



IS BEING A GOOD LEADER ENOUGH: EXPLORING LEADERSHIP CONCEPTS OF YOUNGER GENERATIONS

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JCSP 49

Exercise Solo Flight

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PCEMI n° 49

Exercice Solo Flight

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CANADIAN FORCES COLLEGE - COLLÈGE DES FORCES CANADIENNES

JCSP 49 - PCEMI n° 49
2022 - 2023

Exercise Solo Flight – Exercice Solo Flight

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INTRODUCTION

Like all militaries, the Canadian Armed Forces (CAF) is dedicated to building strong leaders and focuses heavily on leadership as part of both professional military education and formal developmental training. Arguably the CAF is in the position when trust towards leadership is more important than ever as external reports indicate a strong erosion of trust towards the chain of command. First outlined in the 2015 review by Justice Marie Deschamps was the lack of trust for leaders to take reports of sexual misconduct seriously and provide assurance that an investigation would occur.¹ The Honorable Louise Arbour conducted a separate external review published in 2022 as a result of continued incidents of alleged sexual misconduct from senior level officers. She reported that while a mistrust in the chain of command remains, there is also a loss of trust in the institution as a whole due to complex and long processes that lack transparency and timely action for victims.² Arguably, separate from sexual misconduct, there are a multitude of other reasons there is an eroded trust towards CAF leadership including reports made public in the media of racism, hateful conduct and white nationalists within the CAF which the organization has little ability to adequately address.³

At one point in my career I found myself totally unable to connect with some members I was leading. Some lacked dedication or drive to excel while others were so open about their emotional state and needs in the workplace. I felt unable to know how to support them and, in some cases, did not feel their concerns warranted support. At the time, I assumed the difference was that they were from the late or post-millennial generation and therefore I could not relate. Later I would wonder if the issue was just about differences of generational expectation or if two decades of living my life to military norms had actually biased my idea of what should be a workplace norm. Either way, until this point I had always considered myself to be a strong leader, specifically in interpersonal skills. This was the first time I had to reflect on what I was missing to allow me to connect with my subordinates in order to build a trusting relationship.

At this point, I realized there is only so great a leader one can be without truly understanding certain aspects of those that they lead. Introduced by the Chief of Defence Staff Directive on Implementation of United Nations Security Council Resolution (UNSCR) 1325 in 2016, the use of Gender Based Analysis Plus (GBA+) has taught all

¹ "External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces," accessed 22 September, 2022, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/sexual-misbehaviour/external-review-2015.html>.

² (Arbour) "Report of the Independent External Comprehensive Review of the Department of National Defence and the Canadian Armed Forces," accessed 25 September, 2022, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review.html>.

³ Alex Boutillier, Morgan Campbell, Marc Crossette, "Canadians skeptical military will address sexual misconduct scandal: internal poll", *Global News*, 23 July 2022, Canadians skeptical military will address sexual misconduct scandal: internal poll - National | Globalnews.ca

members of the CAF that there is a large spectrum of intersectionality factors that make up the history of each individual. These differences in diversity bring strength to the team, but can pose challenges for leaders who are faced with making connections with a more diverse array of people than ever before. The crux of the issue is that there is a gap between understanding intersectionality factors and truly understanding a subordinate to ensure a connection is formed. That gap is the fundamental differences that are inside each individual and must be learned by that individual and then known to the leader. The posit of this paper outlines that along with leadership, it is a fundamental necessity that CAF leaders understand how people will act or react in certain situations. Often these differences can be generalized by specific factors of intersectionality. To align with my personal experience, this paper will reflect on generalizations related to generational differences and will use the Scott Institutional Model to examine some challenges leaders might face. It will explore societal norms of the millennial and post-millennial generational workforce who are currently the lowest ranks within the CAF or soon to be recruited versus the rules and norms of the CAF. It is argued “that it is crucial to understand generational differences in the workplace as they may lead to conflict and low engagement amongst employees and management.”⁴ By examining these cohorts through academic literature, it can identify this gap and then study it in relation to current doctrine and professional education on CAF leadership so leaders at all level know how to best connect and understand their subordinates. It will then provide recommendations of how the CAF can bridge this gap

APPLYING THE SCOTT MODEL

Organizational Sociologist, Stanford Professor and published author W. Richard Scott has written extensively on the relation between organizations and their institutional environments. Throughout his work, he identified institutions as social structure with three pillars. The intent is that each pillar “is associated with a different basis of order, motive for compliance, logic of action, indicators of presence, and source of legitimacy.”⁵ The first pillar is the regulative elements that are essentially the ability to establish and review rules that could influence behavior. The second pillar is the normative element that prescribes the obligatory dimensions of the institutional social life. The final pillar is the cognitive element which is the shared conceptions that constitute the nature of social reality within an institution. It can be framed as the buy in or approval for the general population of the institution or those at the senior levels of it. More on the pillars can be found in the table 1. This paper will use the three pillars as outlined in this paragraph to form an understanding now how generational attitudes and values will interact with those rules, norms and the cultural cogitations of the CAF.

⁴ Ali B. Mahmoud et al., ““we Aren’t Your Reincarnation!” Workplace Motivation Across X, Y and Z Generations,” *International Journal of Manpower* 42, no. 1 (2021), 197. doi:10.1108/IJM-09-2019-0448. <https://login.cfc.idm.oclc.org/login?url=https%3A%2F%2Fwww.proquest.com%2Fscholarly-journals%2Fi-we-arent-your-reincarnation-workplace%2Fdocview%2F2534125274%2Fse-2>.

⁵ W. R. Scott, “Institutional Carriers: Reviewing Modes of Transporting Ideas Over Time and Space and Considering their Consequences,” *Industrial and Corporate Change* 12, no. 4 (2003), 880.

Table 1 – Pillars of the Institution

	Regulative	Normative	Cognitive
Basis of compliance	Expedience	Social obligation	Basis of understanding
Basis of order	Regulative Rules Rules, laws sanctions	Binding expectations	Common believe, shared logic
Basis of legitimacy	Legally sanctioned	Morally governed	Comprehensible, recognizable, culturally supported

Source: Scott "Institutional Carriers: Reviewing Modes of Transporting Ideas Over Time and Space and Considering their Consequences", 881.

UNDERSTANDING THE NEWER GENERATIONS

The concept of generations is to link together groups of people into cohorts all born within a certain group of years with the expectation that they have lived through similar experiences. Therefore, "people belonging to the same generation share and experience similar historical, social and cultural events, which influence the development of their attitudes and values."⁶ Although all generations are not defined with exactly the same year boundaries, all are similar. For the purpose of this paper, late-millennials are defined as those born between 1991-2000 and post-millennial, also known as Generation Z (Gen Z) as those born between 2000-2012. Of note, given the short term to study Gen Z as employees, any literature on this generation could be premature and the impacts not yet fully developed.⁷

Culture

Culturally speaking, Gen Z is more culturally diverse than any other generations before it. From an employee perspective, both of these newer generations are more keenly aware of the requirement for work life balance and flexible working concepts.⁸ This extends to flexible working hours or location of work and constrictive workplace permissions as this generation is less tolerable towards being told what to do.⁹ They are

⁶ Mahmoud, "“we Aren't Your Reincarnation!” Workplace Motivation Across X, Y and Z Generations," 194.

⁷ Zbysław Dobrowolski, Grzegorz Drozdowski and Mirela Panait, "Understanding the Impact of Generation Z on Risk Management-A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration," *International Journal of Environmental Research and Public Health* 19, no. 7 (2022),3.

⁸ Mahmoud, "“we Aren't Your Reincarnation!” Workplace Motivation Across X, Y and Z Generations," 197.

⁹ Dobrowolski, "Understanding the Impact of Generation Z on Risk Management-A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration," 5.

more likely to question authority and dislike micromanagement. Studies also show that Gen Z specifically do not like hierarchical leadership structures and are more likely to question authority since they are used to finding information on their own and do not associate knowledge with experience.¹⁰ They also expect to receive the information they want to know to do their job and not conform to previous workplace norms of managers only sharing what is required. Additionally, it is noted that Gen Z is much less risk adverse than previous generations and will find extra risk unacceptable.¹¹

The ability to use the internet has allowed them to find solutions to problems without help from others and thus they have a need to be innovative. They also expect that the use of technology will play a key role in their work environment and will be looking for ways to be innovative with technology. As the CAF continues to react to the rapid transformation of a digital military and the possible uses of artificial intelligence, they need to be aware of the expectations younger generations will have to harness the potential of these technological advances. The main shift here is a shift from thinking of technology as a means of efficiency, but instead as a means of creativity.¹² Both through school and online communities such as gaming, Gen Z will be inclined to informally form their own groups to work on specific projects. Technology will play a different role where it has allowed for online meetings and introduced the workplace to the concept of telework. Furthermore, multiple articles have noted the ability for Gen Z to multitask like no generation before them and they will expect to use technology to their advantage in this instance.

Cultural Implications

Using the Scott model to review some of the cultural findings about the younger generations yield interesting dynamics with the institution that leaders will need to understand. It can be expected that looking at all three pillars will cause some level of conflict with the values and views of the generations in this study.

Regulative: From this perspective there is a direct conflict between the hierarchical nature of authority and leadership within all CAF organizations. Since the power and authority within the CAF are tied directly to the hierarchical structure, this could be a challenge for leaders at the lowest level as they interact with subordinates. It is also key to understand that new junior officers will also be from these younger generations so mid-level leaders will have to be aware of the views held by some junior leaders towards authority. Since the current form of hierarchical structures has been in place for all generations currently in the workforce and is directly tied to specific financial and command authorities, any desire to change would be hard.

¹⁰ Melissa Dw Witte, "Gen Z are Not 'coddled.' they are Highly Collaborative, Self-Reliant and Pragmatic, According to New Stanford-Affiliated Research," *Stanford News*, Jan 3, 2022. <https://news.stanford.edu/2022/01/03/know-gen-z/>.

¹¹ Dobrowolski, "Understanding the Impact of Generation Z on Risk Management-A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration," 4.

¹² Alan Charles Okros, *Harnessing the Potential of Digital Post-Millennials in the Future Workplace* (Cham, Switzerland: Springer, 2019), 142.

Cognitive: From this perspective, the overall policy and view of the CAF in diversity and inclusion will overlap well with workplace expectations. Although already present on a regulative aspect, all levels of leadership within the CAF need to remain steadfast in their acceptance and support of diversity and equity initiatives and promote their importance as this is an expectation of younger generations. Not only rule based through authority, but also within the cognitive social culture, there is an understanding that sections within the CAF still have a set leader. The natural desire to self-form teams for specific reasons including innovative collaboration could come into conflict with traditional manager led teams and assignment of specific tasks. Those joining the workforce will have their own ideas of not only how to do work, but also what work they want to do and with whom.¹³ Although militaries always place a strong emphasis on the team, a shift towards a more collaborative mindset may be required.

Normative: For the most part, the current CAF structure is based around fixed working hours, extended periods of duty and the requirement to report for work in person. Looking external to this rigid norm is going to be tough for those who have lived it their entire career within the CAF and have no experience of other options. This will result in leaders needing to ensure that there is a clear understanding of why the working conditions remain this way. Not necessarily just about open and in-depth communication, it is about ensuring that strategic level reasoning resonates with each individual at the tactical level. This extends to information sharing and transparency which will be required more than ever before. Less likely to take facts at face value, information management systems within the CAF will need to adapt for easy sharing.¹⁴ Some normative aspects of the CAF actually work well with cultural expectations for the younger generations, specifically the concept of mission command. Generally understood as the concept of allowing greater decision making at the lower individual level to align with the overall aim of the organization, it allows individuals to retain the innovation and empowerment they seek.

Motivation

Motivation of subordinates is always a key aspect of leadership within the CAF. Understanding the nature of the work, a leader must be able to motivate those around them to work in the harshest of conditions with the potential for deadly outcomes. Separate from this operational aspect of the military, there are some general workplace motivators that align with recruitment and retention of CAF personnel and will be the focus of this section. A survey conducted of Gen Z in Poland about values that are motivational factors in the workplace yielded the results in table 2.

¹³ (Okros, *Harnessing the Potential of Digital Post-Millennials in the Future Workplace*, 144.

¹⁴ Okros, *Harnessing the Potential of Digital Post-Millennials in the Future Workplace*, 147.

Table 2 - Work Motivational Factors for Generation Z

Values	Result
Family, health, friendship	59.9
Knowledge and skill development	18.4
Professional Career Development and high salary	10.5
Patriotism	0
Other	11.2

Source: Dobrowolski, "Understanding the Impact of Generation Z on Risk Management-A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration," 6

The emphasis of value on family, friendship and community continues into the workplace as Gen Z are expecting to feel part of a bigger community and a need to feel belonging and recognized. They rated low on prioritization of leadership, and did not put much value into the direct relationship with their supervisor versus those relationships with coworkers and an overall friendly work environment.¹⁵ Surprisingly, although these generations want fair and equitable treatment in the workplace, ethical considerations are not the most important value for the workplace. Late-millennials are identified as motivated by praise while Gen Z are known to be more intrinsically motivated in the workforce. A Canadian survey showed millennials placed a higher emphasis on opportunities for advancement, professional growth and working with good people. More traditional motivators such as pay and benefits ranked lower.¹⁶ Evidence on reasons for turnover of millennials in the public sector found that consistently motivation to leave the organization was higher due to job dissatisfaction.¹⁷ The same article found that compared to older generations, millennials placed more importance in "perception of fairness in the performance appraisal and promotion in the workplace, skills development, support for work-life balance, appreciation of the work group and diversity in the workplace."¹⁸

Motivational Implications

Again using the Scott Model, it is clear to see where workplace motivations for younger generations will be in conflict with some institutional aspects of the CAF.

Regulative: As addressed in the cultural section, the nature of the authoritative relationship between a leader and follower is very well defined in the CAF. As younger

¹⁵ Dobrowolski, "Understanding the Impact of Generation Z on Risk Management-A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration," 7.

¹⁶ Nevbahar Ertas, "Turnover Intentions and Work Motivations of Millennial Employees in Federal Service," *Public Personnel Management* 44, no. 3 (2015), 405.

¹⁷ Ertas, "Turnover Intentions and Work Motivations of Millennial Employees in Federal Service," 408.

¹⁸ Ertas, "Turnover Intentions and Work Motivations of Millennial Employees in Federal Service," 413.

generations are drawn to collaboration and place less value in their relationship with their manager, this could be challenging for the CAF to regain trust to leaders and the institution.

Cognitive: There is still a social culture within the CAF that places emphasis on geographical relocation throughout a military career. This is evident in both promotion and succession boards where points can be assigned based on the number of geographical moves completed by members. Arguable to date, the CAF has taken a regulative approach to try and solve this issue with institutional policy including the CAF Spousal Employment or Seamless Canada Initiative. What it has lacked to do is provide any clear way forward where constant geographical relocation will not be an expectation. Given the heavy value placed on community, family and the strong family dependencies of some cultures, there is potential this will continue to be a huge challenge factor for CAF as an institution and leaders to manage.

Normative: Arguably the CAF would like to attract those that are intrinsically motivated with a duty to serve their country. There is an expectation of duty before self, although the CAF is looking to transition that message to best service required best self.¹⁹ This could align well with Gen Z as the CAF must be aware of messaging given the risk adverseness of Gen Z. Moving away from the concept of a warrior identity and promotion of the adaptive career path will also benefit a culture with well embedded norms of what a successful soldier and career path should look like.

Communication

One of the major differences between younger and older generations is undoubtedly technology. Both late-millennials and Gen Z cannot remember a time without internet and smartphones. They are used to instant and constant avenues for communication. Specifically, Gen Z have grown up in the digital world and have a heavy reliance on social media to share their thoughts, experiences, and values with others.²⁰ However one study found that they are also very aware of negative uses of technology, individual preference towards personal and professional communication and the requirement for boundaries between work and personal life. There is potential that the use of technology has made it difficult for these generations to have tough conversations face to face. They have always had the ability to use email or text when dealing with conflict and had time to reflect and edit their message before they send it.²¹ Additionally, open and frequent communication reduce the desire for millennials to quit their job.²²

¹⁹ "Defence Team Conduct and Culture Consultation Summary Report," last modified Nov 11, accessed 3 May, 2023, <https://www.canada.ca/en/department-national-defence/services/conduct-and-culture/join-the-discussion-defence-team-conduct-and-culture-consultation/defence-team-conduct-and-culture-consultation-summary-report.html>.

²⁰ Dobrowolski, "Understanding the Impact of Generation Z on Risk Management-A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration," 3.

²¹ A. J. Agrawal, "Millennials are Struggling with Face to Face Communication: Here's Why," *Forbes*, May 2, 2017. <https://www.forbes.com/sites/ajagrawal/2017/05/04/millennials-are-struggling-with-face-to-face-communication-heres-why/?sh=1a58f53c26e8>.

²² Ertas, "Turnover Intentions and Work Motivations of Millennial Employees in Federal Service," 408.

Communication Implications

Regulative: One of the largest regulative issue with communication will be issues of professional dissonance on a public platform. Currently against CAF regulations, these generations rely on connection through social media to express ideas and opinions. This could create issue as the CAF does not allow for public voicing of opinion for the institution and the whole of government.

Cognitive: Changes with regard to social media and communication will be especially hard not only for the regulative, but also the cognitive aspects of the CAF as many in the boomer generation who are at senior levels of leadership will continue to expect that the workplace can control the use of technology and social media.²³ Born of the generation that does not air dirty laundry, they will arguably continue to struggle with acceptance of public scrutiny of the institution.

Normative: Although these generations may shift initially to adopt to the CAF workplace norms for communication, there is potential they can have a positive impact by establishing boundaries on business communication.²⁴ Awareness of the negative impacts on technology and work life balance could help set expectations of disconnecting. Additionally, these generations should assist with the CAF's desire to be an organization that provides continued feedback. However, leaders should use the tools in place to capture feedback, but ensure face to face conversations occur to discuss that feedback.

IMPLICATIONS FOR LEADERSHIP WITHIN THE CAF

Doctrine

Published in 2005, leadership doctrine in the CAF is now almost 20 years old. The publication focuses heavily on the theory of value-based leadership. It highlights the importance of being led by the values of the institution and how to led when balancing equally important but conflicting values. It allows for all members of the CAF to make value-based decisions even in the absence of direct leader guidance. Although a sound theory, the basis of the model gets lost in the overwhelming discussion of influence throughout the document. In fact, the word is used 366 times over 164 pages. A section of the document outlines effective influence behaviors on a scale between authoritarian (total control) and laissez faire (no control). This spectrum of influence allows for leaders to choose the level of control they exert in terms of influence given a specific situation to ensure the desires outcome. Outlined in Figure 1, influence by the leader plays a key role in power and value-based leadership. The missing link in this model is the essential outcome that reflects the best interest of the individual instead of the institution. Although an essential outcome can be member wellbeing, that wellbeing must be linked to the individual needs instead of just keeping a healthy force for the institution.

²³ Okros, *Harnessing the Potential of Digital Post-Millennials in the Future Workplace*, 143.

²⁴ Dawn Janssen and Stephen Carradini, "Generation Z Workplace Communication Habits and Expectations," *IEEE Transactions on Professional Communication* 64, no. 2 (2021),138.

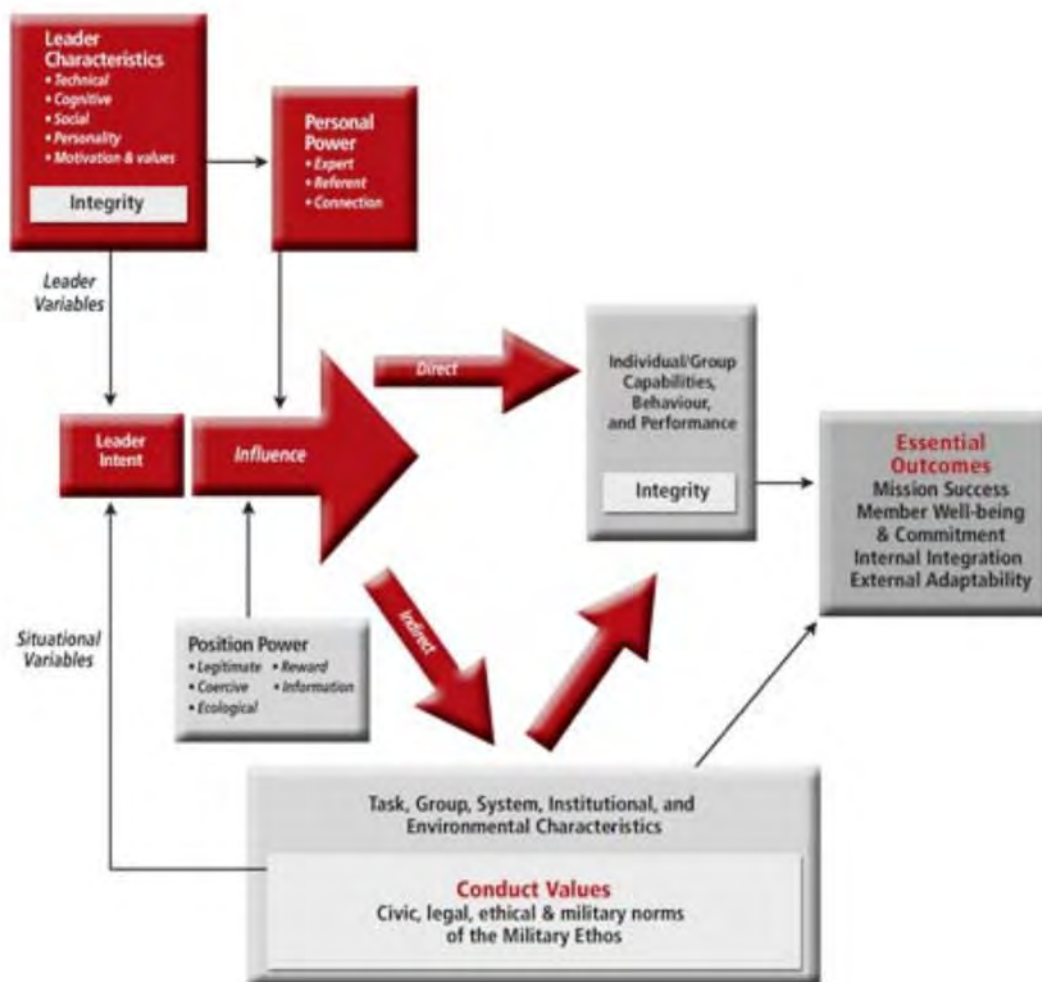


Figure 1 – Power and Value-Based Influence

Source: Leadership in the Canadian Forces: Conceptual Foundations, 62

The doctrine does discuss others theories for popular leadership models including transformational leadership. Following this theory of leadership, the leader is able to use their influence to transform the characteristics of the follower or cohort in such a manner to achieve the desired outcome. They do this by personifying a strong message or set of values that others identify with. Charismatic leadership is described as one where the follower identifies and has a strong connection to their leader due to their charismatic nature that exudes confidence and dominance. The argument here is not to discredit any of the models in doctrine as both transformational and charismatic leaders can hold much value for the institution and demonstrate many attributes required of good leaders. What they lack is any focus on the follower as an individual instead of a means to an end.

Following any of these methods of leadership over the past two decades has resulted in a debatable level of success given the recent issues of misconduct by senior leaders. Current doctrine and CAF culture has awarded and promoted those who do not encompass the values required to be a leader. By proxy to this scandal, the trust has been broken with all levels within the chain of command. On a cognitive level, the acceptance

of the traditional leadership development has been lost and change is required. Younger generations will not accept the status quo in how authority has traditionally worked. The CAF knows this and has already started to make changes to include newer theories on leadership.

Modern Methods

Although not yet part of doctrine, during professional military education including the Joint Command and Staff Program, students are taught about more modern methods of leadership that include emotional intelligence aspects. Most predominantly they learn about the work by Professor Mary Crossan on Character Based Leadership. Character being defined as a combination of values, traits and virtues.²⁵ This model introduces the idea of ten key character behaviors of the leader, each one made up of different dimensions. They all revolve around personal judgement as any decision a leader will take is made via their judgement. This theory argues that all of these character behaviors can be taught, therefore allowing for the character of a leader to be able to grow and change over time while increasing development of certain behaviors. The unique idea of the different dimensions is that someone of strong character must have relatively equally high amounts of all ten dimensions. Someone with high levels of only certain dimension will have a character which could lead to compromised judgment.²⁶ This is outlined in figure 2 which identified the 10 behaviors and associated dimensions.

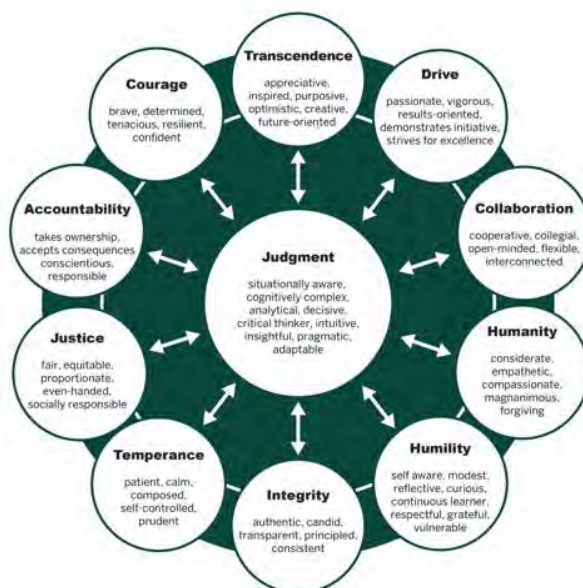


Figure 2 – Diagram of Character Behaviors
Source: Developing Leadership Character, 17

²⁵ Mary Crossan, Jeffrey Gandz and Gerard Seijts, "Developing Leadership Character," *Ivey Business Journal* (Feb, 2012). <https://iveybusinessjournal.com/publication/developing-leadership-character/>.

²⁶ Mary Crossan, Gerard Seijts and Jeffrey Gandz, *Developing Leadership Character*, Routledge, 2016)10,16.

The addition of this modern theory to the CAF reflects growing research towards the merits of emotional intelligence. The importance of emotional intelligence was even noted by Chief Professional Conduct and Culture as a key way to rebuild trusted leaders.²⁷ Behaviors such as humanity and humility add a new dimension to the typical notion of an ideal military leader. Although a leader of strong and balanced character and high emotional intelligence should foster trust from their subordinates, it still begs the question, is being a good leader enough or do we need to shift the focus and think about not only good leaders, but also good relationships?

The Missing Leadership Piece

Given the outcomes when using the Scott Model to understand connections between generational patterns and the CAF as an institution, there is something missing in the current CAF leadership doctrine and education. Often referred to in literature as the Leader-Member Exchange Theory, I argue that this model is overlooked in all aspects of CAF leadership and needs to be addressed. It is based on the premise that leaders form unique relationships with their followers with some varying degree of quality. Low quality relationships tend to be very transactional while high quality relationships are formed with a sense of mutual trust, respect and obligation to each other.²⁸ Following this principle, organizational effectiveness would be directly related to the relationship between leaders and members. As the CAF enrolls the newer generations, it cannot continue to build leaders based on power and influence over follows to the betterment of the institutional objectives, but needs to start to focus on the betterment of the individual's needs. This relationship allows for leaders to focus on the skills, experiences and abilities of the employee and then understand opportunities for growth and development that align with the individual, not the institution. One work that examines leader member exchange theory specifically within the military context outlined evidence to suggest that this theory can remain practical in a military setting by choosing select people to have high quality relationships. For example, a platoon commander is a limited resource to have high quality relationships with thirty or more people, but they could choose to form high quality relationship with just their senior Non-Commissioned Members who are the most able to assist the commander with completing complex tasks.²⁹

From a regulative perspective, many of the identified areas of friction are challenging to change as this paper has noted that authority structure is built within the hierarchical nature of the CAF. Since change to the structure is not foreseeable, then the approach by leaders to work within this structure will be of great importance. This will be

²⁷ "Message from CPCC Leadership Team: Defence Team Consultation Wrap-Up," last modified Mar 18, accessed 22 September, 2022, <https://www.canada.ca/en/department-national-defence/maple-leaf/defence/2022/03/message-cpcc-consultations-wrap-up.html>.

²⁸ Hoirul Hafidz Bin Maksom and Richard Winter, "Leader-Member Exchange Differentiation in the Military Platoon," *Leadership & Organization Development Journal* 30, no. 8 (2009), 697.

²⁹ Hoirul Hafidz Bin Maksom and Richard Winter, "Leader-Member Exchange Differentiation in the Military Platoon," *Leadership & Organization Development Journal* 30, no. 8 (2009), 8. doi:10.1108/01437730911003876. Leader-member exchange differentiation in the military platoon - ProQuest

critical because literature suggests that Gen Z place less importance on their relationship with managers. If CAF leaders are to regain trust to the level required of a military institution, then these relationships are required. In the worst of circumstances, a leader must ensure those under their command will obey their orders and this is hard to achieve without a mutual trusting relationship. Building strong relationships could help bridge that gap and enhance the feeling of partnership between leaders and followers to form a less authoritative and more collaborative team approach. This will also assist from a cognitive perspective, where the military has a deep believe in the role of leaders, but must be willing to change how those leaders interact and communicate with subordinates to ensure they have the information they desire.

As normative aspects are normally those that most deeply ingrained and longstanding within an institution, it is important that this model of leadership can help overcome some of the potential friction points between CAF norms and the younger generations. As previously discussed, a high level of transparency will be required to ensure tasks, missions and objectives are fully realized and understood. While the chances of this always happening are low, it would help if a follower can trust that a leader has their best interest, and not those of the institution, in mind when making decisions. It is not to say that the leader will only make decisions that are best for the member, but that they know the member and have holistically considered the member as an individual with specific needs and wants as part of the decision-making process. The other normative factor this leadership method could greatly assist in addressing is the idea of the traditional ideal soldier. It moves away from the importance of the idyllic person and modifies it to an ideal rapport. This will help challenge the concept of a strong, charismatic warrior leading the military by removing the focus from just the leader.

COUNTER-ARGUMENT

There is literature that fully acknowledges that there are both studies and academic works that conflict with each other on the views of certain generations. For example, the millennials were coined the “We Generation” due to being socially conscious and craving for community and then later countered as the “Me Generation” due to conflicting researched that contradicted those arguments and viewed them lacking concern for others.³⁰ Arguments suggest the discrepancies are due to lack of empirical evidence and instead are based on observations and comparisons.³¹ Additionally some believe that generational differences are treated as a forgone conclusion in many areas including those studying management and organization, but there is actually little evidence to back up this argument.³² Other argue that we need to move away from the concept of generations as they might not even exist and there is no central agreement of who belongs in each generation.³³ Additionally the generation widows are so large that it is not possible to accurately group together people who are born as much as twenty years

³⁰ Ertas, "Turnover Intentions and Work Motivations of Millennial Employees in Federal Service," 404.

³¹ Ertas, "Turnover Intentions and Work Motivations of Millennial Employees in Federal Service," 405.

³² Cort W. Rudolph and Hannes Zacher, "Generations, we Hardly Knew Ye: An Obituary," *Group & Organization Management* 47, no. 5 (2022), 929.

³³ Georges, Leah “*Navigating the Multigenerational Workplace*,” directed by Ted Talk (2018)

apart. Instead, potentially the focus of study should just be people; how different people are motivated, different communication styles, or basic needs. In essence, move away from understanding cohorts and start to work on understanding people.³⁴

Even if the above facts hold merit, there is still benefit to the arguments of this paper. First, generational study is one of the ways to capture data about a large intersectionality factor of those joining the workforce. It is a much easier cohort to study and understand than trying to understand generalizations based on other factors such as ethnicity, education, or religion. Additionally, it still builds the argument for why a focus on relationship between leader and follower should of importance to the CAF, regardless of how they relate to a generation. Understanding of the importance of the relationship a leader creates with their subordinate will still build mutual trust and shift focus away from the idea of a strong warrior leader.

CONCLUSION

Study of generations can be a beneficial way for the CAF to understand the values and expectations of those entering the workforce. Through review of literature and the use of the Scott model, this paper has outlined areas where potential friction will exist between current CAF rules, norms and cognitive social structure and post-millennials or Gen Z factors. From review of the current literature on generations, the posit of this paper remains valid that a shift in leadership education to include focus away from the leader and to the relationship formed between leader and follower could be a valid way to regain trust in CAF leadership. It further could help in forming more collaborative team environments and place emphasis on relationships instead of individuals. It has provided some specific areas of friction where CAF leaders will need to focus their efforts to ensure those of lowest rank in the institution are having their needs met by leaders so they are able to thrive within their work environment. This study focused on general characteristics of specific generations, but additional studies could be conducted that include surveys of late-millennials or Gen Z views on the military and how those overlap with CAF regulations and norms.

³⁴ Georges, Leah “*Navigating the Multigenerational Workplace*,” directed by Ted Talk

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