and compelling. It must be closely aligned with the Department's values-based ethic as developed by the DEP. The professional philosophy embedded in the new edition of *DWH* will be reflected in all policies, programmes and activities throughout the CAF. In particular, this philosophy will fully inform subsequent editions of CAF leadership doctrine contained in Conceptual Foundations, Leading the Institution and Leading People.^x

Simply put, an updated *DWH* manual must include concepts that inculcate a philosophy which ensures that the "CAF military ethos is incorporated as a routine and common element of all CAF activities, policies, training, education, professional development, and programmes."^{xi}

Presently, the *DWH* production team is examining a broad spectrum of conceptual approaches which could plausibly support this philosophy. As part of this process, it would behoove CAF practitioners to analytically evaluate the potential inclusion of character, as the evolution of this construct in the past fifteen years has witnessed it become a prominent leadership concept with notable potential to reinforce *DWH*'s core philosophy.

The Emergence of Character as a Leadership Concept

When the CFLI was rewriting CAF capstone leadership doctrine (2002 to 2007), leader-character was still a relatively obscure concept within leadership theory; consequently, it was not explicitly presented in either *DWH* or CAF leadership doctrine.^{xii}

This was primarily for five reasons. Firstly, CBL had been largely disavowed after its

credibility was challenged by prominent psychologist Ralph Stodgill, who argued that Situational Leadership Theory (SLT) effectively refuted trait-based models, including CBL.^{xiii} Secondly, there was a degree of skepticism surrounding the supposition that leader-character could be instructed and developed in workforces. Thirdly, CBL was a nebulous concept at that time, lacking a comprehensive definition and an accompanying model.^{xiv} Fourthly, there were strong doubts concerning the scientific assessment and measurement of the trait of character.^{xv} Finally, CBL was viewed as less empirically sound than the widely validated competency-based leadership models then-employed by a preponderance of private sector organizations.

The construct of leader-character has since transcended the aforementioned skepticism and is enjoying mainstream acceptance. CBL's revival began in earnest in 2004 with Dr. Martin Seligman and Dr. Christopher Peterson's introduction of the Values in Action Inventory of Strengths (VIA-IS). Their research revealed how, ideally, well-balanced leaders could develop and retain up-to twenty-four different leader characteristics which could permit them to perform effectively in myriad situations.^{xvi} This work, along with supporting organizational psychology literature produced during this timeframe, persuasively negated SLT's central premise that a leader's effectiveness was merely situational.^{xvii}

At the same time, the question of whether character could be instructed, learned and honed was also convincingly addressed with Seligman and Peterson's VIA-IS, as its introduction came replete with instructional modules on character education.^{xviii} Coupled with broader research which also advocated character pedagogy, their system contributed to a growing sentiment that character could indeed be developed.^{xix} Subsequently, the

instruction of character-leadership has become commonplace at military educational institutions (e.g., West Point), universities, and professional centers (e.g., USAF's Center for Character and Leadership Development) that have increasingly made character part of their leadership curriculum.^{xx}

Several years later, Western University Ivey School of Business researchers – positing that character-leadership failures were in part responsible for the 2008 economic downturn^{xxi} – conducted key research which drew upon relevant literature in industrial and positive psychology to advance a clear definition of CBL and a conceptual model for practical use (thus satisfying a key critique of character-leadership). Succinctly put, it defined CBL as the manifestation of the virtuous character that influences and enables effective leadership across scenarios through the expression of balanced virtues, values, and traits.^{xxii}

Virtuous character (henceforth, character) is an amalgam of virtues, personality traits, and values that enable excellence. Virtues refer to situationally appropriate behaviors that are widely considered emblematic of good leadership. Some of these virtues are personality traits, such as conscientiousness and openness, which are relatively stable dispositional variables. They predispose individuals to behave in certain ways, if not overridden by other forces such as organizational culture, reward systems or peer pressure. We acknowledge that most virtues are not trait-based and hence there is significant potential to develop character. Some of the virtues operate as values, such as being equitable....character is not simply a set of any deeply held personal values. Character encompasses only values that are virtuous.^{xxiii}

To support their interpretation of character-leadership, the Ivey School of Business introduced the Organizational Leader Character (OLC) Framework.^{xxiv} This model, influenced by decades of character research, illustrated the spectrum of character virtues as well as their associated traits and values called “character elements or dimensions.”^{xxv}

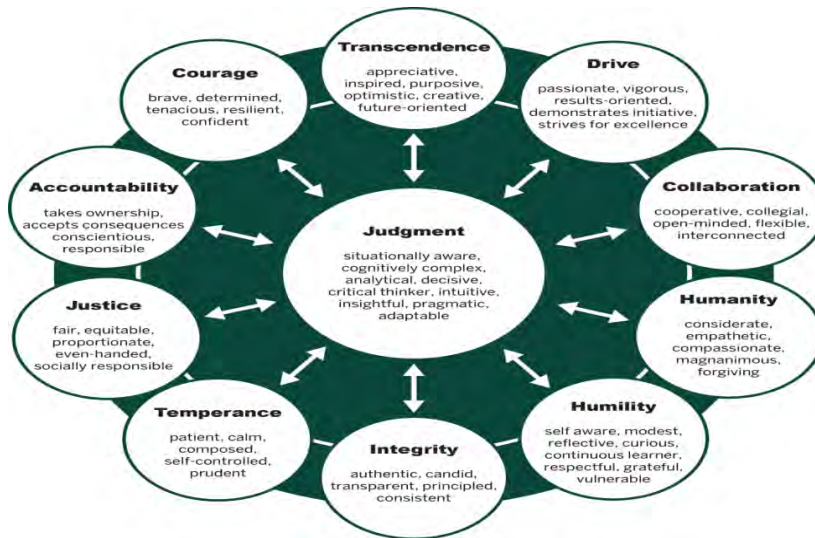


Figure 1.1. The Organizational Leader Character (OLC) Framework
Source: Byrne, Crossan and Seijts “The Development of Leader Character through Crucible Moments.”

To date, the OLC Framework has offered the most holistic explanation of character-leadership, serving as a manifestation of the principal character studies in industrial and organizational psychology.^{xxvi} Importantly, the model has brought clarity *vis-à-vis* CBL as a practical paradigm for organizational use – and one independent from competing leadership frameworks (e.g., trait-based and competency based-models).^{xxvii}

In 2013, the CBL concept further matured when the Ivey School of Business partnered with Sigma Assessment Systems to build on existing character-assessment models and develop an empirical leader-character measurement system, the Leadership Character Insight Assessment (LCIA).^{xxviii}

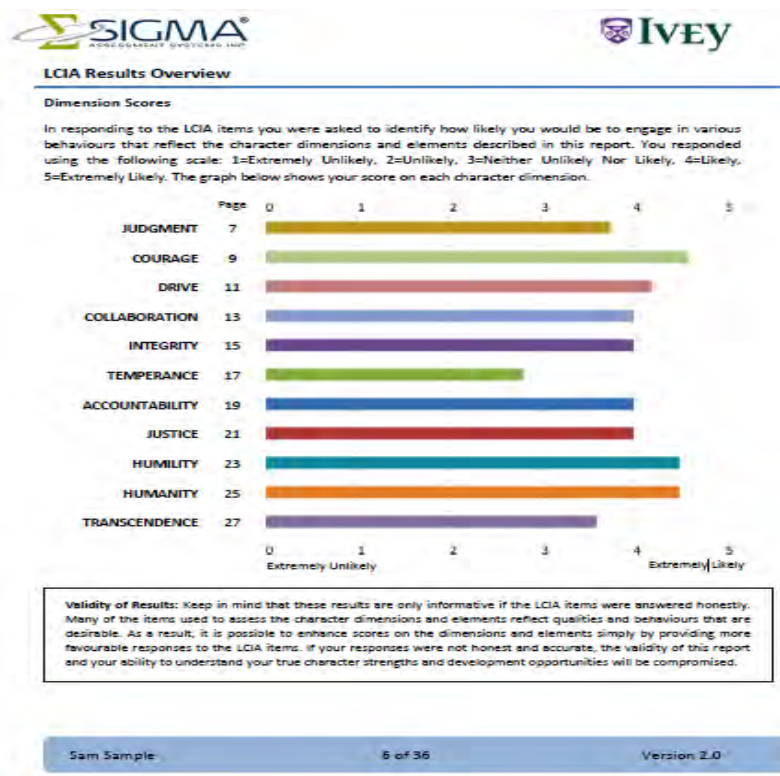


Figure 1.2. The Leadership Character Insight Assessment (LCIA)

Source: LCIA Leadership Character Insight Assessment

<https://www.sigmaassessmentssystems.com/assessments/leadership-character-insight-assessment/>

This assessment tool, now available in self-reporting, direct-report, and 360-degree-feedback formats, is receiving growing, positive attention.^{xxix} Presently, the Ivey School is working to incorporate character assessment in public and private institution selection processes.^{xxx}

Notwithstanding CBL's notable advancements between 2004 and 2013, resolving the debate concerning character versus competency models – an obstacle to CBL's wider acceptance – was more onerous and required additional time. In recent decades, KSAO competency models^{xxxi} (focused on task-based job analysis)^{xxxii} had been favoured over competing leadership paradigms due to their ostensible scientific validity.^{xxxiii} However, at the same time as these models began evolving to include a focus on competencies

derived from worker-based job analysis,^{xxxiv} their exclusivity was becoming challenged. Indeed, since 2000, organizational psychologists, senior military authorities, and business leaders alike^{xxxv} have increasingly argued that in many respects, *character* had become antecedent to competent leadership.^{xxxvi}

Hypothesizing that character and competency models were reconcilable,^{xxxvii} in 2017 Ivey School of Business researchers built on existing studies that linked character to competence to offer a comprehensive proposal that the fusion of character and competency could lead to a higher level of leader performance.^{xxxviii}

Leader competencies...represent the knowledge and skills necessary for effective leadership. When differentiating character from competence, we position competence as the ability to do something, whether due to natural talent or developed skill (or more often both), while character arises from habitual behaviors anchored in virtues and influences not only how competence is exercised, but whether it is exercised at all. As Hannah and Avolio state: “A leaders’ character is defined not only by what the leader thinks but also by his or her motivation to act.” Character, then, helps leaders to engage their competencies while also exercising judgment across contexts. Leading others, for example, includes competencies in motivation, teamwork delegation, and contingent rewards which are often discussed in business school programs and leadership development workshops in firms. A character lens places into question the effectiveness of these techniques in truly leading others when these competencies are not rooted in character dimensions such as humanity, justice, and temperance.^{xxxix}



Gandz, J., Crossan, M., Seljts, G., Stephenson, C. (2010). *Leadership on Trial: a manifesto for leadership development*. London, ON., Canada. Ivey Publishing. September 2010.

Figure 1.3. The Character-competence Entanglement Model
Source: Sturm, Dusya and Crossan, “The entanglement of leader character and leader competence and its impact on performance”

Their research resulted in a character-competency entanglement framework (**Figure 1.3.**) which offered the most inclusive consideration of the character-competency relationship; while delineating the two concepts, their integrative model demonstrated that they need not be viewed as mutually exclusive.

As of 2019, CBL (reinforced by compelling literature demonstrating its value)^{xi} has overcome lingering criticism to emerge as a popular leadership concept – one embraced by military, private, and public organizations. These organizations include the Australian Army, the U.S. Army, the U.S. Air Force, the Royal Bank of Canada, General Dynamics Land Systems, HSBC, the Canadian Department of Public Safety, and the Canadian Revenue Agency. Of significance, even the Privy Council Office has expressed interest in leveraging the benefits of CBL for the Canadian Public Service.^{xli}

The Organizational Leader Character (OLC) Framework and *DWH*

Even with character’s newfound status in the field of organizational leadership, it would remain to be confirmed whether character and, more broadly, CBL (best represented by the OLC Framework), would be pertinent to *DWH*. This considered, if the *DWH* update hopes incorporate the military ethos into every aspect of military service, then a compelling argument can be made that the inclusion of the character construct would facilitate this objective.^{xlii} Apart from the quantitative and qualitative analyses extolling CBL's value, a comparative analysis of the OLC Framework and the CAF military ethos displays a significant commonality and the potential for a synergistic relationship.

Table 1.1 – The Mapping of Character Virtues to Military Ethos

Character Virtues	Corresponding Military Ethos			
	Justice Values	Canadian Civic Values	Canadian Military Values	Ethical Values
Justice	Rule Of Law, Military Discipline, Military Administration	Civil-Military Control, Canadian Charter Of Rights And Freedoms	Integrity	Integrity, Responsibility, Fairness
Integrity	Military Discipline, Military Administration	Civil-Military Control, Canadian Charter Of Rights And Freedoms	Integrity, Duty	Integrity, Honesty
Courage	(Prioritizing Of) Military Administration	Support Of Diversity	Courage	Courage
Humanity	Rule Of Law, Military Discipline, Military Administration	Support Of Diversity, Support Of The Canadian Charter Of Rights And Freedoms	Integrity, Loyalty	Integrity, Honesty
Humility	Military Administration	Support Of Diversity	Integrity	Integrity, Fairness
Transcendence	Support of Military Administration	Civil-Military Control, Canadian Charter Of Rights And Freedoms	Duty	Responsibility
Judgment	Military Discipline, Military Administration	Civil-Military Control	Duty, Integrity	Responsibility, Honesty, Integrity
Collaboration	Military Discipline, Military Administration	Civil-Military Control, Support Of Diversity	Loyalty, Duty	Loyalty, Responsibility
Temperance	Rule Of Law	Civil-Military Control	Integrity, Duty	Integrity, Responsibility
Drive	Military Discipline,	Support of	Courage, Duty	Courage,

	Military Administration	Diversity		Responsibility
Accountability	Rule Of Law, Military Discipline, Military Administration	Civil-Military Control, Canadian Charter Of Rights And Freedoms	Integrity	Responsibility

The data presented in **Table 1.1.** suggests that those who achieve balance across the OLC Framework possess virtues highly reflective of the military ethos. Such a connection, when coupled with CBL’s emergence as a practical leadership model, underpins the logic of incorporating character into *DWH* and studying its potential applicability to other keystone programs.^{xliii} As the following section will establish, taking such steps could prove beneficial to the CAF in several noteworthy areas.

SECTION TWO – A FUTURE ROLE FOR CBL IN CAF LEADERSHIP DOCTRINE

Identifying the Limitations of current CAF Leadership Doctrine

As the *DWH* update will inform subsequent iterations of the CAF leadership doctrine^{xliiv}, incorporating *character* into a revised *DWH* would also influence the military’s capstone leadership manuals. This would be a constructive development, as the OLC Framework could provide a complement to the existing doctrine by filling in theoretical gaps.^{xlv}

Current CAF leadership doctrine is broadly divided between “Leading People” (i.e., with a focus on the tactical and operational levels) and “Leading the Institution” (i.e., with a focus on the institutional level).^{xlvi} The doctrine provides a general framework by which “to understand the function and purpose of leadership and thus describes how individuals should understand this social influence process and to what

ends they are to focus on when exerting influence.”^{xlvi} These ends, displayed as **Figure 2.1.**, are the articulated conduct values and essential outcomes (or effectiveness dimensions) within the CF Effectiveness Framework.^{xlvi}



Military Ethos	
Conduct Values	Description
Ethical Values	Integrity, Loyalty, Courage, Honesty, Fairness, and Responsibility
Legal Values	Deference to the rule of law in establishing social order and resolving conflicts between parties
Canadian Civic Values	Encompasses the values of liberal democracy and civic nationalism.
Military Values	Duty, Loyalty, Integrity, and Courage

Figure 2.1 – The CF Effectiveness Framework

Source: *Leadership in the Canadian Forces: Conceptual Foundations*

Indeed, while drafting the CAF’s leadership manuals, the authors deliberately avoided an overly prescriptive approach – one not considered appropriate for the doctrinal level.^{xliv} The existing suite of CAF leadership doctrine, therefore, reflects a Values-Based-Leadership (VBL) constructⁱ based on the military ethos while aiming to influence the production of ethical leaders.^{li} It is worth noting that this doctrine also incorporates distributed leadership, institutional leadership, and transformational leadership concepts as supporting elements. However, owing to its generic nature, the CAF leadership doctrine does not account for the limitations of the aforementioned concepts.^{lii}

More significantly, the CAF doctrine does not delve into leadership development at the individual level; rather, these specifics are captured in the Leader Development Framework (LDF) in the form of five meta-competencies and 18 competencies which guide CAF professional development requirements.^{liii}

Social Capacities	Professional Ideology	Expertise	Change Capacities	Cognitive Capabilities
1 Communication	3 Credibility & Influence	5 Personnel & Resource Management	11 Stress Management & Resilience	12 Analytical Thinking
2 Teamwork	4 Commitment to Military Ethos	6 Planning & Organizing	13 Developing Others	17 Innovation
10 Interpersonal Relations	8 Action Orientation & Initiative	7 Technical/Professional Proficiency	14 Developing Self	
19 Partnering	9 Ethical Reasoning	16 Organizational Awareness	15 Adaptability	
		18 Envisioning		

Figure 2.2. The LDF meta-competencies and competencies
Source: Department of National Defence, Canadian Armed Forces Competency Model

As the LDF is not a pedagogical tool, institutional expectations of individuals are not widely accessible and formal individual leadership development is limited to select occasions. Ultimately, however, if the desired CAF leader characteristics are not effectively developed at the individual level, it can result in the lack of these characteristics at the institutional level.

Such nuance leads to a problematic question: is the CAF leadership doctrine, based on a general VBL construct, effectively supporting the objectives laid out in *DWH*? Regrettably, the CFLI was unable to establish an evaluation framework before it was decommissioned.^{liv} Notwithstanding, a reasonable evaluation metric should be the ability of CAF leaders to satisfy the expected outcomes of the CF effectiveness framework, as it is “the basis for defining effective leadership in the CF.”^{lv} Arguably, the inability of CAF

leaders to fulfill their leadership responsibilities in either “Leading People” or “Leading the Institution” (or both) would suggest that gaps exist in the doctrinal bedrock that serves as the basis of leadership education.

Effectiveness Dimension	Major Leadership Function	
	Leading People	Leading the Institution
Mission Success	<ul style="list-style-type: none"> • Achieve professional competence & pursue self-improvement. • Clarify objectives & intent. • Solve problems; make timely decisions. • Plan & organize; assign tasks. • Direct; motivate by persuasion, example, & sharing risks and hardships. • Secure & manage task resources. • Train individuals & teams under demanding & realistic conditions. 	<ul style="list-style-type: none"> • Establish strategic direction & goals. • Create necessary operational capabilities (force structure, equipment, command & control). • Exercise professional judgment in relation to military advice & use of forces. • Reconcile competing obligations & values, set priorities, & allocate resources. • Develop the leadership cadre.
Internal Integration	<ul style="list-style-type: none"> • Structure & co-ordinate activities; establish standards & routines. • Build teamwork & cohesion. • Keep superiors informed of activities & developments. • Keep subordinates informed; explain events & decisions. • Understand & follow policies & procedures. • Monitor; inspect; correct; evaluate. 	<ul style="list-style-type: none"> • Develop a coherent body of policy. • Support intellectual inquiry & develop advanced doctrine. • Manage meaning; use media & symbolism to maintain cohesion & morale. • Develop & maintain effective information & administrative systems. • Develop & maintain audit & evaluation systems.
Member Well Being and Commitment	<ul style="list-style-type: none"> • Mentor, educate, & develop subordinates. • Treat subordinates fairly; respond to their concerns; represent their interests. • Resolve interpersonal conflicts. • Consult subordinates on 	<ul style="list-style-type: none"> • Accommodate personal needs in professional development/career system. • Enable individual & collective mechanisms of voice. • Ensure fair complaint resolution. • Honour the social contract; maintain strong QOL & member-support systems.

	matters that affect them. <ul style="list-style-type: none"> • Monitor morale & ensure subordinate well-being. • Recognize & reward success. 	<ul style="list-style-type: none"> • Establish recognition & reward systems.
External Adaptability	<ul style="list-style-type: none"> • Maintain situational awareness; seek information; keep current. • Anticipate the future. • Support innovation; experiment. • Learn from experience & those who have experience. • Develop effective external relationships • (joint, inter-agency, multinational). 	<ul style="list-style-type: none"> • Gather & analyze intelligence; define future threats & challenges. • Initiate & lead change. • Foster organizational learning. • Master civil-military relations. • Develop external networks & collaborative strategic relationships. • Conduct routine external reporting.
Mission Success	<ul style="list-style-type: none"> • Seek and accept responsibility. • Socialize new members into CF values/conduct system, history, & traditions. • Exemplify and reinforce the military ethos; maintain order & discipline; uphold professional norms. • Establish climate of respect for individual right & diversity. 	<ul style="list-style-type: none"> • Clarify responsibilities; enforce accountabilities. • Develop & maintain professional identity; align culture with ethos; preserve CF heritage. • Exemplify and reinforce the military ethos; develop & maintain military justice system. • Establish an ethical culture.

Figure 2.3. Responsibilities of CF leaders as they relate to major functions and effectiveness dimensions

Source: *Leadership in the Canadian Forces: Conceptual Foundations*

Evaluating the Limitations of current CAF Leadership Doctrine

Regrettably, since the publication of the CAF's four doctrinal leadership manuals, there has been compelling evidence suggesting that CAF leaders have had difficulties fulfilling their responsibilities within each effectiveness dimension and across both major leadership functions. In context,^{lvi} the nature of the challenges outlined in **Table 2.1** and **Table 2.2.** is indicative of a misalignment between *DWH*, its supporting leadership doctrine, and leader behavior.

Table 2.1. Contemporary Leadership Challenges in “Leading People”

Leadership Function	Effectiveness Dimension/Expected Outcome	Leadership Responsibility	Description of Leadership Challenges
Leading People	Mission Success	Direct; motivate by persuasion, example, & sharing risks and hardships.	<ul style="list-style-type: none"> • In the past decade, there have been numerous high-profile removals from command across the CAF owing from character issues. • The most prominent cases (Brigadier-General D. Ménard (2011) and Colonel B. Ouellette (2010)) have garnered national scrutiny.^{lvii} • Twenty senior leaders have been removed from Canadian Army senior appointments between 2010 and 2019.^{lviii}
		Secure & manage task resources	<ul style="list-style-type: none"> • In the past decade, the Canadian Army Reserve has been cited in multiple audits^{lix} for not being provided the necessary equipment to fulfill its missions. • These observations pertained to both operational capabilities and HR functions.^{lx}
	Internal Integration	Build teamwork & cohesion	<ul style="list-style-type: none"> • Cohesion and teamwork become precarious amidst climates marked by conflict. • The past decade has viewed notable tensions between the defence team,^{lxi} gender,^{lxii} and diversity groups^{lxiii} resulting in complaints, incidents, releases, class-action law suits and defaming external reports. These tensions often arise from unit-level interactions.
		Monitor; inspect; correct; evaluate	<ul style="list-style-type: none"> • The CAF Ombudsman, the Judge Advocate General (JAG) and the Canadian Armed Forces Grievance System statistics reveal that the vast majority of unit-level incidents are routine, reoccurring issues^{lxiv} for which CAF leaders could respond easily with available corrective and preventative mechanisms.^{lxv} • Viewed in this light, it is telling that problems concerning conduct, performance, and training continue to burden personnel, units, and complaints systems.
	Member Well-being & Commitment	Resolve interpersonal conflicts	<ul style="list-style-type: none"> • Evidenced by growing rights-based processes,^{lxvi} military leaders have been challenged to resolve conflict emanating from the unit-level. • To ameliorate persistent issues, the VCDS established the Integrated Conflict and Complaint Management (ICCM) Program in 2016^{lxvii} to insert professional expertise into complaints processes formerly addressed at the unit-level, and Military Personnel Command

			(MPC) has embarked on a series of initiatives to improve respect in the workplace. ^{lxviii}
		Monitor morale & ensure subordinate well-being.	<ul style="list-style-type: none"> Over the past decade, reports by the Office of the Auditor General (OAG) (2012), the CAF Ombudsman (2013), Assistant Deputy Minister (Review Services) ADM (RS) (2015), Canadian Forces Health Services (2014 and 2016), and finally, an internal report by Brigadier-General David Anderson (2015)^{lxix} have pointed to systemic issues surrounding the effective care of ill and injured personnel. In 2018, the CAF Transition Group was created in an attempt to solve the problems vexing the Joint Personnel Support Unit since its inception in 2009.^{lxx}
	External Adaptability	Support innovation; experiment	<ul style="list-style-type: none"> Numerous studies and experts suggest that a risk-averse culture encumbers the CAF.^{lxxi} Currently, inflexible risk-management practices, personnel policies, and departmental results and succession frameworks significantly limit leader freedom of action.^{lxxii}
		Learn from experience & those who have experience	<ul style="list-style-type: none"> Lessons learned reporting is neither standardized nor is it methodologically consistent across the CAF.^{lxxiii} In the past decade, CAF leaders have rendered seemingly unproductive decisions in several domains – despite possessing sufficient legacy and lessons learned data – on issues as diverse as procurement, relocation management, quality of life, leadership development, mental health treatment, the universality of service,^{lxxiv} and, according to certain pundits, technical, operational matters.^{lxxv}
	Military Ethos	Exemplify and reinforce the military ethos; maintain order & discipline; uphold professional norms.	<ul style="list-style-type: none"> CAF leaders have struggled to address harmful and inappropriate sexual behavior (HISB). Only after the publication of MacLean’s magazine articles (1998, 2014) did leadership take commensurate action.^{lxxvi} Subsequently, the <i>Deschamps Report</i> inspired an uneven organizational response which has received critical OAG review for failing to address the HISB problem adequately.^{lxxvii}
		Establish a climate of respect for individual rights & diversity.	<ul style="list-style-type: none"> Despite possessing a suite of clear regulations, policy statements, strategies, and programs^{lxxviii} which reinforce individual rights and diversity, the CAF has experienced noticeable levels of animosity and complaints concerning racism, gender-based discrimination, and mental health stigmatization.^{lxxix} Consequently, the CAF has launched a diversity

			strategy aiming at significant culture changes and has committed to a one-day “Respect in the Workplace” session for all CAF members. ^{lxxx}
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These observations are instructive when examining the effectiveness of CAF leadership doctrine. Arguably, however, the challenge of leading people is eclipsed by the trials of institutional leadership, as challenges to leading the institution confer significant organizational impacts.

Table 2.2. Contemporary Leadership Challenges in “Leading the Institution”

Leadership Function	Effectiveness Dimension/ expected Outcome	Leadership Responsibility	Description of Leadership Challenges
Leading the Institution	Mission Success	Create necessary operational capabilities (force structure, equipment, command & control)	<ul style="list-style-type: none"> The CAF’s adherence to legacy, hierarchical models of command and control (C²) is not consistent with contemporary theory nor does it optimally leverage the tools available for conducting operations. Multiple studies and testimony have called for a modernized, more flexible approach.^{lxxx} The CAF’s challenge to retain trained personnel and recruit new personnel^{lxxxii} creates operational gaps and significantly strains the capacity of serving members. The release of <i>SSE</i> has all but forced CAF leadership to reevaluate its entire force structure.^{lxxxiii}
		Develop the leadership cadre	<ul style="list-style-type: none"> Concerns related to the Canadian Forces Professional Development System are now fifty years old, particularly concerning the development of institutional leaders.^{lxxxiv} The closure of the National Defence College in 1993 heightened anxieties,^{lxxxv} and even the creation of the National Security Programme have not stymied critiques suggesting that the CAF is not adequately developing emerging institutional leaders.^{lxxxvi}
	Internal Integration	Develop a coherent body of policy	<ul style="list-style-type: none"> Resource shortfalls and cumbersome regulatory regimes significantly limit the ability to create new policy.^{lxxxvii} Accordingly, much policy is currently outdated (in particular Queen's Regulations and Orders (QR&Os), Canadian Forces Administrative Orders (CFAOs) and Military Personnel Command Instructions) as it cannot be updated or replaced quickly enough.^{lxxxviii} Challenges in policy development have resulted in confusing relocation, compensation and conduct policies; as a partial consequence, ICCM, the CAF Grievance Authority and the CAF Ombudsman are presently laden with a myriad of policy-related complaints.^{lxxxix}
		Develop & maintain effective	<ul style="list-style-type: none"> The CAF’s decentralized and standalone systems have created inefficiencies and inconsistencies.^{xc}

		information & administrative systems	<ul style="list-style-type: none"> The development of the upgrade from Human Resource Management System (HRMS) 7.5 to HRMS 9.1 experienced significant challenges, ran several years behind schedule and was de-scoped significantly from its original conception.^{xcii} There has been an increased reliance on systems other than the HRMS system of record (e.g., Monitor Mass, CFTPO) for operational and administrative purposes, which complicates official auditing of operational readiness and administrative transactions.^{xcii} The CAF's dual pay systems are incompatible and not synchronized with its HR system. The Revised Pay System for the Reserve Force has been the subject of critical departmental audits for its reliance on manual, non-integrated processes.^{xciii} The Central Computerized Pay System still runs on a Microsoft Disk Operating System, creating program risks with operating system updates.^{xciv}
		Develop & maintain audit & evaluation systems.	<ul style="list-style-type: none"> At the institutional level, DND encounters challenges maintaining an audit system that can enforce corrective actions. ADM(RS) has produced dozens of detailed audits in the past decade but has limited capacity to follow-up on whether its Managerial Action Plans are being carried out by the affected L1 as intended.^{xcv} While the Corporate Secretary publishes an annual departmental results report which outlines performance against the departmental results framework, the report only outlines what the department achieved, rather than acknowledging what was not accomplished.^{xcvi}
	Member Well-being & Commitment	Accommodate personal needs in professional development/ career system	<ul style="list-style-type: none"> The ability to provide flexible and consistent career management has been a persistent challenge for CAF leadership and has been identified as one of the most significant sources of personnel dissatisfaction and stress.^{xcvii} Currently, the Director General Military Careers does not possess a unified set of internal protocols to guide career management.^{xcviii}
		Ensure fair complaint resolution	<ul style="list-style-type: none"> The CAF Ombudsman, an arms-length personnel advocacy organization, has frequently cited chain of command interference and has even proposed becoming an officer of Parliament.^{xcix} Despite improvements realized with the recent Bill C-15, the Canadian Forces Grievance System has been subject to complaints of subjectivity and dubious legality with the Chief of the Defence Staff as the Final Authority on grievances.^c The CAF Ombudsman has recently disclosed that it will no longer direct personnel to the ICCM because of its perception that ICCM offices lack objectivity.^{ci}
		Honour the social contract; maintain strong QOL & member-support systems	<ul style="list-style-type: none"> In 1998, the Standing Committee on National Defence and Veterans Affairs (SCONDVA) Report advised the CF it could do more to support personnel quality of life, linking improving personnel programs and family support initiatives to operational effectiveness.^{cii} Subsequently, despite initial progress and the development of an HR strategy,^{ciii} there has been a lack of momentum in satisfying SCONDVA recommendations.^{civ} To address this situation, MPC launched <i>the Journey</i> initiative in 2016 and the Comprehensive Family Support Plan in 2017.^{cv} However, its path to modernizing CAF

			personnel management will be decidedly challenging. ^{cxvi}
	External Adaptability	Initiate & lead change	<ul style="list-style-type: none"> Multiple reports and assessments suggest the CAF is more adept at initiating change than leading it.^{cxvii} Whether this involves changing organizational structures, replacing capabilities, creating new occupations, initiating personnel programs, transferring organizational authorities,^{cxviii} evidence suggests that many CAF change initiatives fail to realize their objectives.
		Master civil-military relations	<ul style="list-style-type: none"> Senior leaders and studies offering guidance on the subject of civil-military relations largely agree that most officers are underprepared for operating within the civil-military sphere and with Non-Governmental Organizations (NGOs).^{cxix} Studies and reports dedicated to improving this state of affairs have suggested that increased collaboration and earlier exposure to employment with Other Government Departments and NGOs could alleviate some of these difficulties.^{cx}
	Military Ethos	Establish an ethical culture	<ul style="list-style-type: none"> In 2016, a Statistics Canada survey concerning inappropriate sexual behavior in the CAF revealed worrisome trends.^{cxvi} As Operation Honour is now entering into its fourth year, the CAF's continued challenges in meeting its mandate and satisfying the <i>Deschamps Report's</i> ten recommendations suggest that success is not yet guaranteed.^{cxii} In the OAG's Autumn 2018 Report, it cited inconsistent and potentially ineffective attempts to improve culture, leading to a rare recommendation that all CAF members attend remedial respect training.^{cxiii}
		Exemplify and reinforce the military ethos; develop & maintain the military justice system	<ul style="list-style-type: none"> Recently, several in-depth reviews of the military justice system have led to significant alterations of the summary trial system.^{cxiv} A recent decision of The Supreme Court of Canada to reject the federal government's motion to temporarily stay a <i>Charter</i> ruling could effectively disable the military justice system.^{cxv} Even before this, legal scholars have been increasingly questioning the constitutionality of certain elements of the CAF's justice regime.^{cxvi}

Amalgamating the OLC Framework with current CAF Leadership Doctrine

While disconcerting, these observations do not imply that the current CAF leadership framework is ineffective, merely that it is incomplete. While not a panacea, the addition of OLC Framework “character elements” into CAF leadership doctrine could prove to be an invaluable theoretical asset to CAF leaders in their practical fulfillment of the CF effectiveness framework’s responsibilities (i.e., addressing challenges similar to those outlined in **Tables 2.1** and **2.2.**).

To this end, **Table 2.3.** highlights where the existence of character elements could provide CAF leaders with a deeper and broader repertoire of tools when facing complex leadership challenges (albeit noting that an effective leader retains all eleven-character virtues in balance).

Table 2.3. Mapping Applicable Character Elements to Contemporary Leadership Challenges

Leadership Function	Effectiveness Dimension/ expected Outcome	Leadership Responsibility undergoing challenges	Applicable Character Element (not identified in CAF leadership doctrine)
Leading People	Mission Success	Direct; motivate by persuasion, example, & sharing risks and hardships.	Empathetic, critical thinker
		Secure & manage task resources	Situationally aware, adaptable
	Internal Integration	Build teamwork & cohesion	Collegial, socially responsible
		Monitor; inspect; correct; evaluate	Takes ownership, situationally aware, insightful, socially responsible
	Member Well-being & Commitment	Resolve interpersonal conflicts	Fair, equitable, considerate, compassionate
		Monitor morale & ensure subordinate well-being.	Considerate, grateful, socially responsible, principled
	External Adaptability	Support innovation; experiment.	Curious, adaptable, cognitively complex
		Learn from experience & those who have experience	Conscientious learner, prudent, analytical, ^{cxvii} insightful
	Military Ethos	Exemplify and reinforce the military ethos; maintain order & discipline; uphold professional norms.	Consistent, socially responsible, self-aware,
		Establish a climate of respect for individual rights & diversity.	Considerate, respectful, justice, principled
Leading the Institution	Mission Success	Create necessary operational capabilities (force structure, equipment, command & control).	Future-oriented, purposive, analytical, patient
		Develop the leadership cadre.	Future-oriented, pragmatic, intuitive, evenhanded
	Internal Integration	Develop a coherent body of policy.	Strives for excellence, conscientious, critical thinker, evenhanded
		Develop & maintain effective information & administrative systems	Situationally aware, conscientious, results oriented
		Develop & maintain audit & evaluation	Takes ownership, accepts

		systems.	consequences, socially responsible, self-aware, future-oriented
	Member Well-being & Commitment	Accommodate personal needs in professional development/career system	Empathetic, considerate, fair, appreciative
		Ensure fair complaint resolution	Socially responsible, considerate, situationally aware, strives for excellence
		Honour the social contract; maintain strong QOL & member-support systems	Appreciative, future oriented, socially responsible, considerate, conscientious
	External Adaptability	Initiate & lead change.	Results oriented, strives for excellence, future oriented, pragmatic, conscientious, vulnerable
		Master civil-military relations	Situationally aware, results-oriented, self-aware, vulnerable, respectful, insightful, patient, self-controlled, prudent
	Military Ethos	Establish an ethical culture	Appreciative, empathetic, future-oriented, respectful, situationally aware
		Exemplify and reinforce the military ethos; develop & maintain the military justice system	Socially responsible, situationally aware, interconnected, self-aware, takes ownership

This analysis suggests that the fusion of the OLC Framework with CAF leadership doctrine could be complementary. Indeed, the OLC model offers a spectrum of virtues for individual development that aptly reinforce the current CAF paradigm and are even more comprehensive than the LDF meta-competencies.

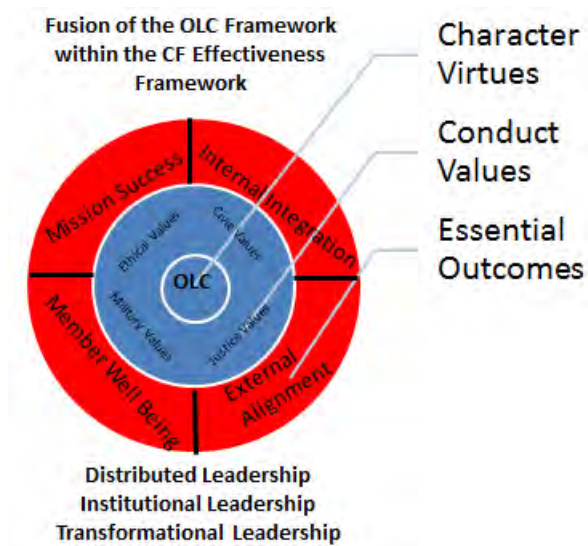


Figure 2.4. Proposed CAF Effectiveness Framework, Including OLC

Figure 2.4., the proposed conceptual design representing this fusion, demonstrates a constitutive relationship between the OLC model and the CAF effectiveness framework's essential outcomes; ideally, character, exercised through judgment, would combine synergistically with the military ethos to achieve successful outcomes (**see endnote**).^{cxviii}

Notably, amalgamating OLC within current CAF leadership doctrine would also enable a potential symbiotic relationship between the current LDF (which is reflective of CAF leadership doctrine)^{cxix} and the OLC model. In this instance, by elevating character virtues alongside meta-competencies and competencies, the CAF could potentially realize extraordinary leadership performance through its own character-competency entanglement paradigm.

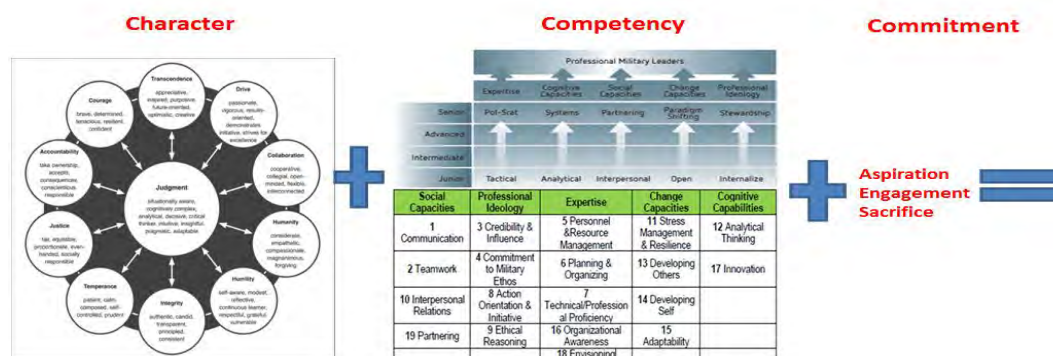


Figure 2.5. Proposed LDF with OLC Included

The proposed model at **Figure 2.5.** represents a holistic approach to leadership development centered on a relationship between character virtues and LDF competencies. Character, which has been under-represented in CAF leadership development strategies, would be treated as the core influence to realize LDF competencies. This does not suggest virtues would serve as KSAOs needed to perform CAF tasks; instead, as demonstrated by **Table 2.4.** below, the fusion of the OLC Framework with the LDF would become “mutually constitutive building blocks of effective and sustainable leadership”^{cx} (i.e., humanity and humility virtues as enabling functions for social capacities, and the transcendence virtue as a key enabler of change capacity).

Table 2.4. Mapping Applicable Character Virtues to LDF Meta-Competencies and Competencies

OLC Virtue	Meta-Competency	Competency
Judgment	All	All
Transcendence	Professional Ideology	Commitment to Military Ethos, Action Orientation & Initiative
	Change Capacities	Developing Others, Adaptability
	Expertise	Organizational Awareness, Envisioning, Planning and organizing
	Cognitive Capacities	Innovation
Temperance	Social Capacities	Interpersonal Relations

	Change Capacities	Stress Management & Resilience
	Expertise	Personnel & Resource Management
	Cognitive Capacities	Analytical thinking
Humility	Social Capacities	Partnering
	Professional Ideology	Credibility & Influence
	Change Capacities	Developing Self
Humanity	Social Capacities	Interpersonal Relations
	Professional Ideology	Ethical Reasoning
	Change Capacities	Developing Others
Accountability	Expertise	Personnel & Resource Management
	Professional Ideology	Credibility & Influence
	Change Capacities	Developing Self
Drive	Professional Ideology	Action Orientation & Initiative
	Expertise	Technical/Professional Proficiency
Collaboration	Social Capacities	Teamwork, Communication, Partnering
	Change Capacities	Developing Others
	Expertise	Planning & Organizing
	Professional Ideology	Credibility & Influence
Justice	Professional Ideology	Commitment to Military Ethos, Ethical reasoning
Integrity	Professional Ideology	Commitment to Military Ethos, Credibility & Influence
	Social Capacities	Teamwork, Interpersonal relations
	Expertise	Technical/Professional Proficiency
Courage	Professional Ideology	Action Orientation & Initiative
	Cognitive Capabilities	Innovation
	Change Capacities	Developing Self

This considered, if the LDF were to adopt – either in whole or in part^{cxxi} - a worker-based job analysis approach to defining leadership competencies, there would be even greater potential for character-competency entanglement given the emphasis that would be placed on individual behaviors and characteristics.^{cxxii}

To summarize, by integrating the OLC framework, the CAF would be better equipped to embrace the *DWH* philosophy, address wicked leadership problems, and – significantly – meet nascent challenges such as the implementation of *SSE* initiatives (i.e., implementing the diversity strategy and bolstering the role of the Reserve Force).^{cxxiii} With this in mind and, as evidenced by recent history, deep cultural changes such as those proposed in this paper cannot occur without the most careful consideration.

SECTION THREE – THE IMPLEMENTATION OF CBL IN THE CAF

Introducing new leadership concepts in the CAF has not proven straightforward, and implementing CBL will prove to be more complicated than a simple value proposition. For instance, the CAF required thirty years to update the 1973 volume *Leadership*, and another sixteen years to commission a significant update of *DWH*.^{cxxiv} Accordingly, when considering the time and level of resources required to update its leadership doctrine, the CAF must ensure that the introduction of new concepts to *DWH* (such as CBL) is supported appropriately. Unfortunately, senior authorities have not always paid sufficient heed to how doctrine, policy, and plans are incorporated; in this case, the practitioners will not have a choice.^{cxxv} While senior military and private sector leaders - and even certain social scientists^{cxxvi} - concur that the inclusion of CBL could be positive for the CAF,^{cxxvii} some have cautioned that it would necessitate a rarely attempted, deep cultural change to successfully implement. Put simply, the CAF would require a culture re-alignment.^{cxxviii}

Leading change of this magnitude in a culturally-entrenched organization is a complex endeavour. In his 1998 dissertation on major CAF change initiatives, Brigadier-General J. Plante offered the following counsel for organizational change leaders:

It must be stressed that leading change is without a doubt the most critical aspect of mastering change. However, leading change should not be confused with chasing every new fad that might appear in the market-place. Given the complexity of change, seeking the current flavour of the year to solve deep-rooted problems is not the most effective approach. The pressure to change and improve is overwhelming. Dave Ulrich insists that managers, employees, and organizations must learn to change faster and more comfortably. He also indicates that they need to define an organizational model for change, to disseminate that model through-out the organization, and to sponsor its ongoing application. Unfortunately, there isn't

a single model that can be considered as the leading approach and the literature and academia appear to be all over the map in advancing a credible theory of change management.^{cxxix}

As a corollary, CAF practitioners will need to strategize on how best to deliver *DWH* and CBL. Indeed, most structural and technical change initiatives founder because they fail to understand, engage and convince the target audience of the change.^{cxxx} The CAF has not been immune to these procedural errors; studies conducted on CAF change processes have revealed multiple instances of similar missteps.^{cxxxi} That said, a cultural change is decidedly more difficult to realize.

In the final analysis, this essay proposes that incorporating CBL will necessitate a complete overhaul of how the CAF conducts change management and calls for re-conceptualizing the current, linear approaches to organizational change. By tailoring the most relevant aspects of four leading change-management models (highlighted below), CAF practitioners could exploit business best practices, directly address traditional weaknesses in CAF change initiatives, and account for the complex challenge of realigning CAF culture:

1. **Higgins' 8S Model.**^{cxxxii} This model advocates a thorough examination of an organization's structure, systems, shared values, staff, style, resources, and strategic performance benchmarks as a precondition to a change initiative.^{cxxxiii} The CAF, as an example, has not always assigned sufficient resources to support change processes.
2. **John Kotter 8-Step Change Model.**^{cxxxiv} This model offers a guiding function for complex, hierarchical organizations undertaking a change

initiative. Notably, it offers several steps which would be pertinent to CBL implementation, such as those that encourage collaboration.

3. **The Kubler-Ross Change Curve.**^{cxxxv} This model stresses thorough employee engagement and overcoming invariable employee apprehension as antecedent to initiating the implementation phase of a change initiative.^{cxxxvi} Employing this model reinforces a consultative approach vice an informative one. The CAF has not consistently employed such an approach in strategy execution.
4. **The Dr. Weiss Change Circle Model.**^{cxxxvii} This model offers similar guidance as the Kotter-8 Step Model; however, it recommends several steps not identified in Kotter’s proposed process. For example, Weiss advocates for cyclical reviews and making adjustments to initiatives as circumstances dictate, steps which would be germane to a CAF change process for CBL implementation.

By amalgamating the relevant steps within these models, change practitioners could design a process that enables culture realignment, thereby reinforcing a new *DWH* with a focus on character. Conceptually, the process would involve the following:

Table 3.1. Character Implementation Change Management Process

Step	Applicable Model	Objective	Actions
Step 1	Higgins 8 Step Model	Culture Review	MPC initiates an in-depth CAF culture review, creating a holistic picture of military culture to inform subsequent action. DGMPPRA would also commence a literature review to determine the validity of character integration into CAF HR processes.
Step 2	Kotter-Model	Increase Urgency	The completion of the culture review would lead to an Armed Forces Council (AFC) decision point on moving CBL forward. The key stakeholder message

			would propose that character leaders are required to support <i>DWH</i> and achieve <i>SSE</i> implementation. This session would cite public and private sector successes, and seek unequivocal command commitment for a culture realignment to guide change.
Step 3	Kotter-Model	Building the Guiding Team	With AFC endorsement, each L1 would identify Change Agents at every level (1-5) responsible for character change initiatives in their organization.
Step 4	Kotter-Model	Get the right vision	MPC, in concert with private and public sector partners, would commence the Culture Alignment Initiative (CAI), a process that, amongst broad objectives, formally aims to inculcate CBL into the CAF.
Step 5	Kubler-Ross Model	Communicate for buy-in	Project leaders would engage in bold, intimate consultation (i.e., crowdsourcing, E-contests, panels). Artificial barriers to the achievement of this step would be addressed in advance to enable its aim of collecting critical stakeholder information to complete the CAI directive.
Step 6	Kotter-Model	Empower Action – Remove Barriers	MPC, the JAG, and ADM(RS), in addition to L1 Change Agents, would review policies, processes, and behaviors antithetical to CBL to isolate and remove them.
Step 7	Weiss Change Circle	How the change will be implemented (the detailed plans for change and transition)	The focus of this step would be to ensure a clear link between the strategic plan and operational and tactical level activities through a Master Implementation Plan with clear Metrics of Effectiveness and Success.
Step 8	Kotter-Model	Create short-term wins	Demonstrating early, authentic progress will be imperative. The CAF would look at rewarding character leadership in public forums, releasing an updated <i>DWH</i> and announcing CAI via visible, public events supported by popular and social media.
Step 9	Weiss Change Circle	Implement the change so it becomes business as usual	Assuming a positive correlation is determined by DGMPRA between CBL and CAF HR, the following actions could occur: <ul style="list-style-type: none"> a. Incorporate CBL into attraction recruiting and selection – MPC (OPI); b. Character On-Boarding and creation of a CAF Mentoring program – MPC (OPI) and L1s (OCI); c. Leader Character Development - incorporating CBL into the LDF, Canadian Forces Professional Development System,

			<p>Officer General Specifications, and Non-Commissioned Member General Specifications – MPC (OPI);</p> <p>d. Promoting Leaders with Character – Character is already evaluated through Succession processes; the decision to include character leadership assessment as part of a renewed Canadian Forces Personnel Appraisal System would be contingent on DGMPPRA’s findings (L1s and MPC (OPIs));</p> <p>e. Rewarding Character – Incorporating character into CAF honors and awards – MPC, Strategic Joint Staff (OPIs); and</p> <p>f. Create a Character Aligned Culture – this sub-process would comprise completing the alignment of CBL and HR policy; implementing a 360-degree feedback process; completing policy and doctrine updates, synergizing CBL with Defence Ethics Program; building a residual leadership research capability in MPC; and completing recommendations for Developmental Periods 4 and 5 to enhance institutional leadership – MPC and VCDS (OPIs), L1s (OCIs).^{xxxxviii}</p>
Step 10	Weiss Change Circle	Improve by tracking lag measures, share lessons learned and continuously improve	This step would involve a plan review to confirm whether the implementation is succeeding; if it is not, the plan would need to be revisited to determine the need for adjustments. Once implementation is confirmed to be on track, a cyclical review process would be established.

CONCLUSION

In the wake of the Somalia Commission of Inquiry, the CAF was forced to evolve. Presently, it faces a different challenge, but one no less daunting. The demands placed upon CAF leadership to implement an ambitious new defence policy while addressing legacy leadership issues constitute a similar test of organizational resilience. In the early 2000s, the CAF rose to the occasion and adapted; with the proper approach, it can do so once again.

This essay has argued that the adoption of Character-Based-Leadership within *DWH* and CAF capstone leadership doctrine, reinforced by a command-driven *Character Alignment Initiative*, offers an opportunity to create the culture and leaders commensurate with the profession of arms in Canada. While it is plausible that this initiative will require a significant organizational commitment of time, resources and energy, such an investment would send the unmistakable message that character is viewed as a fundamental element of the profession of arms, and that the CAF is willing to do what is needed to match words with deeds.

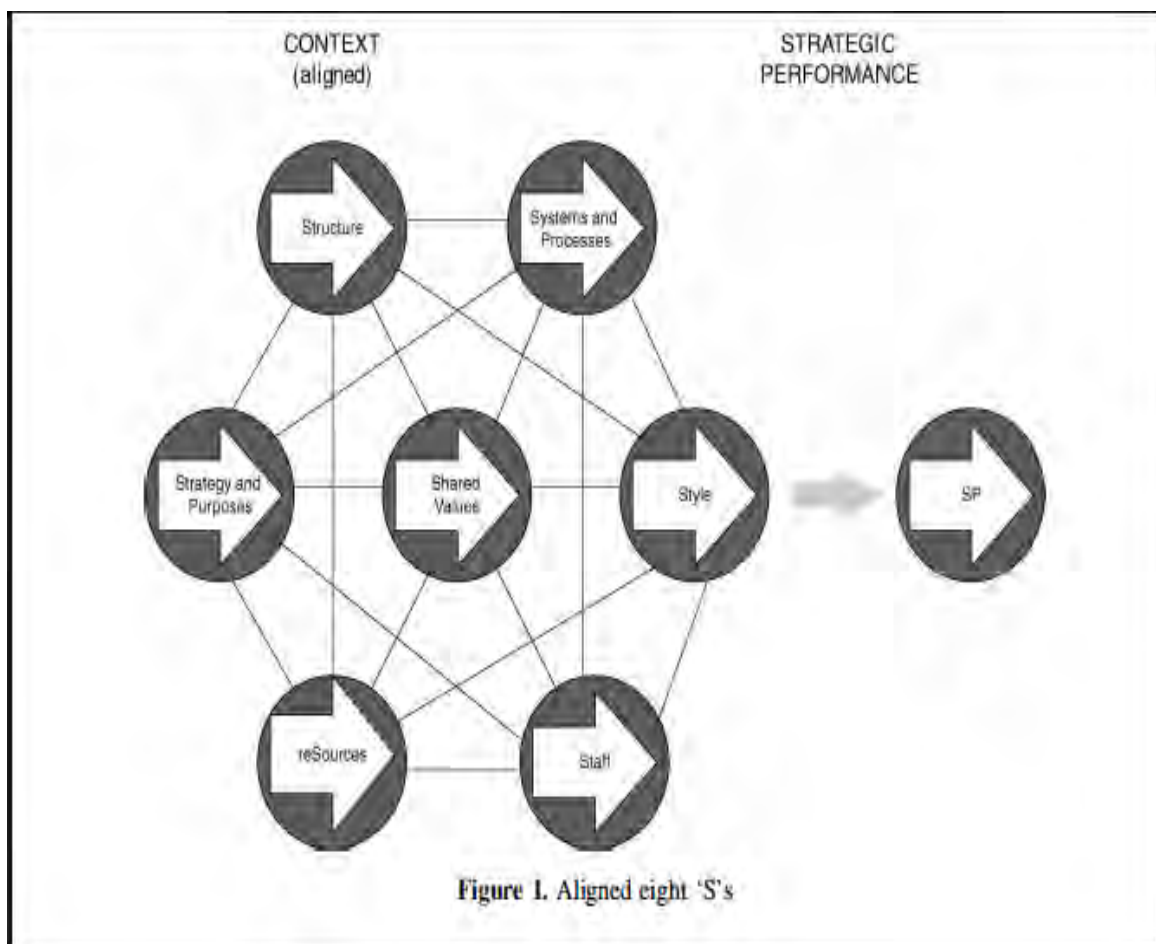
APPENDIX 1
CHARACTER VIRTUE DEFINITIONS

Judgment	Makes sound decisions in a timely manner based on relevant information and critical analysis of facts. Appreciates the broader context when reaching decisions. Shows flexibility when confronted with new information or situations. Has an implicit sense of the best way to proceed. Sees into the heart of challenging issues. Reasons effectively in uncertain or ambiguous situations.
Courage	Does the right thing even though it may be unpopular, actively discouraged, and/or result in a negative outcome for him/her. Shows an unrelenting determination, confidence, and perseverance in confronting difficult situations. Rebounds quickly from setbacks.
Drive	Strives for excellence. Has a strong desire to succeed. Tackles problems with a sense of urgency. Approaches challenges with energy and passion.
Collaboration	Values and actively supports development and maintenance of positive relationships among people. Encourages open dialogue and does not react defensively when challenged. Is able to connect with others at a fundamental level, in a way that fosters the productive sharing of ideas. Recognizes that what happens to someone, somewhere, can affect all
Integrity	Holds oneself to a high moral standard and behaves consistently with ethical standards, even in difficult situations. Is seen by others as behaving in a way that is consistent with their personal values and beliefs. Behaves consistently with organizational policies and practices.
Temperance	Conducts oneself in a calm, composed manner. Maintains the ability to think clearly and responds reasonably in tense situations. Completes work and solves problems in a thoughtful, careful manner. Resists excesses and stays grounded.

Accountability	Willingly accepts responsibility for decisions and actions. Is willing to step up and take ownership of challenging issues. Reliably delivers on expectations. Can be counted on in tough situations.
Justice	Strives to ensure that individuals are treated fairly and that consequences (positive or negative) are commensurate with contributions. Remains objective and keeps personal biases to a minimum when making decisions. Provides others with the opportunity to voice their opinions on processes and procedures. Provides timely, specific, and candid explanations for decisions. Seeks to redress wrongdoings inside and outside the organization.
Humility	Lets accomplishments speak for themselves. Acknowledges limitations. Understands the importance of thoughtful examination of one's own opinions and ideas. Embraces opportunities for personal growth and development. Does not consider oneself to be more important or special than others. Is respectful of others. Understands and appreciates others' strengths and contributions.
Humanity	Demonstrates genuine concern and care for others. Appreciates and identifies with others' values, feelings, and beliefs. Has a capacity to forgive and not hold grudges. Understands that people are fallible and offers opportunities for individuals to learn from their mistakes.
Transcendence	Draws inspiration from excellence or appreciation of beauty in such areas as sports, music, arts, and design. Sees possibility where others do not. Has an expansive view of things both in terms of taking into account the long term and broad factors. Demonstrates a sense of purpose in life.

Source: Crossan, Byrne, Seijts, Reno, Monzani and Gandz. "Toward a Framework of Leader Character in Organizations."

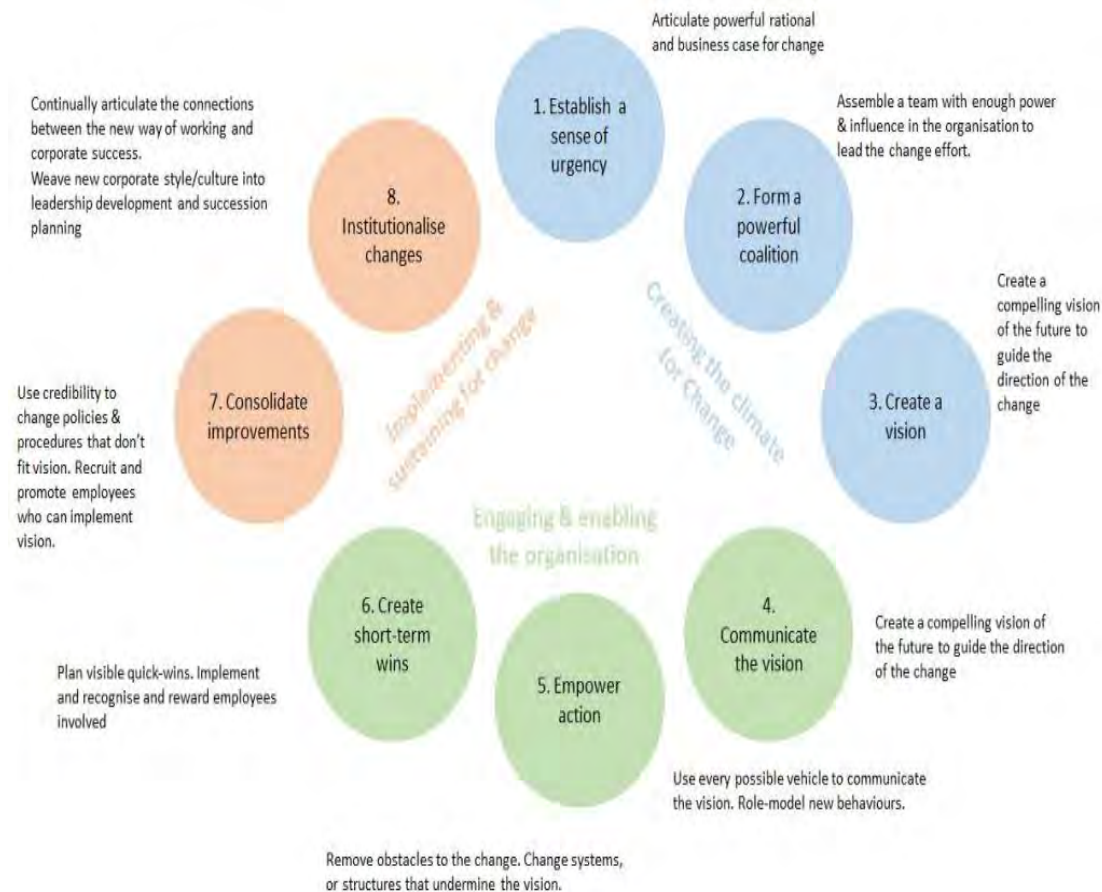
APPENDIX 2
HIGGINS' 8S' OF STRATEGY EXECUTION MODEL



Source: James M. Higgins, "The Eight 'S's of successful strategy execution,"
Journal of Change Management

APPENDIX 3

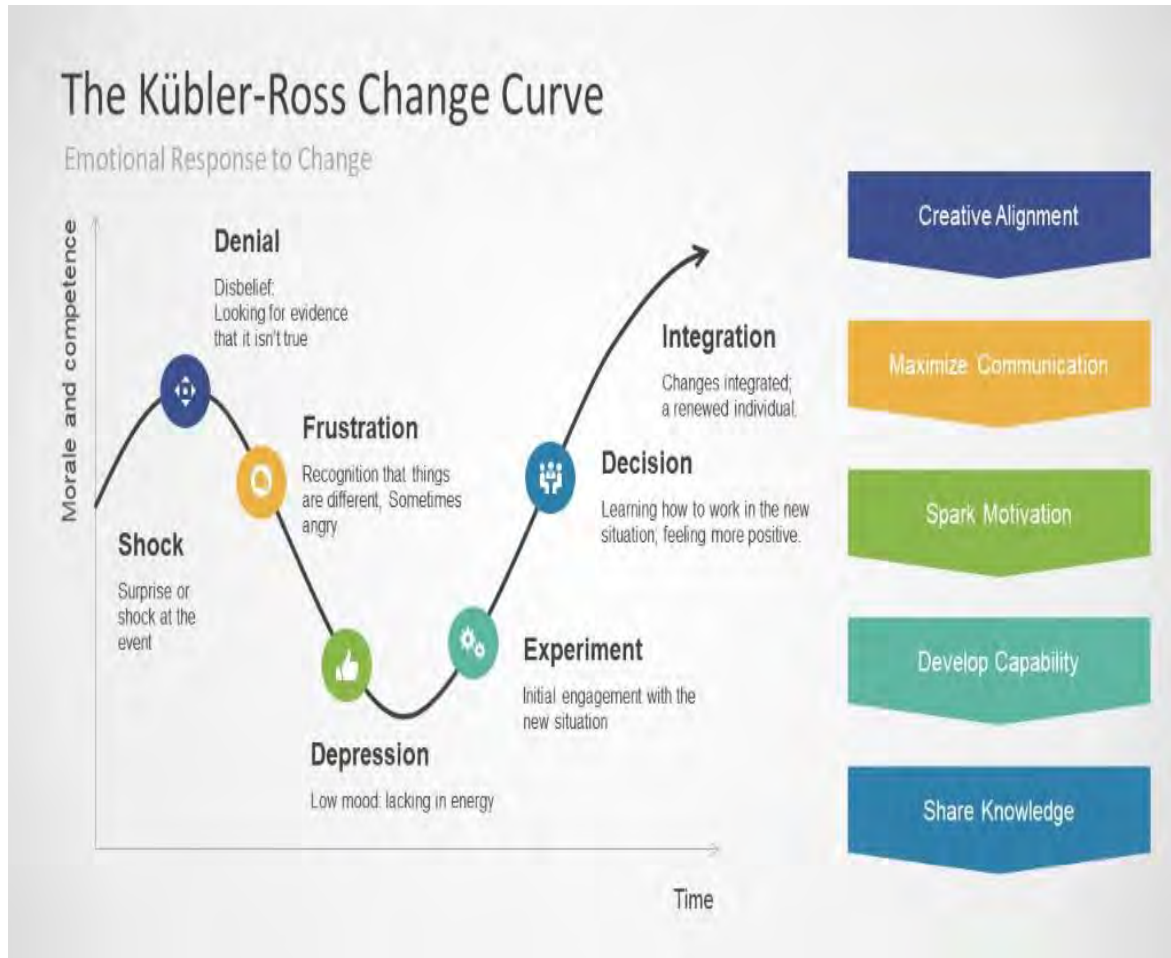
JOHN KOTTER'S 8-STEP CHANGE MODEL



Source: Plays-in-Business.

<http://www.plays-in-business.com/lean-change-canvas-how-to-deliver-change-best/>

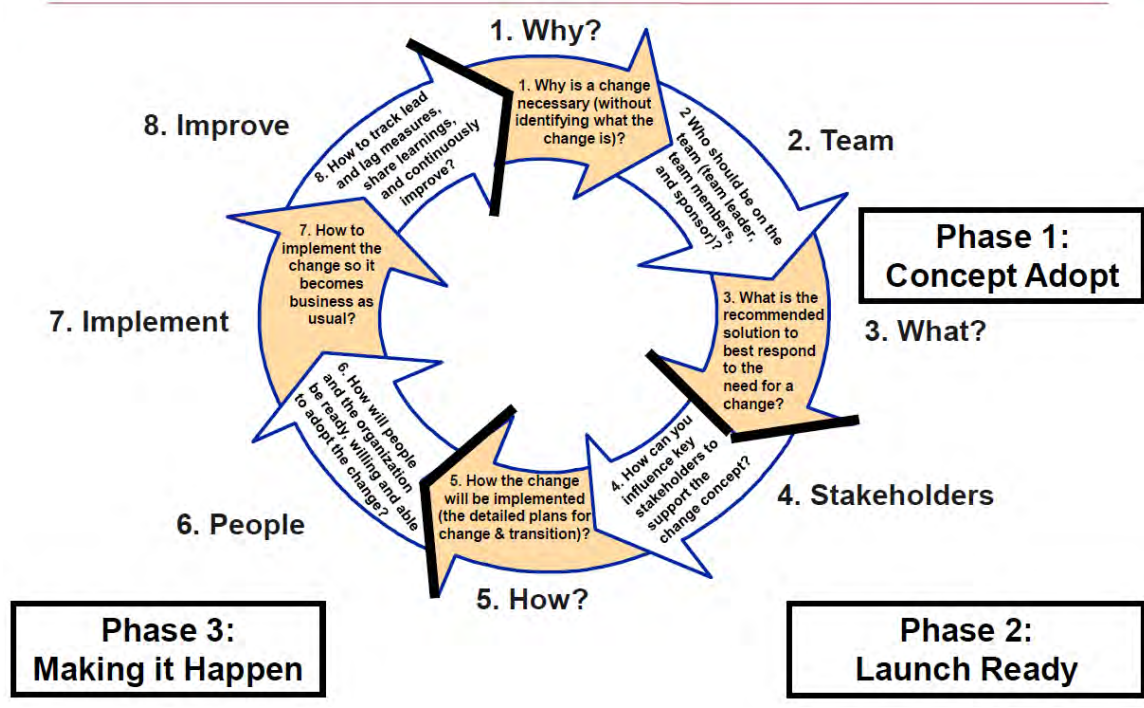
APPENDIX 4 KUBLER ROSS CHANGE CURVE MODEL



Source: Lean Change Management.
<https://leanchange.org/2014/02/navigating-organizational-change/>

APPENDIX 5
WEISS' 8-STEP CHANGE CIRCLE MODEL

The Change Circle Model to Lead Change



Source: Dr. David Weiss, "Canadian Forces College Leading Change in Organizations Presentation," lecture, Canadian Forces College, Toronto, ON

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ENDNOTES

ⁱBernd Horn and Bill Bentley, *Forced to Change: Crisis and Reform in the Canadian Armed Forces* (Toronto: Dundurn Press, 2015), 81-115.

ⁱⁱ Hereafter referred to as CAF leadership doctrine.

ⁱⁱⁱ Bernd Horn and Bill Bentley, *Forced to Change: Crisis and Reform in the Canadian Armed Forces*, 116-133.

^{iv} General Jonathan Vance, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, September 2018); Lieutenant-General J.M. Lanthier, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, March 2019); Lieutenant-General C. Lamarre, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, September 2018); and Brigadier-General D. Basinger, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, December 2018).

^v Department of National Defence, *Chief Of The Defence Staff Directive To Renew Duty With Honour: The Profession Of Arms In Canada* (Ottawa: Department of National Defence, 2018).

^{vi} When referring to the *construct* or *concept* of character, this essay uses the narrower description of *leader character* as popularized in industrial psychology vice a general definition of character popularized in society. The distinction is important, as the essay does not suggest that *DWH* ignores character in a general respect (indeed, the military ethos includes “integrity”). On this subject, Bernard Bass articulated that, “character of a leader involves his or her ethical and moral beliefs, intentions and behaviors.” Sean Hannah and Bruce Avolio define the locus of leader character “as representing internal aspects of the leader such as his or her personality, values, moral reasoning and identity.” For Thomas Wright and James Quick, leader character is “something that occurs within the leader, has a moral component that is related but separate from values and personality, and can be developed in people.” James Sarros and Brian Cooper define character as “personal integrity... the individual is undivided in his or her fundamental beliefs and attitudes, presenting those values to everyone... it is the strength and conviction to stand one’s ground and make the morally right decision even when it is difficult.” When describing character, this paper adopts an interpretation consistent with the aforementioned psychologists.

^{vii} Although character leadership has existed for decades as a concept, psychologists have not been able to agree on a definition. Recently, the Western University Ivey School of Business proposed that Character-Based Leadership is the manifestation of the virtuous character that influences and enables effective leadership across scenarios through the expression of balanced virtues, values, and traits. This essay will largely adopt this definition throughout.

^{viii} Colonel Lisa Noonan, DPGR, telephone conversation with author, 27 March 2019; Dr. Alan Okros, conversation with author, 28 February 2019. Dr. Karen Davis, DROOD, telephone conversation with author, 3 April 2019.

^{ix} Department of National Defence, *Duty with Honour: The Profession of Arms in Canada* (Kingston: Canadian Forces Leadership Institute, 2003), 2.

^x Department of National Defence, *Chief of the Defence Staff Directive to Renew Duty With Honour: The Profession Of Arms In Canada*.

^{xi} *Ibid.*

^{xii} Colonel Lisa Noonan, DPGR, telephone conversation with author, 27 March 2019; Dr. Alan Okros, conversation with author, 28 February 2019. Dr. Karen Davis, DROOD, telephone conversation with author, 3 April 2019; and Dr. Gary Ivey, DROOD, telephone conversation with author, 4 April 2019.

^{xiii} R. M. Stogdill, “Personal factors associated with leadership: A survey of the literature,” *Journal of Psychology* 25 (1948): 35–71; R. M. Stogdill, *Handbook of leadership* (New York: Free Press, 1974); Stephen J. Zaccaro, “Trait-Based Perspectives of Leadership,” *American Psychologist* 62 (January 2007): 6–16; and Bernard Bass, *Bass & Stogdill’s Handbook of Leadership: Theory, Research and Managerial Applications, 3rd ed.* (New York: Free Press, 1990).

^{xiv} Mary M. Crossan, Alyson Byrne, Gerard H. Seijts, Mark Reno, Lucas Monzani, and Jeffrey Gandz, “Toward a Framework of Leader Character in Organizations,” *Journal of Management Studies* 54 (2017): 986-1018; Myranda S. Grahek, A. Dale Thompson and Adria Toliver, “The Character To Lead: A Closer Look At Character In Leadership,” *Consulting Psychology Journal: Practice and Research* 62 (2010): 270–290; T. A. Wright and C.C. Huang, “Character in organizational research: Past directions and future prospects,” *Journal of Organizational Behavior* 29 (2008): 981–7; T.A. Wright and J.C. Quick, “The role of character in ethical leadership research,” *The Leadership Quarterly* 22 (2011): 975–8; Sean T. Hannah and Bruce J. Avolio, “The locus of leader character,” *The Leadership Quarterly* 22 (2011): 979–983; and Sean T. Hannah and Bruce J. Avolio, “Leader character, ethos, and virtue: Individual and collective considerations,” *The Leadership Quarterly* 22 (2011): 989–994.

^{xv} Colonel Jeremy B. Miller, *Character and Competence: Assessing Army Strategic Leaders* (Carlisle: U.S. Army War College, 2014); Gerard Seijts, Jeffrey Gandz, Mary Crossan, Mark Reno, “Character matters: Character dimensions’ impact on leader performance and outcomes,” *Organizational Dynamics* 44 (2015): 65-74; James C. Sarros and Brian K. Cooper, “Building Character: a Leadership Essential,” *Journal of Business and Psychology*

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^{xvi}Christopher Peterson and M.E.P. Seligman, *Character Strengths and Virtues: A Handbook and Classification* (New York: Oxford University Press, 2004); and Ryan Niemeic, *Myers-Briggs or VIA Survey (Character Strengths)?* last accessed on 5 April 2019, <https://www.psychologytoday.com/us/blog/what-matters-most/201405/myers-briggs-or-survey-character-strengths>.

^{xvii}Stephen J. Zaccaro, "Trait-Based Perspectives of Leadership," *American Psychologist* 62 (January 2007): 6–16; John J. Sosik, Jae Uk Chun, Ziya Ete, Fil J. Arenas and Joel A. Scherer, "Self-control Puts Character into Action: Examining How Leader Character Strengths and Ethical Leadership Relate to Leader Outcomes," *Journal of Business Ethics* (2018): 1-17; Chris Peterson and M.E.P. Seligman, *Character Strengths and Virtues: A Handbook and Classification*; R.G. Lord, C.L. De Vader and G.M. Alliger, "A meta-analysis of the relation between personality traits and leadership perceptions: An application of validity generalization procedures," *Journal of Applied Psychology* 71 (1986) 402–410; S.T. Hannah, R.L. Woolfolk and R.G. Lord, "Leader self-structure: A framework for positive leadership," *Journal of Organizational Behavior* 30 (2009): 269–290.

^{xviii}VIA Institute on Character, *VIA Courses: Grounded in Science*, last accessed on 4 April 2019, [://www.viacharacter.org/www/Courses](http://www.viacharacter.org/www/Courses); Martin E. P. Seligman, "Coaching and positive psychology," *Australian Psychologist* 42 (2007): 266-267; K.J. Reivich, M.E.P. Seligman, and S. McBride, "Master resilience training in the U.S. Army" *American Psychologist* 66 (2011): 25-34.

^{xix}Jay Conger and George P. Hollenbeck, "Practice and Research," *Consulting Psychology Journal* 62 (2010): 311-316; R. Hackett and G. Wang, "Virtues and leadership: An integrating conceptual framework, founded in Aristotelian and Confucian perspectives on virtues," *Management Decision* 50 (2012): 868–99; and Sean T. Hannah and Bruce J. Avolio, "The locus of leader character," *The Leadership Quarterly* 22 (2011): 979–983.

^{xx}See United States Air Force Academy, *Preparing Leaders of Character In Service To Our Country*, last accessed on 6 April 2019, <https://www.usafa.edu/character/>; University of San Diego, *Character Education Resource Center*, last accessed on 20 April 2019, <https://www.sandiego.edu/soles/character-education-resource-center/>; University of Jamestown, *Character in Leadership*, last accessed on 16 April 2019, <https://www.uj.edu/future-students/character-leadership/>; U.S. Military Academy, *West Point Leader Development System*, last accessed on 15 April 2019, <https://www.army.mil/standto/2018-03-13>; *Centre for Character Leadership*, last accessed on 13 April 2019, <https://www.centreforcharacterleadership.com/>; and *Institute for High-Character Leadership*, last accessed on 12 April 2019, <https://ihcleadership.com/>

^{xxi}J. Gandz, M. Crossan, G. Seijts and C. Stephenson, *Leadership on Trial: A Manifesto for Leadership Development* (London, Richard Ivey School of Business, 2010); Gerard Seijts, Jeffrey Gandz, Mary Crossan and Mark Reno, "Character matters: Character dimensions' impact on leader performance and outcomes," *Organizational Dynamics* 44 (2015): 65-74; and Mary Crossan, D. Mazutis and G. Seijts, "In search of virtue: The role of virtues, values and character strengths in ethical decision making," *Journal of Business Ethics* 113 (2013): 567–81.

^{xxii}Mary M. Crossan, Alyson Byrne, Gerard H. Seijts, Mark Reno, Lucas Monzani and Jeffrey Gandz, "Toward a Framework of Leader Character in Organizations," *Journal of Management Studies* 54 (2017): 988-990.

^{xxiii}*Ibid.*, 998-999. Here, the Ivey School of Business asserts that "while there are many ways character can inform leadership theories we focus on two broad areas to illustrate character's potential contribution to leadership. The first relates to the promise character provides as a foundational personal resource that both serves existing leadership theories, while highlighting potential gaps and shortcomings of those theories. The second relates to recasting the view of contingency or situational theories of leadership, which tend to rely on competencies and leadership style to suggest that different situations call for different kinds of leadership (e.g., delegating versus directive leadership approaches)."

^{xxiv}M. Crossan, D Mazutis and G. Seijts. "In search of virtue: The role of virtues, values and character strengths in ethical decision making," *Journal of Business Ethics* 113(2013): 567–81; and Mary Crossan, Jeffrey Gandz, and Gerard Seijts, "Developing Leadership Character," last accessed on 14 March 2019, <https://iveybusinessjournal.com/publication/developing-leadership-character/>

^{xxv}Definitions for Character Leadership virtues are provided at Appendix A.

^{xxvi}Mary M. Crossan, Alyson Byrne, Gerard H. Seijts, Mark Reno, Lucas Monzani, and Jeffrey Gandz, "Toward a Framework of Leader Character in Organizations," *Journal of Management Studies* 54 (2017): 986-1018.

^{xxvii}For example, see Stephen J. Zaccaro, *The Nature of Executive Leadership: A Conceptual and Empirical Analysis of Success* (Washington, D.C: American Psychological Association, 2001); Robert W. Walker, *The Professional Development Framework: Generating Effectiveness in Canadian Forces Leadership* (Canadian Forces Leadership Institute Technical Report 2006-01, September 2006); Robert Anderson, "The Leadership Circle Profile: breakthrough leadership assessment technology," *Industrial and Commercial Training* 38 (2006):175-184; Jeffrey Horey, Jennifer Harvey, Pat Curtin, Heidi Keller-Glaze and Ray Morath, *A Criterion-Related Validation Study of the Army Core Leader Competency Model* (Arlington: U.S. Army Research Institute for the Behavioral and Social Sciences, 2007); J.E. Bono and T.A. Judge, "Self-concordance at work: Toward understanding the motivational effects of transformational leaders," *Academy of Management Journal* 46 (2003): 554–571; and J.E. Bono and T.A. Judge, "Personality and transformational and transactional leadership: A meta-analysis," *Journal of Applied Psychology* 89 (2004): 901–910.

^{xxviii}The Ivey Business School and Sigma Systems built upon previous assessment systems such as VIA-IS, the Myers-Briggs Type Inventory, the Minnesota Multiphasic Personality Test, the 16 Personality Factors, the Personal Style Indicator, Virtuous Leadership Scale (VLS), Optimax, Profiles International, Zero Risk HR and the McQuaig Assessment. However, it should be noted that character assessment systems are relatively new to the Public Service of Canada and CRA is currently evaluating the process by which they would be validated for selection processes.

^{xxix}For example, see Human Resources Professionals Association, *Simple Succession Planning Guide – HRP A*, last accessed on 13 April 2019, <https://www.hrpa.ca/HRP AChapters/.../Simple-Succession-Planning-Guide.pdf>; Carol Toiler, *How MBA schools are trying to teach character, not just skills*, last accessed on 15 April 2019, <https://www.canadianbusiness.com/lists-and-rankings/best-mba-programs/teaching-character/>; Fanshawe College, Corporate Training Solutions, *Emerging Leader Series*, last accessed on 13 April 2019, <https://www.fanshawec.ca/cts/courses/emerging-leaders-series>; Mentor Works, *Use Emotional Intelligence to Supercharge Leadership Training Programs*, last accessed on 14 April 2019, <https://www.mentorworks.ca/blog/business-consulting/leadership-training-emotional-intelligence/>; Amy Newman, *Building Leadership Character* (California: Thousand Oaks, 2019); University of Houston, *Ethical Leadership and Critical Reasoning*, last accessed on 13 April 2019; Australian National University, *Leadership and Delivering Societal Impact*, last accessed on 13 April 2019, https://anu.campusconcourse.com/get_syllabus_pdf?course_id=5197; and Dr. Erica Carleton, Selected Conference Proceedings: “The validation of the Leadership Character Insight Assessment,” presented at the *Society for Industrial and Organizational Psychology Annual Conference*, Orlando, FL.

^{xxx}Mary Crossan, Sonia Cote, and Steven Virgin, *Leader Character: Elevating Character Alongside Competence in Selection* (London: Ivey School of Business, 2019); Mr. Steven Virgin, telephone conversation with author, 2 April 2019; and Ms. Mary Crossan, telephone conversation with author, 4 March 2019.

^{xxxi}Representing the knowledge, skills, abilities and other characteristics required to perform a job to a certain standard.

^{xxxii}M.A. Champion, A.A. Fink, B.J. Ruggenberg, L. Carr, G.M. Phillips, R.B. Odman, “Doing competencies well: Best practices in competency modeling,” *Personnel Psychology* 64 (2011): 225-262; V.M. Catano, W. Darr, C.A. Campbell, “Performance appraisal of behavior-based competencies: A reliable and valid procedure,” *Personnel Psychology* 60 (2007): 201-230; P.R. Sackett, P.T. Walmsley and R.M. Laczko, “Job and work analysis,” in *Handbook of Psychology, Volume 12: Industrial and Organizational Psychology*, eds. N. Schmitt and S. Highhouse, 48-87 (Hoboken, NJ: Wiley); J.L. Sanchez and E.L. Levine, “What is (or should be) the difference between competency modeling and traditional job analysis?” *Human Resource Management Review* 19 (2009): 53-63; J.S. Shippmann, R.A. Ash, M. Battista, L. Carr, L.D. Eyde, B. Hesketh, J. Kehoe, K. Pearlman, E.P. Prien and J.I. Sanchez, “The practice of competency modeling,” *Personnel Psychology* 53 (2000): 703-740; L. Dragoni, P.E. Tesluk, J.E.A. Russell and I. Oh, “Understanding managerial development: Integrating developmental assignments, learning orientation, and access to developmental opportunities in predicting managerial competencies,” *Academy of Management Journal* 52 (2009): 731-743; M. McCall, M. Lombardo, A. Morrison, *Lessons of experience: How successful executives develop on the job* (New York: Simon and Schuster, 1988); R.E. Quinn, S.R. Faerman, M.P. Thompson, M. R. McGrath and D. Bright, *Becoming a Master Manager: A competing values approach* (New Jersey: Wiley & Sons, 2015); G.M. Spreitzer, M.W. McCall, and J.D. Mahoney, “Early identification of international executive potential,” *Journal of Applied Psychology* 82 (1997); Robert W. Walker, *The Professional Development Framework: Generating Effectiveness in Canadian Forces Leadership* (Canadian Forces Leadership Institute Technical Report 2006-01, September 2006); Gary Yukl, “Leadership Competencies Required for the New Army and Approaches for Developing Them,” in *Out-of-the-Box Leadership: Transforming the Twenty-First Century Army and Other Top-Performing Organizations*, eds. James Hunt, George Dodge and Leonard Wong (Stamford, CT: JAI Press, 1999); J. H. Boyett and J. T. Boyett, *The Guru Guide: The Best Ideas of the Top Management Thinkers* (New York: John Wiley & Sons, 1990); Shaun Newsome, Arla L. Day, and Victor M. Catano, *Leader Assessment, Evaluation and Development: CFLI Contract Research Report #CR01-0094* (Kingston: Canadian Forces Leadership Institute, 2002); Lyle M. Spencer and Signe M. Spencer, *Competence at Work: Models for Superior Performance* (New York: John Wiley & Sons, 1993).

^{xxxiii}Robert W. Walker, *The Professional Development Framework: Generating Effectiveness in Canadian Forces Leadership* (Canadian Forces Leadership Institute Technical Report 2006-01, September 2006); Karol Wenek, *Defining Effective Leadership in the Canadian Forces: A Content and Process Framework* (Kingston: Canadian Forces Leadership Institute, 2003); R. Silzer, “Selecting leaders at the top: Exploring the complexity of executive fit,” in *The 21st Century Executive: Innovative practices for building leadership at the top*, eds. R. Silzer (San Francisco, CA: Jossey-Bass, 2002); Shaun Newsome, Arla L. Day and Victor M. Catano, *Leader Assessment, Evaluation and Development: CFLI Contract Research Report #CR01-0094* (Kingston: Canadian Forces Leadership Institute, 2002) G. Thornton and W. Byham, *Assessment centers and managerial performance* (Orlando: Academic Press, 1982); S. Paquet, L. Hambley and T. Kline, *Strategic Leadership Competencies in the Canadian Forces* (Kingston: Canadian Forces Leadership Institute, 2003); Jay Conger, “Rethinking Leadership Competencies,” *Leader to Leader* 32 (2004): 41-48; George P. Hollenbeck, Morgan W. McCall Jr. and Robert F. Silzer, “Leadership Competency Models,” *The Leadership Quarterly* 17 (2006) 398-413 (Silzer counters his co-authors critique of leadership competency models).

Abraham Steven, E. Karns, A. Lanny, K. Shaw, Manuel Mena, "Managerial competencies and the managerial performance appraisal process," *The Journal of Management Development* 20 (2001): 842-852; Lieutenant-Colonel A.N. Caravaggio, *Educating the officer of 2020 : Officership education at the Canadian Forces College : utilizing the military leader competency model* (Toronto: Canadian Forces College, 2002); and Gary Yukl, *Leadership in Organizations* (Upper Saddle River, NJ: Prentice Hall, 2002).

^{xxxiv} R. Hogan, J. Hogan, and B. Roberts, "Personality measurement and employment decisions, questions and answers," *American Psychologist* 51(1996): 469-477; and Deann Arnold, *Job Analysis: Measuring accuracy and capturing multiple perspectives* (Louisiana: Proquest Publications, 2015)

^{xxxv} Jan Wiener, "Evaluating progress in training: character or competence," *Journal of Analytical Psychology* 52 (2007):171–183; Fred Kiel, *Return on Character: The Real Reason Leaders and Their Companies Win* (Boston: Harvard Business Review Press, 2015); Jeff Boss, *Why it's not all about competency*, last accessed on 13 April 2019, <https://www.forbes.com/sites/jeffboss/2016/08/22/why-its-not-all-about-competence/#493078c153f4>; Leading Change Group. *The Character-Based Leader: Instigating a Leadership Revolution... One Person at a Time* (Indianapolis: Dog Ear Publishing, 2012); Peter J. Rea, James K. Stoller and Alan Kolp. *Exception to the Rule: The Surprising Science of Character-Based Culture, Engagement, and Performance* (New York: McGraw-Hill, 2018), 141-143; Stephen M. R. Covey, *The Speed Of Trust: The One Thing That Changes Everything* (New York: The Free Press, 2008), Testimonials; George P. Hollenbeck , Morgan W. McCall Jr. and Robert F. Silzer, "Leadership Competency Models," *The Leadership Quarterly* 17 (2006) 398– 413; Wei Zheng and Douglas Muir, "Embracing leadership: a multi-faceted model of leader identity development," *Leadership & Organization Development Journal* 36 (2015): 630-656; Keith Patching, "Throw Away that Leadership Competency Model," *Industrial and Commercial Training* 43 (2011):160-165; Susan Fowler, "Toward a New Curriculum of Leadership Competencies: Advances in Motivation Science Call for Rethinking Leadership Development," *Advances in Developing Human Resources* 20 (2018): 182–196; Lieutenant Colonel Joe Doty and Walter Sowden, "Competency vs. Character? It Must Be Both!" *Military Review* (November-December, 2009); Brian Leavy, "Effective leadership today – character not just competence," *Strategy & Leadership* 44 (2016): 20-29; Patricia Richards, "A competency approach to developing leaders – is this approach effective?" *Australian Journal of Adult Learning* 48 (April 2008): 130-142; West Point Thayer Leader Development, *Leading with Character & Competence*, last accessed on 2 March 2019, <https://www.thayerleaderdevelopment.com/>; Major-General Carl Turenne, telephone conversation with author, 5 April 2019; and Lisa L. Haberman, *Conceptual Model of Virtuous Leadership Development* (Michigan: ProQuest Publications, 2017).

^{xxxvi} Here, it should be noted that the work of leading theorists of competency models that influenced the Leadership Development Framework all acknowledge the salience of character in effective leadership (and frequently described competency and character interchangeably). Indeed, Yukl (*Managerial Skills & Traits*) Zaccaro (*Trait-Based Perspectives of Leadership*) Gardner (*Excellence: Can we be equal and excellent too*) Tett (*Situation trait relevance, trait expression, and cross-situational consistency: Testing a principle of trait activation*) and in certain respects Spencer and Spencer's (*Competence at work*) embrace of the construct of character reinforces the logic of character-competence entanglement. Also see Bernard Bass and P. Steidlmeier, "Ethics, character, and authentic transformational leadership behavior," *Leadership Quarterly* 10 (1999):181-217. Warren Bennis, "The Leadership Advantage" *Leader to Leader* 12 (Spring 1999): 18-23. Fred Kiel, *Return on Character: The Real Reason Leaders and Their Companies Win*; Thomas Wall, "In Search of a Pedagogy for Character, Competence, and Fitness in Ethics Training for Graduate Psychology," *Forum on Public Policy* 2010 (2010), Peter J. Rea, James K. Stoller and Alan Kolp, *Exception to the Rule: The Surprising Science of Character-Based Culture, Engagement, and Performance* (New York: McGraw-Hill, 2018): 141-143; Miller, Colonel Jeremy B. Miller, *Character and Competence: Assessing Army Strategic Leaders* (Carlisle: U.S. Army War College, 2014) and Matthew D. Mercado, *Competence is my watchword: An Analysis of the Relationship Between Competence and Character in the Army* (Fort Leavenworth: U.S. Army Command and General Staff College, 2016).

^{xxxvii} The marked difference between character and competence necessitates that organizations treat them differently. This becomes important as an organization might adopt CBL by trying to augment competencies with missing character dimensions. However, the comprehensive nature of the leader character framework creates implications for potential virtues operating like vices should organizations attempt to develop select virtues to augment competencies.

^{xxxviii} Rachel Sturm, Vera Dusya and Mary Crossan, "The entanglement of leader character and leader competence and its impact on performance," *The Leadership Quarterly* 28 (2017): 355.

^{xxxix} *Ibid.*, 350.

^{xl}See Fred Kiel, *Return on Character: The Real Reason Leaders and Their Companies Win*; Mary M. Crossan, Alyson Byrne, Gerard H. Seijts, Mark Reno, Lucas Monzani and Jeffrey Gandz, "Toward a Framework of Leader Character in Organizations," *Journal of Management Studies* 54 (2017): 986-1018; Sean T. Hannah and Bruce J. Avolio, "The locus of leader character," *The Leadership Quarterly* 22 (2011): 979–983; Sean T. Hannah and Bruce J. Avolio, "Leader character, ethos, and virtue: Individual and collective considerations," *The Leadership Quarterly* 22 (2011): 989–994; S.T. Hannah, R.L. Woolfolk and R.G. Lord, "Leader self-structure: A framework for positive leadership," *Journal of Organizational Behavior* 30 (2009): 269–290; VIA Institute, *Character Research*, last accessed on 20 April 2019, <https://www.viacharacter.org/www/Research/Research-Findings>; T. A. Wright and C.C. Huang,

“Character in organizational research: Past directions and future prospects,” *Journal of Organizational Behavior* 29 (2008): 981–7; T.A. Wright and J.C. Quick, “The role of character in ethical leadership research,” *Leadership Quarterly* 22 (2011): 975–8; Sean T. Hannah and Peter L. Jennings, “Leader Ethos and Big-C Character,” *Organizational Dynamics* 42 (2013):16; and Matthew D. Mercado, *Competence is my watchword: An Analysis of the Relationship Between Competence and Character in the Army*.

^{xli}Gerard Seijts, Jeffrey Gandz, Mary Crossan and Mark Reno, “Character matters: Character dimensions’ impact on leader performance and outcomes,” *Organizational Dynamics* 44 (2015): 65-74; Australian Government Department of Defence, *Executive Series ADDP 00.6 Leadership* (Canberra: Defence Publishing Service, 2007); The Royal Australian Air Force, *Leadership Companion Character, Professional Ethics, Followership and Leadership* (Canberra: Defence Publishing Service, 2013); The Australian Army, *Land Warfare Doctrine: LWD 0-2-2 Character* (Land Warfare Development Centre, 2005); The Royal Australian Navy, *Leadership Ethic* (Australia: Sea Power Centre, 2010); Department of the Army, *FM 6-22 Leader Development* (Center for Army Leadership, U.S. Army Combined Arms Center—Mission Command Center of Excellence, 2015); J. Keith Purvis, *Four Decades and Five Manuals U.S. Army Strategic Leadership Doctrine, 1983-2011* (Fort Leavenworth, Kansas: School of Advanced Military Studies United States Army Command and General Staff College, 2011); The Curtis Lemay Center for Doctrine Development and Education, *Volume 2: Leadership* (Maxwell AFB, Lemay Center for Doctrine, 2015); Mr. Steven Virgin, telephone conversation with author, 2 April 2019; and Ms. Mary Crossan, telephone conversation with author, 4 March 2019.

^{xlii}Department of National Defence, *Chief Of The Defence Staff Directive To Renew Duty With Honour: The Profession of Arms In Canada*, 5.

^{xliii}Based on extant industrial psychology literature, the CAF could conceivably incorporate *character* into *DWH* and *CBL* into leadership doctrine. However, this essay asserts that the broader adoption of *character* into CAF HR processes would need to be first validated by Director General Military Personnel Research and Analysis (DGMPPRA).

^{xliiv}When referring to CAF leadership doctrine, this refers to the publications *Leadership in the Canadian Forces: Conceptual Foundations*, *Leadership in the Canadian Forces: Doctrine*, *Leadership in the Canadian Forces: Leading People*, and *Leadership in the Canadian Forces: Leading the Institution*.

^{xliiv}As viewed in K.W.J. Wenek, *Looking Back: Canadian Forces Leadership Problems and Challenges* (Kingston: Canadian Forces Leadership Institute, 2002); and Dr. Alan Okros, *Leadership in the Canadian Military Context* (Kingston: Canadian Defence Academy Press, 2011) - the scope and purpose of *DWH*, *Conceptual Foundations*, and *Doctrine* was to provide a broad, general overview of values-based leadership - with applied manuals *Leading the Institution* and *Leading People* aiming to provide greater detail in applied leadership, leadership practice and leadership techniques. However, no CAF doctrinal manual elucidates the development of individual leadership virtues, qualities, and characteristics or the diverse demands of individual leaders across myriad situations. While the concept of Robert Quinn’s *Competing Values Framework* is introduced, this alone does not address gaps created by creating general leadership doctrine but not producing more specific pedagogical tools to reinforce it.

^{xliiv}Dr. Alan Okros, *Leadership in the Canadian Military Context* (Kingston: Canadian Defence Academy Press, 2011), 2-4; Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations* (Kingston: Canadian Defence Academy Press, 2005); Department of National Defence, *Leadership in the Canadian Forces: Doctrine* (Kingston: Canadian Defence Academy Press, 2005)

^{xliiv}Dr. Alan Okros, email to MPC COS Strat, 22 March 2019.

^{xliiii}Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations* (Kingston: Canadian Defence Academy Press, 2005), 19. This framework expresses “what is of critical and enduring importance to the CF in terms of outcomes sought and the means of achieving them, but is also the basis for defining effective leadership in CF.”

^{xlix}*Ibid.*, vii; Department of National Defence, *Leadership in the Canadian Forces: Doctrine* (Kingston: Canadian Defence Academy Press, 2005), iv.; Dr. Karen Davis, DROOD, telephone conversation with author, 3 April 2019; and Dr. Alan Okros, conversation with author, 28 February 2019.

¹Bernd Horn and Bill Bentley, *Forced to Change: Crisis and Reform in the Canadian Armed Forces*, 114.; Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations*, Dr. Robert W. Walker, “Configuring a Professional Development Framework to Address Canadian Forces Leadership Challenges,” in *Institutional Leadership in the Canadian Forces: Contemporary Issues*, ed. Robert W. Walker (Kingston, Canadian Defence Academy Press, 2007): 123-168; Robert W. Walker, *The Professional Development Framework: Generating Effectiveness in Canadian Forces Leadership*.

ⁱⁱDr. Karen Davis, DROOD, telephone conversation with author, 3 April 2019; Department of National Defence, *Leadership in the Canadian Forces: Doctrine*, iv; and Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations*, vii.

ⁱⁱⁱFor example, VBL is typically only successful when an organization's values are fully reflected in its lines of business, its organizational objectives, and its strategic leadership. Distributed leadership (occasionally referred to as shared leadership) in militaries can only realize its potential when the proper organizational structures and culture exists to diffuse decision-making rights to individuals and "push power to the edge." Similarly, successful institutional

leadership is highly contingent on organizations making the necessary investment to ensure emerging leaders are provided the proper experience and education at the appropriate developmental period in their progression to enable their growth into institutional leaders. Finally, the widely extolled transformational leadership style can be highly effective – however, organizational culture must support the development of transformational leaders, and, organizational operating environments must actually call for transformational leadership and not a more transactional approach.

^{liii}Karen J. Rankin and L. E. Noonan, *Canadian Armed Forces Competency Model (CAF CM) - A Framework for Application* (Toronto: Defence Research and Development Canada: Scientific Report DRDC-RDDC-2015-R196, October 2015), 1; Robert W. Walker, *The Professional Development Framework: Generating Effectiveness in Canadian Forces Leadership*; and Defence Research and Development Canada, *A revision of the CAF Competency Dictionary, Development and Integration of Facet Definitions* (Toronto: Defence Research and Development Canada, 2017).

^{liiv}Dr. Karen Davis, DROOD, telephone conversation with author, 3 April 2019; and Dr. Alan Okros, conversation with author, 28 February 2019

^{liv}Department of National Defence, *Leadership in the Canadian Forces: Conceptual Foundations*, 16.

^{lvi}This paper acknowledges that not every CAF member is conversant with leadership doctrine, and, that personnel encounter extenuating circumstances which sometimes precludes the possibility of positive outcomes. Notwithstanding, the following, select examples highlight situations in which CAF practitioners reasonably ought to have known they were not fulfilling their leadership responsibilities by virtue of their decisions and actions.

^{lvii}*Ex-Canadian Forces commander Daniel Ménard loses rank*, last accessed on 22 March 2019, <https://www.cbc.ca/news/canada/montreal/ex-canadian-forces-commander-daniel-m%C3%A9nard-loses-rank-1.1108899>; and *Army colonel's defamation case against National Defence tossed out*, last accessed on 21 March 2019, <https://www.guelphmercury.com/news-story/2697406-army-colonel-s-defamation-case-against-national-defence-tossed-out/>

^{lviii}Canadian Army G1 Succession, Personal Communications via email to author, 16 April 2019.

^{lix}Assistant Deputy Minister (Review Services), *Review of Military Reserve Payroll* (Ottawa: Department of National Defence, 2017); Assistant Deputy Minister (Review Services) *Evaluation of Land Readiness* (Ottawa: Department of National Defence, 2016); Christie Blatchford, *Canada's ragged reserves have too few vehicles, little ammo and now, no radios*, last accessed on 15 March 2019, <https://nationalpost.com/opinion/christie-blatchford-canadas-ragged-reserves-have-too-few-vehicles-little-ammo-and-now-no-radios>; Office of the Auditor General, *Report 5—Canadian Army Reserve—National Defence* (Ottawa: Auditor General of Canada, 2016); Office of the Auditor General, *Chapter 3—Reserve Force Pension Plan—National Defence* (Ottawa: Auditor General of Canada, 2011); and Office of the CAF Ombudsman, *A Systemic Review of Compensation Options for Ill and Injured Reservists* (Ottawa: Department of National Defence, 2016).

^{lx}Office of the Auditor General, *Report 5—Canadian Army Reserve—National Defence* (Ottawa: Auditor General of Canada, 2016); and Assistant Deputy Minister (Review Services), *Review of Military Reserve Payroll* (Ottawa: Department of National Defence, 2017)

^{lxi}Assistant Deputy Minister (Review Services), *Evaluation of Defence Civilian Human Resources Management Staffing* (Ottawa: Department of National Defence, 2016); Government of Canada, *2018 Public Service Employee Survey Results by Theme for Department of National Defence*, last accessed on 15 April 2019, <http://www.tbs-sct.gc.ca/ps-es-saff/2018/results-resultats/bd-pm/03/index-eng.aspx>; Government of Canada, *2014 Public Service Employee Survey Results by Theme for Department of National Defence*, last accessed on 15 April 2019, <http://www.tbs-sct.gc.ca/ps-es-saff/2014/results-resultats/bd-pm/03/index-eng.aspx>; Government of Canada, *2011 Public Service Employee Survey Results Grouped by People Management Excellence Drivers Model: National Defence* last accessed on 15 April 2019, <http://www.tbs-sct.gc.ca/ps-es-saff/2011/results-resultats/bd-pm/03/index-eng.aspx>; Government of Canada, *2008 Public Service Employee Survey Results: Department of National Defence*, last accessed on 15 April 2019, <http://webarchive.bac-lac.gc.ca:8080/wayback/20151018194353/http://tbs-sct.gc.ca/ps-es-saff/2008/results-resultats/units-unites-eng.aspx?o1=03>; and *The Defence Team: Military and Civilian Partnership in the Canadian Armed Forces and the Department of National Defence*, eds. Irina Goldenberg, Angela R. Febbraro, and Waylon H. Dean (Kingston: Canadian Defence Academy, 2015).

^{lxii}Marie Deschamps, C.C.Ad.E. *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces* (Ottawa: Government of Canada, 2015); Lynne Gouliquer, *Soldiering in the Canadian forces: how and why gender counts* (Montreal: McGill, 2011); Koskie Minsky LLP, *Canadian Armed Forces Female Victims of Sexual Assault and Harassment and Gender-Based Discrimination in the Military*, last accessed on 4 April 2019, <https://kmlaw.ca/cases/military-gender-based-discrimination-sexual-harassment-assault-class-action/>; John Paul Tasker, *Ottawa moves to settle sexual misconduct class action lawsuits against Canadian Forces*, last accessed on 7 April 2019, <https://www.cbc.ca/news/politics/class-action-lawsuits-sexual-misconduct-armed-forces-1.4548968>; Rachel Ward, *Woman from Yarmouth leads proposed lawsuit against Canadian military*, last accessed on 7 April 2019, <https://www.cbc.ca/news/canada/nova-scotia/yarmouth-woman-gender-discrimination-armed-forces-military-1.3863262>; and Nancy Taber, “After Deschamps: men, masculinities, and the Canadian Armed Forces,” *Journal of Military, Veteran and Family Health* 4 (2018).

^{lxiii} Lisa Ann Compton, *Accessing Mental Health Care in the Canadian Armed Forces: Soldiers' Stories* (Ottawa: University of Ottawa, 2016); Department of National Defence, *Statement by Commander 3rd Canadian Division on the Findings of the Board of Inquiry into the Death of Corporal Nolan Caribou* (Ottawa: Department of National Defence, 2018); Ashley Burke, *Indigenous military members endure 'systemic' racism, report claims*, last accessed on 6 April 2019, <https://www.cbc.ca/news/canada/ottawa/canada-military-indigenous-racism-report-1.3891862>; Dennis Ward, *Racism and discrimination "rampant" throughout ranks and elements of Canadian Armed Forces*, last accessed on 6 April 2019, <https://aptnnews.ca/2017/01/19/racism-and-discrimination-rampant-throughout-ranks-and-elements-of-canadian-armed-forces-says-report/>; and Ridout Barron, *Canadian Forces Members Claim Race Discrimination*, last accessed on 6 April 2019, <http://www.mondaq.com/canada/x/558096/Discrimination+Disability+Sexual+Harassment/Canadian+Forces+members+claim+race+discrimination>

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^{lxxxi} Department of National Defence, *CDS Directive on Canadian Armed Forces Command and Control and the Delegation of Authority for Force Employment* (Ottawa: Department of National Defence, 2015); Lieutenant-General Micheal Rouleau, “CJOC Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, October 2019); Lieutenant-General Micheal Rouleau, *How we Fight* (Ottawa: Department of National Defence, 2018); Dr. David Alberts, telephone conversation with author, 3 April 2019; Carol McCann and Ross Pigeau, “Re-Conceptualizing Command and Control,” *Canadian Military Journal* 3 (Spring 2002): 53-63.; Carol McCann and Ross Pigeau, *Ross, The Human in Command: Exploring the Modern Military Experience* (New York: Kluwer Academic / Plenum Publishers, 2000); G.E. Sharpe and Allan D. English. *Principals for Change in the Post-Cold War Command and Control of the Canadian Forces* (Winnipeg: Canadian Forces Training Material Production Centre, 2002); Assistant Deputy Minister (Review Services), *Evaluation of the Defence Science and Technology Program* (Ottawa: Department of National Defence, 2015); Micheline Bélanger, *Command and Control Canadian Armed Forces of Tomorrow (C2CAF-T) Scoping study synthesis* (Toronto: Defence Research and Development Canada: 2016); Department of National Defence, *B-GJ-005-309/FP-001 Canadian Forces Joint Publication: Targeting* (Ottawa: Department of National Defence, 2015); Lieutenant-General (Retired) Stuart Beare, *Championing the Joint Force: A Job for the Public and our Political Leaders – Not Just Military Professionals Alone* (Calgary: Canadian Global Affairs Institute, 2015); and Capt (Navy) M.F.R. Lloyd, *Ready Aye Ready? An Examination of the Canadian Navy's Command and Control Architecture* (Toronto: Canadian Forces College, 2008). As an exemplification, CAF policy authorities are centralized at levels far above those closest to policy application. The interpretation of QR&Os rests with the CDS; while MPC has been delegated authority over personnel policies – L1s have been only granted limited authorities over policies affecting their personnel. The Director of Compensation and Benefits is the sole arbiter of Compensation and Benefits Instructions (resulting in many complaints related interpretations). Rarely do administrative and operational authorities exist below the formation command level. Recently, Commander CJOC has been a leading advocate for re-thinking command and control by advocating “pushing power to the edge” and enabling practitioners at the lowest appropriate level.

^{lxxxii} General Jonathan Vance, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, September 2018); Office of the Auditor General, *2002 April Report of the Auditor General of Canada: Chapter 5—National Defence—Recruitment and Retention of Military Personnel* (Ottawa: Auditor General of Canada, 2002); Office of the Auditor General, *2006 May Status Report of the Auditor General of Canada: Chapter 2—National Defence—Military Recruiting and Retention* (Ottawa: Auditor General of Canada, 2006); Office of the Auditor General, *2016 Fall Reports of the Auditor General of Canada Report 5—Canadian Armed Forces Recruitment and Retention—National Defence* (Ottawa: Auditor General of Canada, 2016); Department of National Defence, *Response: Canadian Armed Forces Recruitment and Retention* (Ottawa: Department of National Defence, 2016); Director General Military Personnel Research and Analysis, *CAF Retention: Research Highlights & Consideration for a CAF Retention Strategy* (Ottawa: Department of National Defence, 2018); Chief of Review Services, *Evaluation of Recruiting and Basic Military Training* (Ottawa: Department of National Defence, 2012); R3 Production and R35 Plans, Canadian Forces Recruiting Group Headquarters, Personal Communications via email to author, 29 October 2018; Department of National Defence, *Operation Generation Operation Order* (Ottawa: Department of National Defence, 2018); David J. Bercuson, *The thinning of the Canadian Armed Forces*, last accessed on 29 March 2019, <https://legionmagazine.com/en/2018/10/the-thinning-of-the-canadian-armed-forces/>; Lee Berthiaume, *Military short thousands of personnel despite small increase in ranks*, last accessed on 30 March 2019, <https://www.cbc.ca/news/politics/military-personnel-numbers-1.4473134>; Lee Berthiaume, *Canadian Armed Forces aims to fix its recruitment system to foster diversity*, last accessed on 30 March 2019, <https://www.thestar.com/news/canada/2017/06/25/canadian-forces-aims-to-fix-its-recruitment-system-to-foster-diversity.html>; Abderrahmane Sokri, *A socio-economic analysis of military attrition: The case of Non-Commissioned Members of the Canadian Armed Forces* (Toronto: Defence Research and Development Canada, 2013); Michelle Straver and Ryuichi Ueno, *2018: Overview of Regular Force Attrition* (Ottawa: Department of National Defence, 2018); Director General Personnel Requirements, *Strategic Intake*, last accessed on 20 April 2019, <http://cmp-cpm.mil.ca/en/support/military-personnel/dpgr-index.page>; David Akin, *Canada's Armed Forces, struggling to hit diversity goals, turns to new digital recruiting tools*, last accessed on 21 March 2019, <https://globalnews.ca/news/4450927/canada-armed-forces-diversity-goals-digital-recruiting/>; and *Plan to grow the forces meets a reality check*, last accessed on 22 March 2019, <https://nationalpost.com/news/politics/john-ivison-liberal-plan-to-grow-the-forces-gets-parliamentary-reality-check>.

^{lxxxiii} Michael L. Roi, *Canadian Defence Priorities, CF Force Posture and Strategic Readiness: Linking Government Policy Preferences to Resource Allocations* (Defence Research and Development Canada, 2013); Lieutenant-General J.M. Lanthier, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, March 2019); General Jonathan Vance, “Briefing to Canadian Forces College” (lecture to Canadian Forces College, Toronto, ON, September 2018); and Chief of Force Development, *Force Mix Structure Design (FMSD) Update to AFMB* (Ottawa: Department of National Defence, 2018)

^{lxxxiv} Canada, *Report of the Officer Development Board, Volume 1* (Ottawa: Department of National Defence, March 1969); and *The Report of the Officer Development Board: Maj-Gen Roger Rowley and the Education of the Canadian Forces*, eds. Colonel Randall Wakelam and Howard G. Coombs (Waterloo: Wilfrid Laurier University Press, 2010).

^{lxxxv} Howard G. Coombs, "Left Out of Battle: Professional Discourse in the Canadian Armed Forces," *Canadian Military Journal* 18 (2008): 28-36; Captain Eric T. Reynolds, "Ethical Competence and the Profession of Arms: A Contemporary Challenge to Military Institutions," *Canadian Defence Quarterly* 23(December 1993): 32, and Lieutenant-Colonel S.J. Gregory, *Change is the Mother of Invention: Changes in Canadian Forces Leadership Doctrine Will Facilitate Leadership in Mixed Civilian/Military Settings* (Toronto: Canadian Forces College, 2006).

^{lxxxvi} Michael K. Jeffery Lieutenant General (Retired), *The CF Executive Development Programme: A Concept for Developmental Period 5: The CF Officer Professional Development System* (Ottawa: Department of National Defence, 2008); Lieutenant-Colonel A.N. Caravaggio, *Governance, Stewardship and the Institutional Leader* (Calgary: CP9 Leadership); Bernd Horn and Stephen J Harris, *Generalship and the Art of the Admiral: Perspectives on Canadian Senior Military Leadership* (Ottawa: Vanwell Publishing Ltd., 2001); Department of National Defence, *Canadian Officership in the 21st Century (Officership 2020): Strategic Guidance for the Canadian Forces Officer Corps and the Officer Professional Development System* (Ottawa: Department of National Defence, 2001); Major Stephen MacDonald, *Identifying Future Institutional Leaders Of The CF: Why CFPAS Falls Short* (Toronto: Canadian Forces College, 2013); *The Report of the Officer Development Board: Maj-Gen Roger Rowley and the Education of the Canadian Forces*, eds. Colonel Randall Wakelam and Howard G. Coombs (Waterloo: Wilfrid Laurier University Press, 2010); Éric Tremblay and Bill Bentley, "Institutional Excellence: An Initial Roadmap," *Canadian Military Journal* 16 (Winter 2015): 14-22; *Institutional Leadership in the Canadian Forces: Contemporary Issues*, ed. Robert Walker (Kingston: Canadian Defence Academy Press, 2007); Canadian Defence Academy, *Executive Leaders' Programme Syllabus* (Kingston: Canadian Defence Academy, 2015); LCol S.J. Gregory, *Change is the Mother of Invention: Changes in Canadian Forces Leadership Doctrine Will Facilitate Leadership in Mixed Civilian/Military Settings* (Toronto: Canadian Forces College, 2006); Maj Jay Indewey, *Assessment and Development of Emerging Institutional Leaders: The Forgotten Few* (Toronto: Canadian Forces College, 2011); Canadian Defence Academy, *Developmental Period 5(DP 5) Chief Warrant Officer/Chief Petty Officer 1st Class (CWO/CPO1) Sub-Working Group (WG) Report* (Kingston, Canadian Defence Academy, 2013); Dr. Alan Okros, *Leadership in the Canadian Military Context*; Jennifer Jane Bennett, *Leadership Challenges of the 21st Century: Effective Professional Development of Senior Canadian Forces Leaders* (Victoria: Royal Roads University, 2005); and Tim Mau and Alexander Wooley, *Professionalism and Leadership Development* (Guelph: Centre for Studies in Leadership, 2008).

^{lxxxvii} Assistant Deputy Minister (Review Services) *Evaluation of the Governance of Chief of Military Personnel (CMP)* (Ottawa: Department of National Defence, 2015); Assistant Deputy Minister (Review Services) *Audit of Military Compensation and Benefits* (Ottawa: Department of National Defence, 2015); and Military Personnel Policy Council Minutes (2016-2018). MPC's acknowledged challenge to keep current with policy changes has led to the admitted undisciplined use of Canadian Forces General (CANFORGEN) message in place of policy generation and amendments; in an attempt to remedy deficiencies, MPC has created the Director General Military Personnel Policy organization and an Administrative Response Centre to provide policy interpretations.

^{lxxxviii} Examples of policies which require update, migration (i.e., to a DAOD or CBI) or cancellation include, but are not limited to, the CAF promotion policy CFAO 11-6 (Officers), CFAO 49-4 (NCMs), Rations and Quarters charges (CFAOs 208-1 and QR&O 208); Leave (QR&O 16); and Reserve Force and Civilian Pay and Allowances (CFAOs 203.1 and 203.6).

^{lxxxix} DGICCM, *Integrated Conflict and Complaint Management (ICCM) Program Statistical Presentation* (Ottawa: Department of National Defence, 2018); Office of the CAF Ombudsman, *Statistics*, last accessed on 21 March 2019, <http://www.ombudsman.forces.gc.ca/en/ombudsman-reports-stats-statistics/index.page>; Military Grievances External Review Committee, *Recommendations on Systemic Issues*, last accessed on 23 March 2019; House of Commons Publications, *42nd Parliament, 1st Session Edited Hansard Number 233 Contents Thursday, November 9, 2017*, last accessed on 13 April 2019, <https://www.ourcommons.ca/DocumentViewer/en/42-1/house/sitting-233/hansard>; *Compensation cut for elite soldiers if injuries last more than 180 days*, last accessed on 29 March 2019, <https://www.ctvnews.ca/canada/compensation-cut-for-elite-soldiers-if-injuries-last-more-than-180-days-1.3669908>; and *Improvements coming for CAF relocation services*, last accessed on 22 March 2019, <https://ml-fd.caf-fac.ca/en/2019/03/25706>

^{xc} There are both redundancy, compatibility, and functionality issues within Administrative Systems (HRMS 9.1., CCPS, Release Tracking System, CFPAS, RPSR, ICCM complaints register, DRMIS, CFHIS) Logistics Systems (FMS, DRMIS, LOGFAS, AIMS, NDMS, DCBS, CDMS) Operations Systems (CFTPO, Monitor Mass, MITE, Land Command Systems, Environmental Managed Readiness Plans) and Information Management Systems (RDMIS, ACIMS, Sharepoint, GC DOCs). Currently, there are multiple ongoing initiatives to address the inefficiencies recognized in current systems.

^{xci} Department of National Defence, *Military Personnel Management Capability Transformation (MPMCT) Project Brief* (Ottawa: Department of National Defence); G1 Personnel Policy, *MPMCT Synopsis Sheet for DComd CA* (Ottawa: Department of National Defence, 2018); Department of National Defence, *GUARDIAN Placemat* (Ottawa:

Department of National Defence, 2018); and Chief of Review Services, *Audit of Human Resource Management System (HRMS) Capabilities and Functionalities*, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/audit-evaluation/audit-human-resource-management-system-capabilities-functionalities.html>

^{xcii} RCN MCS Development Coordinator, DNSM 6, *Benefits of new CAF software*, last accessed on 20 April 2019, <https://tridentnewspaper.com/benefits-new-caf-software/>; Assistant Deputy Minister (Review Services) *Audit of Controls over the Reliability of Data in the Canadian Forces Taskings, Plans and Operations (CFTPO) Application* (Ottawa: Department of National Defence, 2016); and Director Land Command Information, *Monitor Mass* (Ottawa: Department of National Defence, 2008).

^{xciii} Assistant Deputy Minister (Review Services), *Review of Military Reserve Payroll* (Ottawa: Department of National Defence, 2017); Department of National Defence, *RPSR (Revised Pay System for the Reserves) User Guide* (Ottawa, Department of National Defence, 2017); and Department of National Defence, *A-PM-245-001/FP-001 Military Human Resources Records Procedures (MHRPP) Publication* (Ottawa, National Defence Headquarters, 2019).

^{xciv} Department of National, *CCPS Familiarization* (Ottawa: Department of National Defence, 2008); and Military Personnel Command, *Director Military Pay and Accounts Processing*, last accessed on 20 April 2019,

^{xcv} Government of Canada, *Directive on Internal Audit*, last accessed on 1 April 2019, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32533>; and Government of Canada, *Policy on Internal Audit*, last accessed on 1 April 2019, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16484>

In keeping with policy and standards for Internal Audit, ADM(RS) monitors that management action plans have been effectively implemented in response to previous audit recommendations. In addition to reporting twice per year to the Departmental Audit Committee on the status of MAP completion, ADM(RS) conducts detailed follow-ups on selected audits based on risk. However, ADM (RS) has only been able to perform fifteen follow-up audits in the past nine years – follow-ups which only reviewed deficiencies from previous audits based on information provided by L1s; in other words, they did not conduct re-audits and relied on provided information rather than independently seeking new evidence. There have been audits revealing disconcerting findings where ADM (RS) has not conducted a follow-up audit.

^{xcvi} Department of National Defence, *Report on Plans and Priorities for 2008-2009*, last accessed on 2 April 2019, <http://www.tbs-sct.gc.ca/rpp/2008-2009/inst/dnd/dnd01-eng.asp>; Department of National Defence, *Report on Plans and Priorities for 2009-2010*, last accessed on 2 April 2019, <http://www.tbs-sct.gc.ca/rpp/2009-2010/index-eng.asp?acr=1393>; Department of National Defence, *Report on Plans and Priorities for 2010-2011*, last accessed on 2 April 2019, <http://www.tbs-sct.gc.ca/rpp/2010-2011/index-eng.asp?acr=1588>; Department of National Defence, *Report on Plans and Priorities for 2011-2012*, last accessed on 2 April 2019, <http://www.tbs-sct.gc.ca/rpp/2011-2012/index-eng.asp?acr=1782>; Department of National Defence, *Report on Plans and Priorities for 2012-2013*, last accessed on 2 April 2019, <http://www.tbs-sct.gc.ca/rpp/2012-2013/index-eng.asp?acr=1974>; Department of National Defence, *Report on Plans and Priorities for 2013-2014*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/plans-priorities/2013-14.html>; Department of National Defence, *Report on Plans and Priorities for 2014-2015*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/plans-priorities/2014-15.html>; Department of National Defence, *Report on Plans and Priorities for 2015-2016*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/plans-priorities/2015-16.html>; Department of National Defence, *Report on Plans and Priorities for 2016-2017*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/plans-priorities/2016-17.html>; Department of National Defence, *2009-10 Part III - Departmental Performance Reports (DPR)*, last accessed on 2 April 2019; <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/plans-priorities/2016-17.html>; Department of National Defence, *2010-11 Departmental Performance Report*, last accessed on 2 April 2019, <http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/inst/dnd/dnd00-eng.asp>; Department of National Defence, *Departmental Performance Report 2011-12*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-performance/2011-12.html>; Department of National Defence, *Departmental Performance Report 2012-13*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-performance/2012-13.html>; Department of National Defence, *Departmental Performance Report 2013-14*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-performance/2013-14.html>; Department of National Defence, *Departmental Performance Report 2014-15*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-performance/2014-15.html>; Department of National Defence, *Departmental Performance Report 2015-16*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-performance/2015-16.html>; and Department of National Defence, *Departmental Performance Report 2016-17*, last accessed on 2 April 2019, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-performance/2016-17.html>;

^{xcvii}Director General Military Personnel Research and Analysis, *CAF Retention: Research Highlights & Consideration for a CAF Retention Strategy* (Ottawa: Department of National Defence, 2018); Michelle Straver and Ryuichi Ueno, 2018: *Overview of Regular Force Attrition* (Ottawa: Department of National Defence, 2018) DGICCM, *Integrated Conflict and Complaint Management (ICCM) Program Statistical Presentation* (Ottawa: Department of National Defence, 2018); Department of National Defence, *Spring and Fall Your Say Survey: Core Section Top Line Results. Fall 2010* (Ottawa: Department of National Defence, 2010); Department of National Defence, *The Canadian Forces Exit Survey Descriptive Analyses of 2008 to 2011 Data* (Ottawa: DGMPRA TM 2012-026, 2012); Canadian Forces Morale and Welfare Services, *State Of Military Families in Canada Issues Facing Regular Force Members and Their Families* (Ottawa: Department of National Defence, 2018); and LCdr A. Cauty, *An Analysis of the CAF Career Management System* (Toronto: Canadian Forces College, 2015).

^{xcviii}LCdr A. Cauty, *An Analysis of the CAF Career Management System* (Toronto: Canadian Forces College, 2015); and Department of National Defence, *Director General of Military Careers*, last accessed on 13 April 2019, <http://cmpapp.mil.ca/dgmc/en/career/index-dmilc.asp>

^{xcix}Department of National Defence, *Internal Review of Workplace Policies, Programs and Leadership Engagement*, last accessed on 4 April 2019, <http://www.forces.gc.ca/en/caf-community-support-services/internal-review.page>; and Office of the CAF Ombudsman, *The Case for a Permanent and Independent Ombudsman Office* (Ottawa: Department of National Defence, 2017).

^{ci}Michel W. Drapeau and Joshua M. Juneau, "Military Grievances & CAF Tua Culpa: An Inadequate Framework for Our Military Members," *Law and Order* 21 (2014); and Gilles Létourneau and Michel Drapeau, *Modernization of Canadian Military Criminal Justice* (Ottawa: Michel Drapeau Law Office, 2017).

^{cii}Office of the CAF Ombudsman, *Letter to the Minister on concerns with the IC2M Project*, last accessed on 3 April 2019, <http://www.ombudsman.forces.gc.ca/en/ombudsman-news-events-media-letters/letter-to-mnd-ic2m.page>

^{ciii}Standing Committee on National Defence and Veterans Affairs (SCONDVA), *Moving Forward – A Strategic Plan for Quality of Life Improvements in the Canadian Armed Forces* (Ottawa: SCONDVA, November 1998).

^{civ}Department of National Defence, *Military HR Strategy 2020 Facing the People Challenges of the Future* (Ottawa: Department of National Defence, 2002).

^{civ}Office of the Auditor General, *2002 April Report: Chapter 5—National Defence—Recruitment and Retention of Military Personnel* (Ottawa: Auditor General of Canada, 2002); Office of the Auditor General, *2006 May Status Report: Chapter 2—National Defence—Military Recruiting and Retention* (Ottawa: Auditor General of Canada, 2006); Office of the Auditor General, *2016 Fall Reports: Report 5—Canadian Armed Forces Recruitment and Retention—National Defence* (Ottawa: Auditor General of Canada, 2016); Office of the Auditor General, *2015 Fall Reports: Report 5—Canadian Armed Forces Housing* (Ottawa: Auditor General of Canada, 2015); Office of the CAF Ombudsman, *Letter to CDS requesting update on PLD Governance* (Ottawa: Department of National Defence, 2015); Canadian Forces Morale and Welfare Services, *Relocation Experiences: The Experiences of Military Families with Relocations Due to Postings – Survey Results* (Ottawa: Department of National Defence, 2018); Canadian Forces Morale and Welfare Services, *State Of Military Families in Canada Issues Facing Regular Force Members and Their Families* (Ottawa: Department of National Defence, 2018); and Military Personnel Command (MPC), *Journey of Journey* (Ottawa: Department of National Defence, 2018). Also see Major M.A. Gasparotto, *No Good Deed Goes Unpunished: Member Well-Being and Commitment Initiatives* (Toronto: Canadian Forces College, 2013).

^{cvi}Canadian Forces Morale and Welfare Services, *State Of Military Families in Canada Issues Facing Regular Force Members and Their Families* (Ottawa: Department of National Defence, 2018); and Military Personnel Command (MPC), *Journey of Journey* (Ottawa: Department of National Defence, 2018)

^{cvi}Major A. Forest, *Are The Personnel Objectives In Strong Secure Engaged Attainable?* (Toronto, Canadian Forces College, 2018); Lindsay Rodman, *Modernizing the Military Personnel System: Lessons from the Force of the Future* (Calgary: Canadian Global Affairs Institute, 2018); Eric Dion, *E-Soldiers Two: Canadian Military Human Resources Facing 21st Century Challenges*, last accessed on 15 April 2019, <https://cdainstitute.ca/e-soldiers-two-canadian-military-human-resources-facing-21st-century-challenges/>; and Ross Fetterley, *The Importance of People in Defence* (Calgary: Canadian Global Affairs Institute, 2018).

^{cvi}Sarah Hill and Brian McKee, *The 'How-to' of Organizational Culture Change in the Canadian Forces* (Toronto: Defence Research and Development Canada, 2006); Major Barbara MacInnis, *Change Management in the Canadian Forces: Is It As Effective as it Could Be?* (Toronto: Canadian Forces College, 2005); Department of National Defence, *MCCRT Historical Report*, last accessed on 22 April 2019, http://vcds.mil.ca/dgsc/tem1_e.asp?doc; IRC – links – MCCRT Historical Report,nd; Colonel Scott A Becker, *The Strategic Leadership and Change Management Continuum: Getting from Here to There* (Toronto: Canadian Forces College, 2004); Assistant Deputy Minister (Review Services) *Review of the Department of National Defence Move Coordination* (Ottawa: Department of National Defence, 2016); Assistant Deputy Minister (Review Services) *Evaluation of Infrastructure Management—Real Property* (Ottawa: Department of National Defence, 2018); Office of the Auditor General, *Fall 2009 Report Request this Publication Chapter 5—Acquiring Military Vehicles for Use in Afghanistan* (Ottawa: Auditor General of Canada, 2009); Office of the Auditor General of Canada, *2012 Spring Report "Replacing Canada's Fighter Jets"* (Ottawa: Auditor General of Canada, 2012); Office of the Auditor General, *Fall 2010 Report Chapter 6—Acquisition of Military*

Helicopters (Ottawa: Auditor General of Canada, 2010); and Michael K. Jeffery, “Inside Canadian Forces Transformation,” *Canadian Military Journal* 10 (2010): 9-18. Whereas in the past L1s retained dedicated change organizations (e.g., VCDS Director General Strategic Change and the Chief of the Land Staff’s Director Land Strategic Change), a review of CAF L1 organizational structures indicate that there is no longer an organization currently *strictly dedicated* to change initiatives.

^{cvi} Examples of challenged organizational structure changes include, but are not limited to CF transformation (2005), Canadian Army Area Support Group transformation (2013), the JPSU organization change process (2015) and real property transition (2017). Examples of challenged military occupation structure changes include but are not limited to the creation and dissolution of the Army Communications and Information Systems Specialist (ACISS) trade, the creation and dissolution of the Resource Management Systems Clerk, the dissolution and recreation of the Personnel Administration trade, and the amalgamation and re-separation of the Air Force 500 series within AVN, AVS and ACS constructs. Examples of challenged personnel policies and programs change initiatives include but are not limited to retention strategies, relocation management, specialist pay (transition from CFTEP to CAFJES), post-living differential, and changes to the annuitant employment policy. Documented examples of challenged capability change initiatives include, but are not limited to, fighter jets, Naval supply ships, The Tactical Command and Control Communications System Project, combat boots, Leopard tanks, ground-based air defence, the Tactical Armoured Patrol Vehicle, the Medium Support Vehicle System (*MSVS*) project, and modernizing information technology systems.

^{cix} Brenden Alexander, “Explaining Collaboration failures in Canada’s Mission in Afghanistan,” *Canadian Military Journal* 14 (2014): 28-39; Laura C. Ball, Angela R. Febraro, *Civil-Military Relationships in Canada: NGOs, the Media, and Local Publics* (Toronto: Defence Research and Development Canada, 2013); Department of National Defence, *Leadership in the Canadian Forces: Leading the Institution* (Kingston: Canadian Defence Academy Press, 2007); Megan M. Thompson, Tonya Hendriks, Kelly Piasentin, Tara Holton, Angela Febraro, and Ritu Gill, “Canada’s Civil–Military Seminar: An Approach to Narrowing the Civil–Military Gap,” *Armed Forces & Society* 1 (2018); Major General C. Turenne, telephone conversation with author, 5 April 2019; General (Retired) Rick Hillier, telephone conversation with author, 4 April 2019; Major General S. Whalen, telephone conversation with author, 3 April 2019; Lieutenant-General (Retired) M. Jeffery, telephone conversation with author, 8 April 2019; Craig Stone, “Working in Ottawa” (Lecture, Canadian Forces College, Toronto, ON, 12 April 2019); Brigadier-General (Retired) Dan Ross, “NDHQ 101” (Lecture, Canadian Forces College, Toronto, ON, 12 April 2019); Alan Okros. “Civil-Military Relations: The Broader Context,” in *Military and Civilian Partnership in the Canadian Armed Forces and Department of National Defence*, eds. Irina Goldenberg, Angela R. Febraro, and Waylon H. Dean (Kingston: Canadian Defence Academy, 2015); LCol S.J. Gregory, *Change is the Mother of Invention: Changes in Canadian Forces Leadership Doctrine Will Facilitate Leadership in Mixed Civilian/Military Settings* (Toronto: Canadian Forces College, 2006); Maj Jay Indewey, *Assessment and Development of Emerging Institutional Leaders: The Forgotten Few* (Toronto: Canadian Forces College, 2011); and Lieutenant General (Retired) Michael K. Jeffery, *The CF Executive Development Programme: A Concept for Developmental Period 5: The CF Officer Professional Development System* (Ottawa: Department of National Defence, 2008).

^{cx} *The Defence Team: Military and Civilian Partnership in the Canadian Armed Forces and the Department of National Defence*, eds. Irina Goldenberg, Angela R. Febraro, and Waylon H. Dean (Kingston: Canadian Defence Academy, 2015); and Lieutenant General (Retired) Michael K. Jeffery, *The CF Executive Development Programme A Concept for Developmental Period 5: The CF Officer Professional Development System* (Ottawa: Department of National Defence, 2008).

^{cxii} Adam Cotter, *Sexual Misconduct in the Canadian Armed Forces, 2016* (Ottawa: Statistics Canada, 2016).

^{cxii} Department of National Defence, *Canadian Armed Forces Progress Report #4 Addressing Sexual Misconduct* (Ottawa: Department of National Defence, 2019); Office of the Auditor General, *Fall 2018 Report of the Auditor General of Canada Inappropriate Sexual Behaviour — Canadian Armed Forces* (Ottawa: Auditor General of Canada, 2018); Vice Chief of the Defence Staff, *SSE Initiative Tracking: Initiative 18* (Ottawa: Department of National Defence, 2019); and Nancy Taber, “After Deschamps: men, masculinities, and the Canadian Armed Forces,” *Journal of Military, Veteran and Family Health* 4 (2018).

^{cxiii} Office of the Auditor General, *Fall 2018 Report: Inappropriate Sexual Behaviour — Canadian Armed Forces* (Ottawa: Auditor General of Canada, 2018)

^{cxiv} Office of the Auditor General, *2018 Spring Reports: Report 3—Administration of Justice in the Canadian Armed Forces* (Ottawa: Auditor General of Canada, 2018); Department of National Defence, *Court Martial Comprehensive Review Interim Report 21 July 2017* (Ottawa: Department of National Defence, 2017); Department of National Defence, *Summary of Changes to the Military Justice System* (Ottawa: Department of National Defence, 2018); and Canadian Bar Association Military Law Section, *Court Martial Review* (Ottawa: Canadian Bar Association, 2017).

^{cxv} Cristin Schmitz, *SCC asked to stay ruling that guts military justice system; military warns sexual assault prosecutions in jeopardy*, last accessed on 2 April 2019, <https://www.thelawyersdaily.ca/articles/7399/scc-asked-to-stay-ruling-that-guts-military-justice-system-military-warns-sexual-assault-prosecutions-in-jeopardy>; Cristin Schmitz, *Top court rejects Ottawa’s bid to stay Charter ruling that guts military justice system* last accessed on 2 April 2019, <https://www.thelawyersdaily.ca/articles/9664/top-court-rejects-ottawa-s-bid-to-stay-charter-ruling-that-guts-military->

justice-system?article_related_content=1; and Murray Brewster, *Supreme Court tests the limits of military justice in rare appeal case*, last accessed on 2 April 2019, <https://www.cbc.ca/news/politics/supreme-court-military-justice-court-martial-1.5071218>

^{cxvi} Gilles Létourneau and Michel Drapeau, *Modernization of Canadian Military Criminal Justice* (Ottawa: Michel Drapeau Law Office, 2017); Antonio Lamer, *The First Independent Review by the Right Honourable Antonio Lamer P.C., C.C., C.D. of the provisions and operation of Bill C-25, An Act to amend the National Defence Act and to make consequential amendments to other Acts, as required under section 96 of Statutes of Canada 1998, c.35*, last accessed on 2 April 2019, <https://www.canada.ca/content/dam/canada/military-grievances-external-review/migration/documents/lamer-eng.pdf>; Patrick Lesage, *Report of the Second Independent Review Authority to The Honourable Peter G. MacKay Minister of National Defence*, last accessed on 2 April 2019, http://responsesystemspanel.whs.mil/public/docs/meetings/20130924/materials/allied-forces-mil-justice/canada-mj-sys/07_LeSage_Report.pdf; Michel Drapeau, *Canadian Military Justice System: At a Crossroads* (Ottawa: University of Ottawa); Tim Dunne, *Does Canada's military justice system need an update?* Last accessed on 2 April 2019, https://www.thelawyersdaily.ca/articles/3760/does-canada-s-military-justice-system-need-an-update-tim-dunne?article_related_content=1; and Gilles Létourneau and Michel Drapeau, *Military Justice in Action: Annotated National Defence Legislation* (Toronto: Carswell, 2011)

^{cxvii} This analysis displays a degree of convergence between OLC virtues and the LDF competencies, which is consistent with the Ivey School's proposition on character-competency entanglement (i.e., analytical thought is present in the LDF and the OLC Framework). Indeed, there has been a history of competency models describing virtues as leadership skills. This essay will further demonstrate that considering their commonalities and areas of complement, greater synergy between character and competency models is possible and even desirable.

^{cxviii} This model builds on the framework presented in *Conceptual Foundations* pp. 24. In that diagram, the military ethos is situated in a center-circle, enclosed by a ring representing leader integrity – as the key moderator between values and outcomes. **Figure 2.4.** presents a model that draws from Bernard Bass' *Ethics, character, and authentic transformational leadership behavior* which advocates for the centrality of character in leadership. Notably, the above model goes far beyond suggesting leader integrity as the only moderator of the military ethos. As **Tables 2.1.** and **2.2.** demonstrate, contemporary leadership challenges demand a much broader balance of leader virtues (shown at **Table 2.3**) than integrity alone. The OLC Framework's ten virtues - transcendence, temperance, integrity, justice, humanity, collaboration, drive, accountability, courage, humility (which includes integrity) manifested through judgment, would enable and reinforce the military ethos (the linkages are displayed in **Table 1.1.**) in producing expected outcomes.

^{cxix} Department of National Defence, A-PA-005-000/AP-006, *Leadership in the Canadian Forces: Leading the Institution*, 130; Lieutenant-Colonel J.L.K. Armstrong, *A Confluence of Concepts Towards Professional Airpower Mastery: Contextualizing Talent Management and the CAF Leader Development Model* (Toronto: Canadian Forces College, 2016), 48.

^{cxx} Rachel Sturm, Vera Dusya and Mary Crossan, "The entanglement of leader character and leader competence and its impact on performance," 350.

^{cxxi} While a task-based focus is appropriate and likely necessary for DPs 1 and 2, it becomes less pertinent as Officers and NCMs enter DP3 where they are increasingly expected to perform institutional roles and achieve competencies which are more abstract (e.g. partnering, analytical thinking and envisioning). To adopt a worker-based job analysis approach for senior levels would be more reflective of the dynamic cognitive roles, as well as the social and emotional intelligence demands of leading the institution.

^{cxxii} James Hayton and Donna Kelly, "A Competency-based Framework for Promoting Corporate Entrepreneurship", *Human Resource Management* 45 (2006): 407-427; R. Hogan, J. Hogan, and B. Roberts, "Personality measurement and employment decisions, questions and answers," *American Psychologist* 51(1996): 469-477; L.M.Hough and F.L. Oswald, "Personnel selection: Looking toward the future-remembering the past," *Annual Review of Psychology* 51 (2000): 631-644; Deann Arnold, *Job Analysis: Measuring accuracy and capturing multiple perspectives* (Louisiana: Proquest Publications, 2015); Jeff Foster, Blaine Gaddis, and Joyce Hogan, *Personality Based Job Analysis*, last accessed on 5 May 2019, mentisglobal.com/wp-content/.../23.%20Hogan_Personality-based-job-analysis.pdf; and James C. Hayton, Human Capital Management Practices and Performance in Small and Medium Size Enterprises: A conceptual framework, in *Human Resource Strategies for the High Growth Entrepreneurial Firm*, eds. Robert L. Heneman and Judith Tansky (New York: IAP, 2006): 51-68.

^{cxxiii} Indeed, SSE implementation is already challenged in several ways. Firstly, many SSE initiatives seek to address legacy issues and programs. Secondly, the VCDS has outlined a myriad of areas where SSE implementation is likely to be challenged by significant risks. A third challenge involves risks which can be analyzed by the careful reviewing of the SSE and L1 implementation plans, but these have not been outwardly articulated by the DND. These challenges include SSE's precarious financing, the high potential for initiative and sequencing misalignment, and the critical requirement not to declare mission success prematurely. A fourth challenge is the expectation management required to implement a twenty-year policy; while SSE was introduced with much fanfare, the documents which fully explain its timelines reside at the strategic level and were not released for broader consumption. Keeping practitioners

motivated and focused to implement plans which they could likely never benefit from will prove demanding on the leadership cadre. Finally, both CAF senior leaders and researchers have unanimously agreed that successful SSE implementation and execution will require an organizational culture change considering the rigorous demands of putting the policy in place with a dearth of resources coupled with the increased operational tempo that *SSE* mandates. As the CAF is currently encumbered by recruiting, retention, ethical and disciplinary issues, the path to *SSE* implementation appears highly demanding. To this effect, character leaders possessing virtues – specifically, transcendence, temperance, accountability, judgment, collaboration, justice, humility - would be better enabled to address this pending, wicked leadership challenge.

^{cxxiv} Department of National Defence, *Chief Of The Defence Staff Directive To Renew Duty With Honour: The Profession Of Arms In Canada*.

^{cxxv} Examples of recent initiatives (policies, programs, campaigns) where implementation has been limited by the lack of widely accessible, detailed, collaborative, and (significantly) resourced implementation plans include, but are not limited to, *SSE* (specific, new initiatives vice initiatives already in progress), Operation Honour, The Journey, Canadian Army Integrated Performance System (CAIPS, or Mission Ready), the CAF Suicide Prevention Strategy, recent changes to Compensation and Benefits Instruction 205 (allowances), recent changes to the CAF Relocation Management System, changes to promotion medical policy, changes to the Canadian Forces Health Services policy (e.g. prosthetic hips), DAOD implementation, and Doctrinal updates.

^{cxxvi} Discussions with practitioners within DGMPPRA indicate that while they generally perceive *character* to be a worthy concept, its incorporation into processes which must be legally defensible would be contingent upon their review of existing scientific, organizational character literature and determination of its validity.

^{cxxvii} Colonel Lisa Noonan, DPGR, telephone conversation with author, 4 April 2019; Dr. Gary Ivey, DROOD, telephone conversation with author, 4 April 2019; Major Katharine Berlinguette, DMCSS, telephone conversation with author, 4 April 2019; Dr. Karen Davis, DROOD, telephone conversation with author, 3 April 2019; Dr. Alan Okros, conversation with author, 28 February 2019; Major General C. Turenne, telephone conversation with author, 5 April 2019; Colonel Krista Brodie via email to author, 29 February 2019; Mr. Steven Virgin, telephone conversation with author, 2 April 2019; and Ms. Mary Crossan, telephone conversation with author, 4 March 2019.

^{cxxviii} The concept of a *culture alignment initiative* is derived from two sources. Firstly, is the work of COS Strat, MPC, which are currently considering such program which would drive a command-driven culture change agenda to reinforce the discipline, professional credibility (professionalism) and operational effectiveness of the Canadian Armed Forces (CAF). Its aim, in broad terms, would be to re-code the Canadian Armed Forces (CAF) culture to reflect the better valours of the Profession of Arms in Canada and to encode it in the DNA of the CAF. The other source is Dr. Alan Okros, who advised that the scope of change envisioned by CBL would require an implementation initiative far exceeding an update to DWH. Dr. Okros counseled that only a deep culture change could likely deliver CBL, a change process consistent with the concept of culture realignment.

^{cxxix} Brigadier-General Jacques Plante, *Responding To Change In The Department Of National Defence and the Canadian Forces* (Ottawa: Department of National Defence, 2000).

^{cxix} Micheal Rostek, “Managing Change within DND,” in *The Public Management of Defence in Canada*, eds. Craig Stone (Toronto: Breakout, 2009); Victor Lipman *Why Does Organizational Change Usually Fail? New Study Provides Simple Answer*, last accessed on 3 April 2019, <https://www.forbes.com/sites/victorlipman/2016/02/08/why-does-organizational-change-usually-fail-new-study-provides-simple-answer/#5b7b92894bf8>; Jon Griffith, “Why change management fails,” *Journal of Change Management* 2 (2002) 297–304; Deloitte, *Demystifying Change Management*, last accessed on 3 April 2019, <https://www2.deloitte.com/content/dam/.../lu-demystifying-change-management.pdf>; J. S. Oakland and Stephen Tanner “Successful Change Management,” *Total Quality Management & Business Excellence* 18 (2007): 1-19; The Price-Waterhouse Change Integration Team. *Better Change: Best Practices for Transforming Your Organization* (Illinois: Irwin Professional Publishing, 1995); Murray Davies, *Commanding Change: War Winning Military Strategies for Organizational Change* (Westport: Praeger Publishers, 2001); T.J. Larkin and Sandar Larkin. “Reaching and Changing Frontline Employees.” *Harvard Business Review* (May/June 1996); Paul Strelbel, “Why Do Employees Resist Change?” *Harvard Business Review* (May/June 1996); and John Kotter, “Why Transformation Efforts Fail,” in *Change Management*, eds. Harvard Business Review (Cambridge: Harvard Business Review Press, 2011)

^{cxixi} Major Devin Conley and Dr. Eric Ouellet, “The Canadian Forces and Military Transformation an Elusive Quest for Efficiency,” *Canadian Army Journal* 14 (2014); Micheal Rostek, “Managing Change within DND,” in *The Public Management of Defence in Canada*, eds. Craig Stone (Toronto: Breakout, 2009); Micheal Rostek, “A Framework for Fundamental Change? The Management Command and Control Reengineering Initiative”, *Canadian Military Journal* 5 (Winter 2004-2005): 65-72.; Michael K. Jeffery, “Inside Canadian Forces Transformation” *Canadian Military Journal* 10 (2010): 9-18; Office of the Auditor General, *Fall 2018 Report: Inappropriate Sexual Behaviour — Canadian Armed Forces* (Ottawa: Auditor General of Canada, 2018); Director Human Resources Research and Evaluation, *Baseline Assessment of Ethical Values in DND Measuring Ethical Values in the Department of National Defence: Results of the 1999 Research Sponsor Research Report 001 /July 2000* (Ottawa: Department of National Defence, 2000); Brigadier-General Jacques Plante, *Responding To Change In The Department Of National Defence And The Canadian Forces* (Ottawa: Department of National Defence, 2000); Randy Gilbert, *Exploring the*

cultural similarities that exist between military and broader healthcare systems (Ottawa: Canadian College of Health Leaders, 2015); and Colonel Scott A Becker, *The Strategic Leadership and Change Management Continuum: Getting from Here to There* (Toronto: Canadian Forces College, 2004).

^{cxxxii} See Omar Khalid Bhatti, "Strategy Implementation: An Alternative Choice Of 8s's," *Annals of Management Research* 1(November - December 2011); James M. Higgins, "The Eight 'S's of successful strategy execution," *Journal of Change Management* 5 (2005): 3-13; Change Management 625, *Higgins 08 S Model -An Adaptation from Waterman's Seven S model*, last accessed on 5 April 2019; and Arijit Sikdar and Jayashree Payyazhi, "A process model of managing organizational change during business process redesign", *Business Process Management Journal* 20 (2014): 971-998.

^{cxxxiii} James M. Higgins, "The Eight 'S's of successful strategy execution," *Journal of Change Management* 5 (2005): 5.

^{cxxxiv} Kotter Group, *Kotter's 8-Step Change Model*, last accessed on 3 April 2019, <https://www.kotterinc.com/8-steps-process-for-leading-change/>; John Kotter and Holger Rathgeber, *Our Iceberg is Melting* (New York: Random House, 2005); John P. Kotter, *Leading Change* (Boston: Harvard Business Review Press, 2012); John P. Kotter, *A Sense Of Urgency* (Boston: Harvard Business Review Press, 2008); and John P. Kotter and Lorne Whitehead, *Buy-In: Saving Your Good Idea from Getting Shot Down* (Boston: Harvard Review Press, 2010).

^{cxxxv} Elisabeth Kübler-Ross, *On Death and Dying: What the Dying Have to Teach Doctors, Nurses, Clergy and Their Own Families* (New York: Scribner, 1969); University of Exeter, *The Change Curve*, last accessed on 12 April 2019, https://www.exeter.ac.uk/media/universityofexeter/.../the_change_curve.pdf; and Mind Tools, *The Change Curve*

Accelerating Change, and Increasing Its Likelihood of Success, last accessed on 15 April 2019, https://www.mindtools.com/pages/article/newPPM_96.htm

^{cxxxvi} Stephen A. Leybourne, "Emotionally sustainable change: two frameworks to assist with transition," *International Journal of Strategic Change Management* 7 (2016): 23–42; Mark Connelly, *Kubler-Ross Five Stage Model*, last accessed on 12 April 2019, <https://www.change-management-coach.com/kubler-ross.html>; Zell Deone, "Organizational change as a process of death, dying, and rebirth," *The Journal of Applied Behavioral Science* 39 (Mar 2003): 73-96; and Kerri Kearney, *A study of the emotional effects on employees who remain through organizational change: A view through Kubler -Ross (1969) in an educational institution* (Oklahoma State University, ProQuest Dissertations Publishing, 2002).

^{cxxxvii} David S. Weiss, *Leadership-Driven HR: Transforming HR to Deliver Value for the Business* (Toronto: Josey Wiley & Sons, 2013); and David S. Weiss, "Canadian Forces College Leading Change in Organizations Presentation," (Lecture, Canadian Forces College, Toronto, ON, 31 October 2018).

^{cxxxviii} Michael K. Jeffery Lieutenant General (Retired), *The CF Executive Development Programme: A Concept for Developmental Period 5: The CF Officer Professional Development System* (Ottawa: Department of National Defence, 2008).