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AMSC 02

CANADIAN FORCES COLLEGE /COLLÈGE DES FORCES CANADIENNES

ADVANCED MILITARY STUDIES COURSE 2

DECEMBER 1999

**CANADIAN FORCES TRANSFORMATIONAL LEADERSHIP
AGAINST THE 21ST CENTURY ENVIRONMENT AND ITS NEUTRALIZERS:
THE BATTLE OF OUR FUTURE OPERATIONAL COMMANDER**

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INTRODUCTION

The art of leadership remains a difficult concept to master by scholars, civilian and military leaders. We witness the evolution of leadership literature every decade. In fact, the 1980s and 1990s saw an increased interest in identifying leadership for its application not only in the military, but to benefit government, industry and related institutions. A wide field of expertise exerts pressure to influence the leadership theory of the 21st century. The traditional great man, group, trait, behavior, contingency/situational and excellence theories are now challenged by Bass and Avolio (1991) full spectrum of leadership model, which comprised transactional, transformational and laissez-faire leadership¹.

The official CF definition of leadership (1974) is “the art of influencing human behavior in order to accomplish a mission in the manner desired by the leader”². In search of a leadership style to reflect the societal values and modern behavioral theory³, the CF needed to develop a style of leadership capable of dealing with current and future challenges. The CF attempts in its newly promulgated Defence Strategy 2020, to provide such a strategic view of future leadership. The vision statement for 2020 states⁴:

“The Defence Team will generate, employ and sustain high-quality, combat-capable, interoperable and rapidly deployable task-tailored forces. We will exploit leading-edge doctrine and technologies to accomplish our domestic and international roles in the battlespace of the 21st century and be recognized, both at home and abroad, as an innovative, relevant knowledge-based institution. With **transformational leadership** and coherent management, we will build upon our proud heritage in pursuit of clear strategic objectives.”

This vision highlights transformational leadership as the key to meet the command and leadership objectives within a Revolution of Military Affairs (RMA) context. While this strategic direction is dynamic in nature, it should be able to withstand the test of the 21st century operational level leadership challenges. This paper contends that CF vision of transformational leadership limits the leader’s

¹ Bernard M. Bass. *Transformational Leadership: Industry, Military and Educational Impact*. Lawrence Erlbaum associates, Publishers. London. 1998. p. 4-8.

² Canadian Forces Publication 131(1) Leadership. DND. 1974

³ Lyle Makosky. *Defence Strategy 2020: The Path to Formulating the DND/CF Statement of Strategy*. Defence Management Committee document. April 1999. Annex O.

competencies in operational level leadership for the 21st century. Specifically, this essay submits that the potential 21st century leadership environment and its pertinent neutralizers at the operational level will require the full range of leadership⁵.

The study of leadership for the 21st century is covered in a large number of articles, periodicals and books. The majority of works will use different concepts to cover traits, cognitive abilities and other characteristics of the leaders and followers. For the purpose of this study, this essay will adapt the Leader-Follower-Situation concept as a basic framework for studying leadership. In particular, it will map the situation component with its associated neutralizers⁶, which are defined as the characteristics of subordinates, tasks and organization that interfere with a leader's performance. In order to fully comprehend the complexity of this challenge, it is proposed to initially review the evolution of leadership and establish the leadership model for this study. This essay will then focus on the 21st century environment at the operational level. The mapping of the situation will provide insights on the complexity of leadership and its potential neutralizers. This paper will close with an evaluation of transformational leadership against the operational level leadership challenges of the 21st century.

LEADERSHIP

The discipline of leadership benefited from numerous studies. Rost's impressive study of more than 221 definitions and 587 books focused on the leadership definitions from the 1900s to 1990s. An important conclusion is that those theories are intertwined and differ only from the perspective of the author based on its field of expertise (i.e. behavioral, social psychology, business).⁷ Rost's analysis establishes the following evolution of leadership: great man theory in the early days of the century; group theory in the 1930s and 1940s; trait theory in the 1940s and 1950s; behavior theory in the 1950s and 1960s; contingency/situational theory in the 1960s and 1970s; and excellence theory in the 1980s. A

⁴ Department of National Defence (DND). *Shaping the Future of the Canadian Forces: A Strategy for 2020*. Ottawa. p. 7.

⁵ It should be noted that Bernard M. Bass comes to the same argument using different arguments in its article *Leading in the Army After Next*. *Military Review*, Vol 78, No 2. March/April 1998.

⁶ Bass. *Transformational Leadership...Impact*. p. 159-160.

⁷ Joseph C. Rost. *Leadership for the Twenty-First Century*. Praeger Publishers, Westport. 1993. p. 1-5.

close review of these theories indicates an evolution from obedience through influence by leaders avoiding the invocation of power to influence to achieve a common purpose. The 1970s and 1980s introduced the theory of transactional leadership (Burns 1978) with the influence relationship, the leaders/followers relationship, the intent of real changes and the mutual purposes reflection of those intended changes.⁸ Based on contingent reinforcement, it comprises the notions of contingent reward and management-by-exception (active and passive). This theory effects the development of the evolving theory of transformational leadership.

Using Burn's 1985 version, Rost defines transformational leadership as "influence relationship among leaders and followers who intend real changes that reflect their mutual purposes". This definition recognizes four essential elements to leadership: multidirectional and noncoercive influence; close relationship between leaders and followers; intention of changes; and pursuance of mutual purposes.⁹ Bernard Bass identifies transformational leadership to such factors as inspirational/charismatic leadership, intellectual stimulation and individualized consideration¹⁰. This theory provides the notion of individuals going beyond their self-interest. Bass argues that transformational leadership generates subordinate extra efforts, commitment, satisfaction and contribution to military readiness¹¹. While the vision statement is clear, the CF has not yet stated its definition of transformational leadership, but it is considering Bass' definition¹². The interpretation of the Defence Strategy 2020 and supporting Defence Planning Guidance (DPG) 2000 seems to indicate that transformational leadership will be characterized by teamwork, intellectual capital, knowledge management and innovative thinking. The leadership climate will encourage initiative, decisiveness and trust.¹³

⁸ Rost. p. 17-65 and 148-152. Rost defines management as "an authority relationship between at least one manager and one subordinate who coordinate their activities to produce or sell particular goods and/or services".

⁹ Ibid. p. 30-31 and 102-123.

¹⁰ Bass defines these factors as: inspirational leadership – Trusted, valued leaders provide meaning and challenge; intellectual stimulation – leaders help followers become more innovative; individualized consideration – leaders attend to the individuals needs of their followers as well as the needs of their units.

¹¹ Bass. *Transformational Leadership: Industrial, Military and Educational Impact*. Mahwah, NJ. 1998. p. 3.

¹² Telephone conversations Captain (N) Okras/Lieutenant-Colonel Bentley/Dr Robertson. 1 December 1999.

¹³ Defence Planning Guidance 2000. DND. Ottawa. August 1999. p. 5-2 to 5-4

Bass also introduced the theory of laissez-faire leadership. This theory highlights the avoidance or absence of leadership, delayed actions and unused authority¹⁴.

This review of the evolution of leadership theories demonstrates the efforts to codify leader's characteristics into specific categories to permit systematic exploration of leadership. One should be reminded that leadership efficiency is dependent on a number of aspects. For the purpose of this study, we will benefit from the proven notion of the interdependency of follower/leader/situation. The Full Range of Leadership model (Aviolo & Bass, 1991) will serve as a model because it is currently used in the U.S. and Canada¹⁵. The selected model Full Range of Leadership model (Aviolo & Bass, 1991) provides a good spectrum of leadership styles with transformational (beyond self-interest), transactional (contingent reinforcement) and laissez-faire leaderships (appendix 1). The intent is not to identify the perfect leadership type, but to provide a system of measurement to evaluate the CF focus on transformational leadership.

Using this leadership model, we will map the 21st century situation with emphasis on the neutralizers. In terms of operational level leadership, this study will focus on the multidimensional decision, technology, professional ethics and transcultural neutralizers.

MULTIDIMENSIONAL DECISION

The end of the Cold War changed considerably the security environment for the international community and Canada. One could argue that the 1990s evolution from the Gulf War through peacekeeping mission in Bosnia-Herzegovina and the campaign in Kosovo provides a presage of the future security environment for the 21st century. Within this multidimensional decision neutralizer, it is possible to identify further neutralizers. Specifically, it could include the types of mission, battlespace and globalization. The types of mission included in the full spectrum of conflicts indicate the level of complexity that operational commanders will gradually be involved in the future. We need to examine

¹⁴ Bass. Transformational Leadership...Impact. Mahwah, NJ. 1998. p. 7.

¹⁵ Ibid. p. 4-8.

the spectrum of conflicts from NATO's perspective and the CF vital ground. In particular, the future peace support and domestic operations will offer some unique challenges.

SPECTRUM OF CONFLICT

The United States, the United Kingdom, Germany, France, the Netherlands, Denmark and Canada produced the NATO assessment of the future battlespace. The main conclusions include the unchanged nature of war with death, terror, bloodshed, destruction and human suffering. It also identified the shifting of the threat to include not only nation-states, but also rogue states and non-state centers¹⁶. The latter introduces an adversary with different size, capability and sophistication, and motivated by different perceptions and values. NATO's future spectrum of conflict spans from the warfare between two modern, well equipped, well trained, mechanized force (View I) to a modern force opposed by a non-state opponent and not structured as most armies – asymmetric conflict (View II).¹⁷ The new Canadian Defence Strategy for 2020 recognizes the same geo-political strategic environment as NATO. It considered three cases: “a benign world reflecting strategic stability; a base case built around continued regional instability; and a malignant world reflecting even greater instability and rivalry”. In particular, it highlights the requirement for military leaders to conduct military operations in an accelerated pace, rapid political-military coordination and increased dependence on information. Operational commanders will also face asymmetrical threats – weapon of mass destruction, cyber-warfare and complex terrain- both home and abroad¹⁸

Future nation conflicts (View I) will be expeditionary in nature under uncertain circumstances and without the same in-place logistic infrastructure and host nation support (HNS) available in the Cold War. Conflicts will require the resolve of alliance and coalition forces in a joint and combined environment. These operations, however, will continue to be limited by the international community's requirement to balance their support with deployability, sustainability and readiness. It will, therefore,

¹⁶ Non-state centers includes religious movements, multinational corporations, ecological organizations, international criminal syndicates, illegal arms consortiums, drug cartels and international terrorist organizations.

¹⁷ Directorate-Land Strategic Concepts (DLSC). *NATO LO2020, Nature of the Battlespace in 2020*. Annex D to DLSC Report Number 99-2. Kingston, Canada. August 1999. .p. 57-59

result in the deployment of smaller forces with enhanced lethality, survivability, and command and control capacity.¹⁹ Under view I, the future operational leaders will need the mental agility to operate in periods of high tempo with complex technologies in a non-linear battlespace for an undetermined duration. The political-military coordination will require operational commanders to build trust and a strong sense of his civilian counterparts. Those smaller units on a non-linear battlespace will only be linked by information. Operational commander will need to inspire their subordinates to focus on mutual goals and common sense of mission. Due to the complexity to command on a non-linear battlespace, commanders will probably force to management-by-exception.

The resulting doctrine for View I emphasizes operations aimed at the destruction of the adversary on moral and physical planes. More important is the movement from attritional to maneuver warfare and the mission command approach. Operations will be characterized by synchronization, high tempo, dispersion of troops, and decentralized command and control. In particular, operational commanders will need the competencies to deal with the multidimensional aspects of the battlespace and build strong cohesion with its joint and combined formations. Commanders will require clear statement of his intent, reliance on the initiative and innovation of his subordinates, and a command approach less focused on detailed directions. While mission command will require idealized behavior, inspirational behavior, intellectual stimulation and individualized considerations, the difficulty for personal influence over a wide area of operations will result in the need for management-by-exception. In short, operational leaders require transformational and transactional leadership.

This scenario also includes another neutralizer, the battlespace. The traditional battlefield dimensions of air, land and sea progressed to a four-dimensional notion, the space. This latter dimension includes information operations. For this reason, we now refer to battlespace. Operations will be conducted in a joint environment integrating all assets from sub-surface, surface, near surface, air and space (see figure 1). The battlespace will effect the leadership of operational commanders by affecting

¹⁸ DND. *Shaping the Future ... for 2020*. Canada. June 1999. p. 4.

¹⁹ DLSC Report Number 99-2. *NATO LO2020 ...in 2020*. p. 59-61

the transformational influence. Commanders will exert their command through information systems over dispersed formations. They will need to formulate clear outcomes and focus on irregularities. In other words, commanders will probably favor transactional leadership.

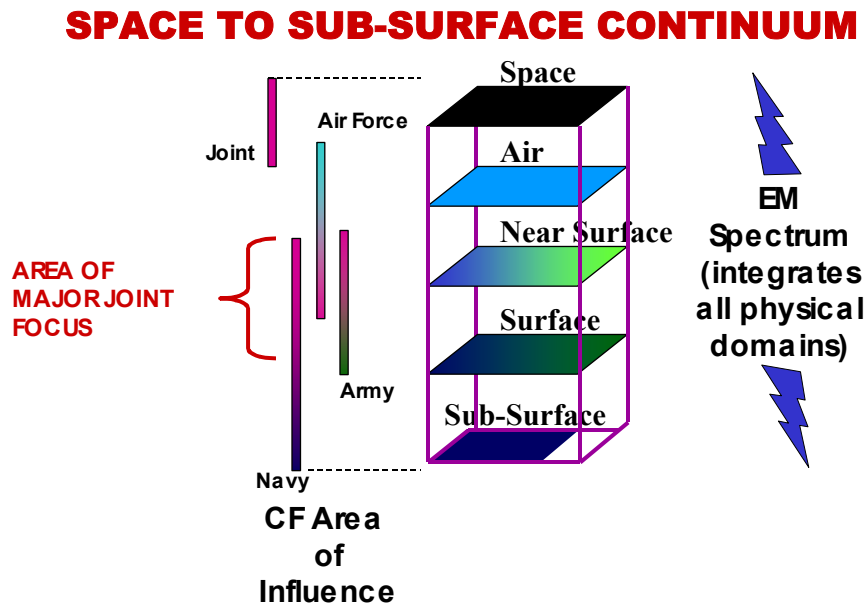


Figure 1 Space to Sub-Surface Continuum²⁰

At the other end of the NATO spectrum of conflict, the asymmetric conflict (view II) will require modern forces to face “armed forces directed by social entities, which are not necessarily states, conducted by organizations that are not necessarily armies and fought by people who are not necessarily soldiers in the conventional sense”. Under this scenario, operational commanders will face asymmetrical threats targeting military and governmental targets, and civilian population. Non-state actors will not be bound by moral or political constraints; therefore, they will not hesitate to employ low-cost high technology, chemical and biological and nuclear weapons. In this type of conflict, military commanders will need to coordinate their efforts with civil authorities, civil government and non-government

organizations (NGO). More importantly, operational commanders will be constrained by moral and political influences, while conducting operations to protect a multitude of targets from unpredictable attacks.²¹ In comparison to view I, commanders in View II will conduct operations in a more complex environment due to the influence exerted by external agencies, the asymmetrical nature of the threat, increasing uncertainty, and the increased moral and political issues. This View II scenario offers challenges that require leaders to convince their subordinate to overcome any obstacle, instill strong values, demonstrate innovative thinking and focus on goals. In addition, commanders must provide assistance in exchange for their subordinate's efforts to deal with uncertainty. We will further address these issues as part of peace support operations.

While these two views provide NATO's perspective of the full spectrum of conflict, the CF has identified specific activities that will be the most frequent ones. Figure 2 illustrates these activities under the title "CF's vital ground". One end of the spectrum comprises collective defence and the defence of Canada/US territory. The remainder of the spectrum includes peace support operations (UN chapter 7), national sovereignty, aid to civil power, peace support operations (UN chapter 6), protection and evacuation of Canadian overseas, surveillance/control of Canadian territory and approaches, international humanitarian assistance, disaster relief in Canada, and search and rescue in Canada²². This study will focus on peace support and domestic operations. Within this environment, operational level leaders will need to demonstrate capabilities to operate in an expanded battlespace on a wide range of missions at an increased tempo. Furthermore, they will conduct operations in a mix of joint, combined and inter-agency organizations.²³

²⁰ DLSC Presentation. Kingston. March 1999.

²¹ DLSC Report Number 99-2. *NATO LO2020 ...in 2020*. p. 61-63

²² DPG 2000. p. 2-18 to 3-18.

²³ DLSC. Report Number 99-2. p. 36-39.

CF OPERATIONAL SPECTRUM

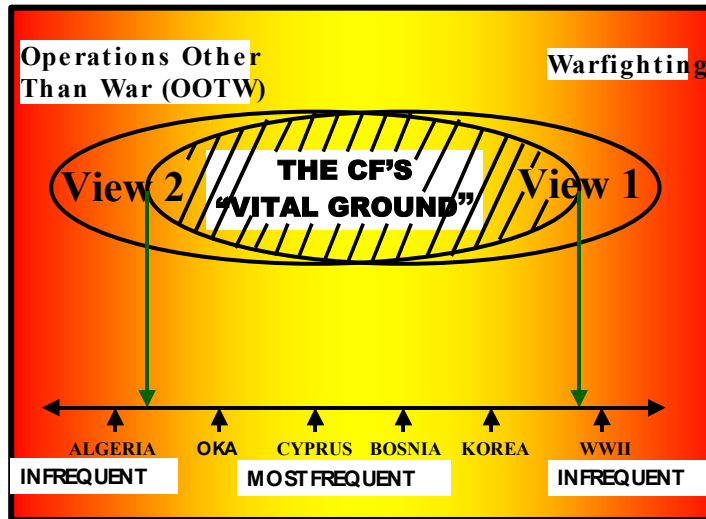


Figure 2 Canadian Forces Operational Spectrum – “CF Vital Ground”²⁴

In addition to the environment identified under the View II, the review of peace support and domestic operations should further map the situation and its potential neutralizers. In peace support operations, multidimensional influences and multinational command relationship will effect commanders.

PEACE SUPPORT OPERATIONS

Peace support operations are unpredictable and present unstable environment. Canadian leaders had to perform mediating, border security and humanitarian tasks in Bosnia, Croatia and Somalia theatres, political tasks such as monitoring democratic elections in Cambodia, or protection of elected government in Haiti. In addition to different types of missions, operational commanders must realize that they are part of the solution, which must include the international body (NATO and/or UN), inter- and intra-government participation, local and regional civil authorities, and non-government organizations (NGO). Leaders can expect this relationship with civilian bodies and population to increase in the future. Another

²⁴ DLSC Report Number 99-2. p. 38

particularity of peace support operations is the global responsibility. Contingents comprise multinational military forces, each with their own histories, traditions, moral and values. Operational commanders also face the challenge to conduct operations under united and multinational command, but influenced by political direction from multinational or multilateral organizations. The different contingent's motivation will call for commander to foster strong sense of purpose and trust. The nature of command relationship and external influences may require commanders to use active management-by-exception dealing with mistakes and complaints. The 21st century will more than likely continue to call for peace support operations of conflict resolutions using a similar paradigm.

A series of senior officer interviews conducted by Mic

commander has no direct sanctions or incentives to support his influence on contributing troops. He must rely on contingent rewards in linking rewards to accomplishments. The major departure from conventional warfighting considerations is the criteria for success, which are not military but primarily political or administrative. The nature of peace support operations is not technology oriented, rather it involves managing human interactions, providing the means for human well being and reestablishes the physical security.²⁶ Commanders must, therefore, provides the type of leadership that values respect, collective sense of mission, motivation and assistance in exchange for efforts.

Peace support operations offer some of the challenges of warfighting, but also present unique demands. Wider variety of tasks, global responsibility, unity of effort emphasis, different skill sets and subordination to a multinational political body contributes to the complexity of peace support operations. Leaders must also find innovative ways to reward the efforts of their troops and focus on the management of humans. Peace support neutralizers such as multidimensional influences and multinational command relationship, highlight the requirement for charismatic, inspirational and intellectual leadership. Contingent reward and management-by-exception should also be part of the competencies of operational commanders.

DOMESTIC OPERATIONS

On the domestic scene, Canadian operational commanders will probably face greater challenges with the emergence of non-state actors and the changing of Canadian demography. At one end of the spectrum, the CF can expect to actively and increasingly respond to international terrorism, international organized crimes and illicit drug cartels. Domestic operations also include the possibility of nationalism and regional instability. The other end of the spectrum in domestic operations comprises disaster relief tasks such as floods, ice storms, fires and civil assistance. The particular challenges for operational commanders will be to conduct operations at home using forces in any sector of the spectrum of operations while being submitted to external pressures from government agencies, civil authorities,

²⁵ Gurstein. *Leadership in the Peacekeeping Army of the Future*. p. 198-217.

²⁶ Ibid. p. 195-203

industry, media and the Canadian population. In particular, Canadian military leaders must operate with the new realities that conflicts have no geographical boundaries and can be potentially very violent.

Faced with these asymmetrical threats and external influences, subordinates will discuss the legitimacy and imperativeness of the missions against the Canadian population or on Canadian territory. Commanders will need to instill in their subordinates a collective sense of the mission, innovative thinking, and respect of the military values and beliefs. Subordinates may evaluate commanders on their capacities to deal with the traditional complexity of operation and also their competencies to react to external pressures at home. It is believed that some of the difficult challenges will be the motivational and reward factors associated with domestic operations.

GLOBALIZATION

Another major neutralizer for military leaders is globalization, which greatly affects command and control. A function of the revolution in the economic, social, cultural and political realms, globalization increases the potential of local and regional problems to become quickly an international crisis. For operational commanders, it translates into increased difficulty to distinguish between political and military strategy, and operational and tactical levels. In fact, the increased interest of the society and the constant pressure by the media might exert external pressures on the chain of command. Commanders may have to face multinational accountability for their decisions.²⁷ They will need to exemplify leadership based on values and beliefs, optimistic views and inspirational behavior.

The increased exposure to the media, politicians and public exposes operational commanders to greater expectations and conflicts from the contemporary chain of command. On UN missions, we witnessed the necessity for commanders to display political sensitivity, intellectual awareness and familiarity with the norms, cultures and values of the environment. Somalia, Bosnia, Croatia and Haiti provide us with examples of operational commanders leading or guiding civilian populations and

²⁷ Georges B. Graen and Chun Hui. *U.S. Army Leadership in the Twenty-First Century: Challenges and Implications for Training*. Edited by James G. Hunt, George E. Dodge and Leonard Wong. *Out-of-the-Box Leadership: Transforming the Twenty-First-Century Army and Other Top-Performing Organizations*. JAI Press, Connecticut. 1999. p. 242-243.

organizations. It is therefore plausible to deduce that leaders of the future will be judged not only for their leadership with military troops but also on their inter-organizational leadership. While military commanders will be greatly influenced in their decision by civilians and politicians, they will need to remain apolitical in their approach.²⁸ The expected leadership will probably require such characteristics as sense of power, trust, visionary and concerns for individuals. At the same time, commanders will need to display leadership, which focus on the achievement of goals and accomplishments.

It could be argued that current chains of command are based on the Prussian Army structure emphasizing hierarchical supervision, centralization of authority and decision-making, standardization of operations and reliance on detailed rules and regulations. The future may offer a challenge with decentralization of decision-making, flatter command and control, low reliance on rules and regulations and greater reliance on open two-way communication and coordination systems (Burns & Stalker, 1961).²⁹

In today's environment and in the future, the organization's success will depend on the leader's ability to make the appropriate decisions by processing complex information within an effective command and control system. The current hierarchical structure needs to be reviewed with the aim of eliminating levels that do not add value to the decision-making process³⁰.

Due to the multidimensional nature of future decision making, operational commanders will continue to see the nature of command and control permeates towards a more open system. In fact, the influence in decision making from organizations other than the military has forced commanders to realize that power is not solely based on the leader's formal rank and status, and relevant authority. At the operational level, they may need to rely more on consensus than hierarchical decision-making. As indicated under peace support operations, commanders had to rely on civilian organizations to accomplish

²⁸ Adapted from Shamir and Ben-Ari. p. 31-32.

²⁹ Shamir and Ben-Ari. p. 27.

³⁰ J. Pace VanDevender and James R. Barker. *Leadership and Decision Processing in Twenty-First-Century Technical Organizations*. Ed. by James G. Hunt, George E. Dodge and Leonard Wong. *Out-of-the-box Leadership: Transforming the Twenty-First-Century Army and Other Top-Performing Organizations*. Connecticut. 1999. p. 92-93.

their mission. In the future, operational commanders may have to take their instructions from civilians in order to fulfill their missions. In this instance, Shamir and Ben-Ari argue that transformational leadership (Bass & Aviola, 1994) will be required to deal with these new aspects. Commanders will need to consider individual views, stimulate the members, benefit from the intellectual challenges from the other members and take a decision using these various input.³¹

As demonstrated above, leaders are increasingly facing the challenge of dealing with a network organization, which involves organizational and international boundaries. In the future, the operational commander may have to rely less on traditional authority relationship and more on teamwork and entrepreneurial initiative. Daniel Brass and David Krackhardt argue that social networking will become more important as the environment becomes more volatile and the boundaries to decision-making become more permeable. Information technology eliminated geographical boundaries expanding the interconnectivity to limitless organizations.³²

TECHNOLOGIES

In the previous portion, we eluded to the complexity of operations conducted in a multidimensional battlespace. In fact, information technology has the potential to become a major neutralizer to operational level leadership. Commanders have to maintain battlefield awareness at an exponentially faster pace to operate within the decision cycle of the adversary. A number of trends emerged in every aspect of military operations.

A recent DND-sponsored study rightly identified command and control as one the future challenges in 2020. In fact, it calls for a higher degree of delegation in a flatter command and control structure. While it reflects the need to examine the human-in-the-loop factor in developing the autonomous intelligence systems, the study emphasizes that leaders will need improved skills in

³¹ Shamir and Ben-Ari. p. 28-29.

³² Daniel J. Brass and David Krackhardt. *The Social Capital of Twenty-First-Century Leaders*. p. 179-181 and 191.

leadership and decision making.³³ The enhancement of decision-making processes is becoming the highest priority in almost every NATO country. These systems must account for the psychological barriers of information overload, illusion of accuracy, hypervigilance, useless information, inherent unpredictability and unacknowledged subjectivity. Ogilvie and Fabian propose that leaders will need decision-making systems that offer an action-based process in lieu of the current rationalistic approach. This proposal highlights the need for decision-making systems to improve upon the future leader's competencies "to develop their creative conceptual skills, increase their cognitive complexity and improve their decision-making intuition and expertise".³⁴ Commanders will need to foster intellectual stimulation and maybe forced to use management-by-exception due to the complexity of operations.

Another concern is the rise of distant, synthetic or virtual leadership. It is associated with the trend of intervention by high-ranking commanders in the decision of subordinates. This intervention would hinder the leadership influence of commanders, which could force subordinate commanders to use transactional and laissez-faire leadership. General Reimer³⁵ rightly points out that "undue centralization negates the advantages of advanced technology because the far greater speed and complexity of future operations will make it nearly impossible for single leaders to make all the decisions". This is especially true when leaders in a joint and combined environment operating in a non-linear battlespace will have difficulty to maintain an adequate battlespace awareness to select the right option. While this essay agrees with the possible trends de-emphasizing the social and human elements of military forces, it also supports the views expressed by Boas Shamir and Eyal Ben-Ari that leadership over the ages always depended on affective ties between leaders and followers³⁶.

³³ John Leggat and Moen Ingar. *Challenges and Opportunities posed by Emerging Technology: A Defence Management Committee Discussion Paper*. Ottawa: Defence Management Committee. 1999. p. 5-9.

³⁴ DT Ogilvie and Frances Hauge Fabian. *Decision-Making Requirements for Future Organizational Leaders: A creative Action-Based Approach*. Ed. by James G. Hunt, George E. Dodge and Leonard Wong. *Out-of-the-box Leadership: Transforming the Twenty-First-Century Army and Other Top-Performing Organizations*. Connecticut. 1999. p. 69-85.

³⁵ Dennis J. Reimer (Gen). *Afterword*. Ed. by James G. Hunt, George E. Dodge and Leonard Wong. *Out-of-the-box Leadership: Transforming the Twenty-First-Century Army and Other Top-Performing Organizations*. Connecticut. 1999. p. 257.

³⁶ Shamir and Ben-Ari. *Leadership ... in Military Leadership*. p. 15-17.

The impact of information technology will create an environment characterized by blurred level of operations, difficult distinction between military and civilian, and complex identification of perpetrators. Leaders must remember that soldiers are not robots and will always need leadership based on composure, self-control, competence, inspiration and personal example³⁷. Over the ages, technology has never delivered the expected silver bullet. The nature of current and future conflicts will not rely solely on technology. As an example, operations in low intensity conflicts, humanitarian missions, domestic operations and multinational frameworks dilute the importance of technology and require strong conventional leadership such as transactional. Over the last decade, individual Canadian commanders led soldiers, air personnel and sailors in operations covering the full CF vital ground, the Gulf War, in peacekeeping operations in Bosnia-Herzegovina, in domestic operations in Oka, and the ice storm in Ontario/Québec. While technology was an enabler, it was not the determining factor to influence the troops.

PROFESSIONAL ETHICS

In order to face the challenges of the new global and national environment, the CF has an extensive program to improve the ethical behavior of its members. Commander understands the importance of shared values in an environment characterized by diversity and multiculturalism. As indicated in the Defence Ethics Program, Defence Ethics is the “moral spirit or character of the defence community within Canada’s demography”. The statement of Defence Ethics provides three principles for ethical behavior: respect the dignity of all persons; serve Canada before self; and obey and support lawful authority. There are also six core obligations. Integrity requires leaders to give precedence to ethical principles and obligations in decisions. Loyalty is to serve Canada first. The honesty obligation calls for truthfulness in the commanders’ decisions and actions. Under responsibility, commanders must perform their tasks with competence, diligence and dedication. More importantly, the welfare of others is ahead of personal interests. The additional core obligations include fairness and courage. In addition to these

³⁷ Ibid. p. 17-19.

ethical principles and core obligations, it is important to realize that this program relies on three approaches: compliance-based approach, preventive-base approach and value-expressive approach.³⁸

While the compliance-based approach is link to the Canadian Charter of Rights and Freedoms, the preventive-based approach will rely on a pure rule-based ethics program. In both instances, commanders will probably need to use concentrate on dealing with mistakes and failures to meet standards. Consequently, commander would likely use the transactional approach. The value-expressive approach is descriptive and normative. This approach would certainly benefit the transactional leaders. At this stage, DND and CF have decided to choose the value-expressive approach. While it is believe that the current Defence ethics program abides by this approach, one could argue that the external pressures by the Canadian society and the increased demand for accountability may influence the application of this approach towards a preventive-based approach. Nevertheless, the value-expressive approach requires a type of leadership encouraging inspirational behavior and individualized considerations. It promotes the group before self-interest.

The UN environment presents numerous challenges to operational commanders. The ethical standard of the UN is based on the principle of operations accomplished “on behalf of all humanity”. Commanders must, therefore, struggle between their individual, national and international ethical standards. The UN chain of command may order commanders to remain uninvolved in local hostilities when the result may be civilian injury and death³⁹. We have already more than one Canadian operational commanders who faced this dilemma. Lieutenant-General Dallaire also had a difficult dilemma in refusing to stop military operations in Rwanda when ordered by the UN. Instead, he continued to defend the life of threatened civilians to the best of its ability. This example serves to illustrate that commanders with transformational leadership will raise to higher motivation and morality. One could argue that transactional leaders might have failed to intervene until the problem became too serious.

TRANSCULTURAL

³⁸ DND. *Defence Ethics Program*. Canada. 1999.

³⁹ Gurstein. p. 211-212.

As indicated in Defence Strategy 2020, the transcultural nature of the Canadian demography will continue to offer challenges to military commanders in terms of leadership in an environment of diversity, gender, multiculturalism, values and moral. Graen, Hui, Wakabayashii, & Wang (1997), stated that “leaders will need to transcend cultural differences and help bring people of different cultural backgrounds together”. Canada and its military forces are increasingly confronted with the challenges of a pluralistic population with different national, cultural and subcultural groups.⁴⁰ A review of the potential attributes of the future generation may help to evaluate if the proposed model of leadership will still be relevant in the 21st century.

Michael Adams proposes that the generation X – born mid-1960s to early 1980s – has been raised in a technologically rich environment and is the vanguard of multimedia. That generation will easily face the changes and complexity of the information era. In fact, the Internet has provided them with a new sense of social connectivity and networking in cyberspace. One could argue that they may feel more at ease to influence subordinates through information system instead of personal presence. Adams claims that this ability to explore the world without supervision allows them to assess new situations on their own. Consequently, they are quick to reject traditional hierarchical relationships based on title, age, seniority or religious injunctions. This rejection will force future commanders to foster respect for the group and a strong sense of purpose. The leader-follower relationship must be focused on mutual purposes. Generation X desires independence, values recognition, respect and admiration, and is experience seeking. These characteristics would call for intellectual stimulation, individualized considerations and contingent reinforcement. Adams argues that the generation X – leaders of 2020 – will express themselves through networking to new communities, corporate entities, both present and virtual, with other Canadians and others around the world.⁴¹ David Foot supports Adams in his proposal that the life expectancy of generation X led them to distrust any sort of large institution. Growing in an

⁴⁰ Graen and Hui. *U.S. Army Leadership... for training*. p. 243.

⁴¹ Michael Adams. *Sex in the Snow*. Penguin Books. 1998. p. 101-141

overcrowded environment of boomers, he argues that this generation will be survivor oriented and individualistic.⁴²

The Canadian population mirrors the diversity of the world. The increased immigration from Asia, Africa, Polynesia/Micronesia and Central/South America will certainly influence the political voice and effect on the decision-making process of commanders at all level.⁴³ Distrust of military and civilian leaders is expanding in Canada, perhaps because of the increased number of immigrants, who learned in their country of origin, to associate military forces with corruption, torture, criminal acts, coercion and death. It is, therefore, easier to understand the Canadian reaction to the killing of a young Somalian by CF personnel. Future leaders need increased background knowledge in the area of social politics and economics to explain complex international events and future implications for the CF.⁴⁴

These changes in Canadian demography will effect many traditional Canadian values. Subject to influences from global, religious, cultural, linguistic and regional allegiances, we may be facing internal tensions about the validity, credibility, type and number of military and international security missions.⁴⁵

Another interesting factor in Canada's changing demography is the work force. Due to increased technology, Canada's industry is undergoing a fundamental change in the nature of work with an emphasis on creation of knowledge. This emphasis is characterized by rapid, complex decision-making cycles involving multiple parties, which extend outside their organization. In fact, it requires competencies in networking.⁴⁶ Future commanders could possibly rely on consensus building, participative decision-making and management-by-exception. This environment may also foster more laissez-faire leadership than conventional approaches.

As depicted in this section, these social-cultural values and behavioral changes of the future generation of leaders will require attributes linked to transformational and transactional leadership style.

⁴² David Foot. *Boom, Bust and Echo 2000: Profiting from the Demographic Shift in the new Millennium*. Macfarlane Walter & Ross. Toronto. p. 7-31.

⁴³ A. Okros Cdr. *Into the 21st century: Strategic HR Issues*. Defence Management Committee Discussion Paper. Ottawa 1999. p. 1-2/14.

⁴⁴ Influenced by Yukl. *Leadership Competencies... Developing Them*. p. 263-264.

⁴⁵ Okros. p. 2/14.

The laissez-faire leadership may also be applicable. One could conclude that the future generation of leaders will need the full spectrum of leadership to achieve success.

TRANSFORMATIONAL LEADERSHIP

Zaccaro's perspective on future predictors is useful to complement this study of 21st century environment and its neutralizers. It indicates that leaders will need high-level cognitive capacities to form integrated understanding of their complex operating environments (Jacobs & Jacques, 1987, 1990, 1991; Streufert & Swezey, 1986). In addition, operational commander will require competencies in dealing with social complexity, which refers to multiplicity, diversity and degree of intricacy in social dynamics and interconnections. It is important to realize that leaders will need both conceptual and social competencies to achieve success in the future. These competencies will support the leader in responding to the demands of external stakeholders and organizations with their own cultures, norms and values, and to interact with international bodies. Zaccaro argues that other social competencies will include interactional competencies and social reasoning abilities. The former includes negotiation skills, conflict management and persuasion skills. The latter is related to effective perception, judgement and diagnosis of social demands, needs and requirements (Bass, 1990; Howard & Bray, 1988, Yukl, 1994; Yukl & Van Fleet, 1992; Zaccaro, Gilbert, Thor & Mumford, 1991).⁴⁷ As witnessed throughout this essay, these social competencies complement, but do not replace the cognitive competencies required by leaders of today and the future.

Earlier in this essay, we described the evolution of leadership and introduced the concepts of transformational and transactional leaderships. Transformational leadership is characterized by charismatic (idealized influence), inspirational motivation, intellectual stimulation and individualized consideration. The transactional leadership includes contingent reward, management-by-exception. We also includes the laissez-faire leadership to complete Bass' model of full range of leadership.

⁴⁶ Ibid. p. 3/14.

⁴⁷ Stephen J. Zaccaro. *Social Complexity and the Competencies required for Effective Military Leadership*. Ed. by James G. Hunt, George E. Dodge and Leonard Wong. *Out-of-the-box Leadership: Transforming the Twenty-First-Century Army and Other Top-Performing Organizations*. Connecticut. 1999. p. 131-147.

This essay identified a number of potential neutralizers that apply to present and future leaders. As demonstrated, the challenges offered by the types of mission, battlespace and globalization demand a leader with a leadership style focused charisma, inspiration, motivation, intellectual capacity, contingent reward and mission command oriented. In addition to these particular competencies, operational commanders on peace support operations will need to possess the ability to deal with multidimensional decision making processes characterized by ambiguous and changing directions, while ensuring that their formations remain inspired, motivated and feel rewarded by their accomplishments. Domestic operations will become more challenging for commanders who will need to deal with external influences and the changing demography of Canada. The globalization will involve inter-organizational leadership, and also require commanders to operate with decentralization of decision-making, flatter command and control and an open system. This may result in a consensus rather than hierarchical decision-making process! The impact of technology and transcultural aspects will require attributes linked to transformational and transactional leadership style with potentially, laissez-faire leadership

CONCLUSION

As indicated by General Dennis J. Reimer, military forces have nothing less than the fate of their nation in their hands. Today's operational leader must prepare the privates and lieutenants of today to fulfill their role in the 21st century. The influence and relationship between leaders and followers will remain key to success. The challenges of the future will require all members of operational formations to use the willpower and trust to achieve the common goals set by their leadership. They will have to accomplish these goals with the expectation of different types of rewards. Operational commanders will built their trust in their subordinates to pursue their common goals with minimum directions in an environment influenced by external agencies and asymmetrical threats.

This essay addressed a wide range of issues affecting the operational leadership of the 21st century. This review permits us to conclude that operational commanders will continue to undertake traditional missions requiring transactional leadership skills. There will be, however, a need to face the increased openness to civilian considerations and influences and to deal with morality and legitimacy.

The increased operational tempo and the diversity of the missions will certainly require leaders who are able to deal with complex social and cognitive tasks. Future leadership skills will involve more team building, morals and values and adaptability to conduct shifting tasks, circumstances and organizational frameworks. For these reasons, transformational leadership complements well transactional leadership.

Operational commanders can not afford to rely only on narrow skill sets or leadership styles. While transformational leadership might have been identified as the way ahead, this essay clearly identified the need for a full spectrum of leadership competencies to face the neutralizers of the 21st century.

MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Bernard M. Bass and Bruce J. Avolio prepared the following table. It provides further factors to explain the leadership styles from the Full Range of Leadership model (1991).

TRANSFORMATIONAL LEADERSHIP

Idealized Attributes

- Instill pride in others for being associated with them
- Go beyond self-interest for the good of the group
- Act in ways that build others' respect
- Display a sense of power and confidence
- Make personnel sacrifices for others' benefit
- Reassure others that obstacles will be overcome

Idealized Behaviors

- Talk about their most important values and beliefs
- Specify the importance of having a strong sense of purpose
- Consider the moral and ethical consequences of decisions
- Emphasize the importance of having a collective sense of mission
- Champion exciting new possibilities
- Talk about the importance of trusting each other

Inspirational Motivation

- Talk optimistically about the future
- Talk enthusiastically about what needs to be accomplished
- Articulate a compelling vision of the future
- Express confidence that goals will be achieved
- Provide an exciting image of what is essential to consider
- Take a stand on controversial issues

Intellectual Stimulation

- Re-examine critical assumptions to question whether they are appropriate
- Seek differing perspectives when solving problems
- Get others to look at problems from many different angles
- Suggest new ways of looking at how to complete assignments
- Encourage non-traditional thinking to deal with traditional problems
- Encourage rethinking those ideas which have never been questioned before

Individualized Consideration

- Spend time teaching and coaching
- Treat others as individuals rather than just as a member of the group
- Consider an individual as having different needs, abilities and aspirations from others
- Help others to develop their strength
- Listen attentively to others' concerns
- Promote self-development

Transactional Leadership

Contingent Reward

- Provide others with assistance in exchange for their efforts
- Discuss in specific terms who is responsible for achieving performance targets
- Make clear what one can expect to receive when performance goals are achieved
- Express satisfaction when others meet expectations
- Clarify what outcomes are expected
- Deliver what is promised in exchange for support

Management-by-exception (active)

- Focus attention on irregularities, mistakes, exceptions and deviations from standards
- Concentrate their full attention on dealing with mistakes, complaints and failures
- Keep track of all mistakes
- Direct their attention toward failures to meet standards
- Arrange to know if and when things go wrong
- Watch for any infractions of rules and regulations

Management-by-exception (passive)

- Fail to interfere until problems become serious
- Wait for things to go wrong before taking action
- Show a firm belief in “if it ain’t broke, don’t fix it”
- Demonstrate that problems must become chronic before taking action
- Take no action until complaints are received
- Have to be told what went wrong before taking any action

Non-transactional Leadership (Laissez-faire)

- Avoid getting involved when important issues arise
- Absent when needed
- Avoid making decisions
- Delay responding to urgent questions
- Avoid dealing with chronic problems
- Fail to follow-up requests for assistance

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