



Middle East Region
Staff College

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Leadership

Notes

Leadership in Changing Times

“With me as leader, ye men, control your anxieties; under my guidance, let ship and crew run straight.”
... Ovid

This is an overview of thoughts and discussions of those aspects of leadership that are particularly applicable to commanders in this era of change. By using recent literature on the subject, as well as a survey of current commanders, it includes information that will help you as you take command in these changing times.

Leadership Versus Management

“Leaders are people who do the right thing. Managers are people who do things right.”
... Warren G. Bennis, *Differences between a leader and a manager*

Any discussion of leadership in today's military must include the controversial and often emotional issue of whether a commander should be a leader or a manager. Some observers insist that military success depends on management, while others would insist that charismatic leadership is the key. We will examine the two concepts and illustrate that a commander must be a combination of both.

Roles of Leadership and Management

To better explain the roles of management and leadership, we will examine them in terms of three elements: behavior, personal characteristics, and organizational situation.

Behavior of the manager.

Managerial behavior is based on building organizational relations that mesh together like parts of a timepiece. Leadership behavior, on the other hand, concentrates on making the hands of the timepiece move so as to display the time of day. The behavioral focus of each is clearly important, but while the manager may be preoccupied with the precision of the process, the leader concentrates on the inertial forces that drive the process. Warren Bennis, a professor and researcher who has devoted years to studying leadership, summarizes the two behaviors as follows: “Management is getting people to do what needs to be done. Leadership is getting people to ‘want’ to do what needs to be done” (emphasis added). The words of Field Marshal Sir William Slim, who led the British Fourteenth Army in the reconquest of Burma in World War II, are worthy of note: “Leadership is of the spirit, compounded of personality and vision. Management is of the mind, more a matter of accurate calculation, statistics, methods, timetables, and routines.” Effective leaders are often described as ‘dynamic,’ which is regarded as beneficial because it denotes movement and change. The function of leadership is not only to produce change but to set the direction of that change. Management, however, uses the function of planning to produce orderly results, not change. Behavior of the leader/ Managers use the management process to control people by pushing them in the right direction. Leaders motivate and inspire people by satisfying their human needs, keeping them moving in the right direction to achieve a vision. To do this, leaders tailor their behavior towards their followers' need for achievement, sense of belonging, recognition, self-esteem, and control over their lives. We will return to the subject of vision later. Bennis offers an appropriate summary of this behavioral comparison: The Manager, The Leader, Administers, Motivates, Maintains, Develops, Controls, and Inspires.

Personal Characteristics

Everyone has been exposed to both types of characteristics and knows from experience that neither is exclusively positive or negative depending on the prevalence of the characteristics. Commanders must have a grasp of management and leadership skills that “cannot, should not, be separated” and “Leadership is an art that includes management.” ‘Warren G. Bennis, *An Invented Life: Reflections on Leadership and Change*’.

The best managers tend to become good leaders because they develop leadership abilities and skills through practicing good management techniques. Seldom is there an effective leader who has not been a good manager. Similarly, managers who become successful leaders have humanized their management skills with inspiration, empowerment, and vision through a catalyst called charisma. Social scientist Alan Bryman goes so far as to suggest that management styles may set the stage for charisma.

Organizational implications of the manager and leader

What are the organizational implications of these two concepts of management and leadership? Leaders launch and steer the organization towards the pursuit of goals and strategies. Managers ensure that the resources needed to get there are available and are used along the way. An organization needs both leadership and management, and if they are combined in one person or persons, so much the better. To achieve a plan, managers organize and staff jobs with qualified individuals, communicating the plan to those people, delegating the responsibility for carrying out the plan, and devising systems to monitor its implementation.

What commanders need to do, however, is not to organize people but to align them, and that is a leadership activity. It means to communicate the new direction to those who can create coalitions within and outside the organization that understand the vision and are committed to it.

Relative importance of management and leadership

What is the relative importance of effective leadership and management? Strong leadership with weak management is no better, and sometimes actually worse, than the opposite. The challenge is to achieve a balance of strong leadership and strong management. A peacetime military can survive with good administration and management up and down the hierarchy, coupled with good leadership concentrated at the top. A wartime force, however, needs competent leadership at all levels. Good management brings a degree of order and consistency to key issues like readiness, availability, and sustainment. But no one has yet figured out how to manage people into battle. They must be led.

Qualities of Leadership

“When you succeed, give all the credit to others; when you fail, take all the blame yourself.” (Gen Dwight D. Eisenhower) Some people argue that leadership cannot be reduced to a series of personal attributes or a set of roles and activities. However, survey responses and current literature have led to some observations worthy of discussion. This section considers what others see as the most effective leadership qualities.

Categories of leadership qualities

Most leadership qualities can be grouped into four categories: attitude, values, character, and credibility.

1. **Attitudes** - The commanders who were surveyed indicated that ‘enthusiasm, energy,’ and ‘devotion’

are the most significant attitudinal qualities. Enthusiasm is contagious and can deliver energy to all aspects of operations. Devotion is closely related to enthusiasm but is more evident in a desire to lead and a desire to achieve a vision. Leaders wear their attitude on their sleeve, and it is a virtual certainty that the same attitude will be reflected in their subordinates. Encouragement is normally considered an action, but it is attitude related. The inclination to encourage the hearts of subordinates, as well as to encourage oneself, is a powerful motivator and satisfier of human needs. Effective leaders constantly embrace positive goals and display a positive attitude. They do not dwell on errors, on the downside.

2. **Values** - Values-related qualities that were evident in the survey results were trust, loyalty, integrity, and honesty. The degree to which these qualities are present in the leadership of an organization will relate directly to that organization's effectiveness and the values of its members. Leadership is the capacity to generate and sustain trust, the main determinant of which is reliability. Seemingly insignificant indicators of reliability such as punctual attendance at all meetings and prompt attention to correspondence will translate into trust in other matters, including life-threatening situations! Regrettably, trust must be balanced with a willingness to remove people who cannot be trusted and to make tough decisions when necessary. With few exceptions, subordinates will reward trust in leadership with their own trustworthiness and loyalty. Like trust, loyalty is a two-way street. The leader cannot demand unswerving loyalty of his or her followers without being willing to return it. The importance of integrity was consistently emphasized by the commanders who were surveyed. Integrity is a consistent and honest demonstration of personal commitment to the organization and its vision. Leaders should look for ways to demonstrate their integrity. It is the leaders most valuable asset.

3. **Character** - Leadership is a combination of competence and character. If you look at failed leaders, however, you will find a failure of character, not competence. Paul Fussell, writing about the Normandy landings in World War II, captured the essence of the value of character in interpersonal relations: But what if the leader, government-appointed or self-appointed, shouts, "Follow me!" and no one does? When do men sometimes follow him, and shout enthusiastically too? Something called "character" must be apparent in the leader. The followers must like him and want to be like him, or want him to like them. When it's all over, they want him, private, sergeant, lieutenant, or even General Eisenhower, to clap them on the shoulder and say he's proud of them. Compassion, courage, and understanding were the character traits most emphasized in the commanders survey. Others were charisma, a sense of humor, and optimism. Charisma is a biblical term meaning gift of grace, which was a special endowment of the Holy Spirit to certain individuals to be leaders. These charismatic leaders were raised up to save the people of Israel in times of peril. Charisma can be effective, but it is not the panacea for leadership needs. German sociologist Max Weber found in his research that charisma is often contrary to authority and it is consequently frowned on by superiors. Once it becomes 'old hat' to subordinates, charisma's attraction and powers wane. Compassion and understanding are extremely important. The human psyche bruises easily, and most subordinates will often withhold their feelings, often to the point of distress. The common soldier on the beaches of Normandy regarded Gen Dwight Eisenhower as a leader who treated soldiers like people with feelings, not as malefactors with something to hide. The modern sailor, soldier, or airman deserves no less. Courage can take many forms. Leaders must demonstrate courage not only in combat and high-risk situations but also in having the moral courage to be sincere and honest. They need courage to tell the truth about their unit's health and needs, courage to welcome new ideas, courage to act and do the right thing. Their courage gives courage to their followers, helping them to maintain their composure in stressful situations and to endure hardships. A sense of humor and optimism are also valuable leadership traits. George Burns gave a tremendous example of both on his 99th birthday when he said, "I can't die. I'm booked."

4. **Credibility** - To be credible, leaders must have the humility, commitment, and ability to enhance the organization by drawing out the unique strengths of each member. They must also get their hands dirty

from time to time. Only by being at the front will the leader be able to feel the pace and progress as well as the problems. (Paul Fussell, "How the Leaders Led," Newsweek, 23 May 1994) . A leader leads by example, and being a role model means paying attention to what you believe is important. It means showing others through your behavior that you live your values. Tom Peters summarizes the point when he says, "The only magic is brute consistence, persistence, and attention to detail." The leader's credibility is reinforced when he or she does not make a major production of the effort. Subordinates will be impressed when the leader shows no undue strain in difficult circumstances. Kenneth Thompson refers to this phenomenon as 'leader as anti-leader; a characteristic of the leader that conceals or downplays the fact that he is leading.' As president, Dwight Eisenhower prescribed to the theory, using a "hidden hand" of leadership. He led but concealed his leadership from those who tried to interpret it. Taking responsibility, a crucial element of credibility is accountability, or taking responsibility for your actions as well as for your subordinates. Probably one of the best examples of a leader doing this is that of Gen Robert E. Lee who, after the failure of Pickett's Charge at Gettysburg, said, "All this has been my fault. It is I who have lost this fight, and you must help me out of it the best way you can." Credibility is extremely fragile. It takes years to earn it through persistent, consistent, and patient leadership, yet it can be lost with one thoughtless remark, act, or broken agreement. In the present era in which jointness has become a reality and defense dollars are shrinking, leaders are being challenged to demonstrate their credibility even more. Thomas E. Cronin states that today's leaders must widen their perspectives and lengthen the focus point of their thinking They have to . . . move from analytical to integrative thinking and rise above their specialties and professions. They must not be afraid of politics, rather view politics as the art of bringing about the difficult and the desirable. Leaders are not limited by roles they were trained to play. They stay flexible and are always learning. They know themselves and can balance personal needs with organizational needs.

Vision

I say to you today, my friends, that in spite of the difficulties and frustrations of the moment I still have a dream. It is a dream deeply rooted in the American Dream. Dr Martin Luther King, Jr. (Quoted in Alan P. Balutis, Leadership in a Time of Change: The Public Manager.) The Air Force leader must have vision, vision that empowers, inspires, and challenges and vision that highly motivates followers to commitment and performance. It is therefore crucial that we understand what vision is and what it is not. What is Vision Definition of vision - Vision is helping people believe they can accomplish their goals, that they can move towards a better future through their own efforts. Vision is conveyed by inspiration. Examples are Franklin D. Roosevelt announcing in May 1940 that he had set a production goal of 50,000 planes a year and John F. Kennedy announcing that we would put a man on the moon within the decade. Both goals were breathtaking, and both were achieved. No one can doubt that in each case the goal was achieved by the dramatic announcement and the infectious inspiration it bred. A unique feature of the human brain is its ability to form mental images of the future and to translate these images into reality through leadership and action. The leader should constantly anticipate the influences, trends, and demands that will affect the vision next month, next year, and the next decade. A common foible of leadership is preoccupation with the present at the expense of the future. A leader with vision is able to see the future without being farsighted and remain rooted in the present without being nearsighted. Tom Peters stated in 'Thriving on Chaos' that effective visions prepare for the future. . . . Look to your prior experiences. . . . Look to the future and clarify the vision over time. What vision must be - To be of realistic value, the vision must be logical, deductive, and plausible. It must be specific enough to provide real guidance to people but vague enough to encourage initiative and remain relevant to a variety of conditions. Organizations in which the leaders have no vision are doomed to follow tradition. They cannot prosper because they keep doing things as they always have. In the words of Professor Peter Kreeft of Boston College, "To be a leader you have to lead people to a goal worth having something that's really good and really there. That is vision."

How to Implement the Vision

The leader's responsibility/ Obviously, only senior leadership has the authority and responsibility to change the system as a whole. At lower levels, however, leaders can direct attention of both superiors and subordinates to tasks more appropriate to the challenges of the new age. Commanders must consider the Air Force vision and include their units' roles in the vision. They must envision where their unit will be when their tenure as commander ends, where they want it to be, and what they see as their legacy following their departure. (Tom Peters, *Thriving on Chaos: Handbook for a Management Revolution* (New York: Alfred A. Knopf, 1987). Finally, the leader must communicate his or her vision to the people of the unit. It is the leader's responsibility to bolster their courage and understanding. Launching a vision cannot be a solo effort. Burt Nanus draws a colorful parallel in his article "Visionary Leadership" If you isolate yourself and hope to present your vision to the organization like Moses descending from Mount Sinai, you are simply asking for skepticism and resistance. Members of your command may have excellent ideas for implementing visions that dovetail your unit to the vision of the Air Force. By soliciting suggestions and promoting wide participation, you are preparing the organization for potential changes to come and perhaps disarming those who would resist those changes.

The Downside

Possible negative consequences to avoid. Even a clearly articulated and achievable vision may flounder if it is not accompanied by appropriate resource management and leadership practices. Another possible consequence of vision is that it could become an obsession and adversely affect the leader's and the followers' judgment as a result. What is crucial about the vision is not its originality but how well it serves the mission requirements and strategic goals of the unit and its parent and subordinate organizations. One of the most frequent mistakes that organizations make is to embrace long-term planning in place of a conceptual vision. Such an approach results in counter-productivity, or wheel-spinning. That is not to say that planning is not important; in fact, the very exercise of forward thinking and application of military planning principles encourages creativity and innovation throughout the organization. The motto of Canada's joint planning staff serves as an appropriate reminder: "Plans are useless, planning is vital." Maintain the Vision. Maintain effective visions. Every leader wants a vision that is enduring so that once the organization is committed to it, all energies can be directed towards its fulfillment. The vision may in fact have been appropriate at the time of implementation, but it is not likely to remain fully applicable without some amendments. There is no regular schedule on which a vision should be revised. As long as it appears to be working and is consistent with development in the internal and external environments, it should be affirmed and supported. However, a wise leader does not wait for the alert to be sounded before thinking of alternatives. Rather, the vision-forming process should be a continual one. Personnel of all ranks, levels, and occupations should be encouraged to articulate visions worthy of their commitment and the organization's confidence. The experience gained by your people will prove invaluable as they are promoted into more responsible, higher-level leadership positions and continue to build an effective path to the future. (Bert Nanus, 'Visionary Leadership: How to Re-vision the Future,')

Empowerment

Lousy leaders keep every decision under themselves. (Gen H. Norman Schwarzkopf) The military is clearly an authoritarian organization. The necessity for rapid decision making and response in times of crisis necessitates a traditional hierarchical framework. Gen H. Norman Schwarzkopf said of this traditional role, No orders can be issued by anyone but him or her, the mighty leader, keeping things centralized, which stifles initiative. Essence of empowerment. Asking fewer people to do more with less has driven this traditional view into obsolescence. The transformation of leader-follower roles is heralding

a pursuit of goals that allows both leader and follower to identify themselves with their respective share of the organization. This is the essence of empowerment. Effective empowerment is not new. Great leaders have never told people how to do their jobs. Instead, they have told them what needed to be done and established a playing field so that people could achieve their own success. The success of the follower is a success for the leader and the organization. When a unit is faced with a task, responsibility may be on the leader's shoulders, but the burden of getting the job done is shared by all. The adage: It's lonely at the top is indicative of a leader that does not recognize the strengths of his or her resources. Subordinates supply the details, missing steps, and concerns that confront the leader's visionary goals and contribute to shared mission accomplishment. When leaders solicit input, they discover the knowledge, interest, and parameters of support they can expect from others. As Tom Peters said, "You want innovation? Just ask for it."

Definition of empowerment

Some interpret empowerment to be delegation of authority. Delegation is not empowerment, but empowerment does require good delegation. Empowerment is giving employees jobs to do and the freedom they need to be creative while doing them. Empowerment is often confused with participative management emphasizing sensitivity to needs, involving people, asking people for help, and scheduling lots of meetings. The notion has met with mixed success in the corporate world and does not easily align itself to the military ethos. Empowerment, on the other hand, is a force that energizes people. It means responsibility, ownership, and control over your work. Empowerment is becoming a stakeholder in the vision. Having committed to a vision, organization members begin to participate in shaping and fashioning it to reflect their own personal visions. A shared vision incites people to focus on the future and what it holds, not simply because they must but because they want to. As a leader, you must keep your mind open to ideas and suggestions that could improve or refine the vision. Empowerment does not detract from authority and has been successfully applied to hierarchical organizations. Authority is employed not to impose policies and demand follower-ship but to guide subordinates through learning and developing into responsible participants.

Guidelines to Empowerment

Empowerment will enhance organizational performance by promoting contributions from all organizational members. Early in this chapter the importance of trust was discussed at length. Trust provides the keystone of symbiotic relationships in which both leader and followers are dependent on each other for survival. The leader's role. The leader must be flexible and patient in introducing empowerment. By delegating decisions to those closest to the issues at hand and by allowing subordinates considerable flexibility in how they choose to implement the vision, he or she allows others to take ownership of the vision and experience pride in achieving it. It is essential, however, that the leader maintain a firm grip on operational requirements and the strategic plan. It must be clear who is steering the ship and where it is going. Empowered followers need sufficient education to know how to do the right thing, and what the right thing is if they are to realize their potential in fulfilling the vision. Subordinates who have knowledge in a particular field should be encouraged to use that knowledge to improve parts of the vision that are related to their specialty. No two individuals, certainly not the leader and the subordinate, bring the same values to the analysis of a problem. The trick is to bring disparate value systems into a blend that allows the organization as a whole to enjoy the success. An important facet of empowerment is recognition and reward for subordinate contribution to mission success. Gen Dwight D. Eisenhower commented, "There's no telling how much one can accomplish so long as one doesn't need to get all the credit for it."

Potential Pitfalls

Pitfalls the leader should avoid. Empowerment is often associated with laissez-faire leadership, that is, the tendency to abdicate responsibility to subordinates, who are left to their own devices. This fire-and-forget delegation indicates an absence of leadership. Empowerment is a leader-subordinate relationship that requires even more refined supervisory skills than traditional autocracy. People will always need direction, knowledge, resources, and support. Empowerment is not bestowed by a blessing from the 'Lady of the Lake.' Leaders must avoid the tendency to be overly idealistic. A vision should represent a worthwhile challenge, but it loses its force if people see it as too ambitious or unrealistic. It is prudent to solicit feedback on a visionary idea before making it happen. Empowerment and vision cannot be imposed. To do so would be merely an autocratic exercise that would result in compliance rather than commitment. Many leaders seek consensus as a means to empower. Consensus is a determination of what the group wants, and what the group wants is assumed to be good even though history tells us that it is usually safe and free from innovative ideas. Furthermore, consensus can divert an organization from its true goal or vision. The adage that a camel is a horse built by committee is not so far-fetched. Leaders do not seek consensus; they build it.

Learning

People must be given the latitude to learn. (Gen H. Norman Schwarzkopf) 'The leader's responsibilities' Military life is a constant process of training and education. The effective leader must be a master student and master teacher accepting the responsibilities and utilizing the power of both. Training is used to teach organizations vision and values at the supervisory and subordinate levels. Training is not only fundamental in focusing the organization's strategic vision but in developing the capabilities that will make it possible. Both formal and informal training will do more than augment the level of technical expertise in a unit. The hidden benefit is the energy and stimulation that will be gained by planting good ideas into the minds of members at all levels.

Encourage Learning

How leaders can foster growth. Leaders can foster growth by seeing that their people focus their attention on the aspects of a situation, mission, or project that they can control. That is not to say that tasks should be limited in scope or challenge. Some adventure should be an integral part of every job; for people to learn and excel, they must be intrinsically motivated. Bennis believes that routine work drives out all non-routine work . . . [and] smothers to death all creative planning. Leaders should provide challenging and enlightening experience. That is the only way for a subordinate to learn from experience. Advice for the leader or commander. Leaders may have the urge to tell an employee what to do to improve. This may impress the follower with the leader's knowledge, but it creates dependence on the part of the follower and critically limits the value of the experience. It is also important to identify and analyze success in order to make the causes and behaviors permanent and pervasive, not temporary and specific. It is also important to encourage the learning process by formally recognizing individual and unit success, no matter how large or small. Tom Peters suggests that every leader establish a unit 'hall of fame' and insist that it be full. A more formal and direct way for the leader or commander to encourage the subordinate to learn is by setting standards. Standards have the multiple effects of providing feedback to the commander on performance, ensuring quality control of unit output, and giving subordinates a goal and inspiration for developing and performing to the best of their ability. General Schwarzkopf believes that people want to know what is expected of them. No one goes to work and says, 'I am going to do a lousy job today.' People work to succeed and they need to know how you measure that success. Allow for a few mistakes because people must be given the latitude to learn. John W. Gardner, former secretary of the US Department of Health, Education and Welfare and graduate professor in business, asserts that the pursuit of excellence depends on 'high expectations, then, of all our young people. That means standards. That

means a respect for excellence.’ Leaders know success by their standards. They must set goals and standards that are understood clearly and simply. More appropriate measurement and true control of learning, achievement, and output stem from a very few simple measures of high integrity, understood by all.

Development of Subordinates

The commander's tasks in developing subordinates. Survey results identified the following roles of the commander in the development of subordinates: Training replacements (the next generation). Developing understanding of roles and responsibilities. Being an advisor and mentor, both professionally and personally. Clarifying your expectations. Providing opportunity for growth and promotion. Strengthening service identity. Allowing subordinates to make decisions and experience leadership. Encouraging and facilitating formal education. The most important milestone in the development process ‘Perhaps the most typical and most important milestone in the development process is to have a significant challenge early in a career’. The most effective leaders almost always have had opportunities during their twenties and thirties to actually try to lead, to take a risk, and to learn from both triumphs and failures. Developing people for important leadership positions requires more work on the part of commanders, often over long periods of time. That work begins with efforts to identify people with great leadership potential early in their careers and to determine the appropriate challenges for developing them. In ‘Taking Charge’, Gen Perry Smith recommends identifying the best and helping them get their next higher jobs within the unit or upon assignment, then monitoring their careers to help them achieve their full potential. In business, successful corporations don't wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences designed to develop their potential. It is prudent to offer one caution against becoming preoccupied with finding and developing young leadership potential. Units rely heavily on well-rounded experience levels, and the more seasoned members have their place under the sun as well. Overemphasis on youth when offering career-developing experience can be a stinging issue among the veterans of the unit. One must also guard against overlooking the ‘late bloomer.’ Just because someone's career potential wasn't evident early doesn't mean that it's not there. A late bloomer's combination of maturity, experience, and untapped potential could be a valuable asset.

Dealing with Setbacks

The leader's role in dealing with failures. To learn, people need to be encouraged to try new things, and some are bound to fail. A fundamental of empowerment is that leaders delegate the right to fail to everyone in the organization. The leader's role is to guide people to make sure that the learning process takes place. Obviously some common sense is required. There can be no tolerance for not conforming with regulations, with jeopardizing safety, or with failing because of lack of effort. However, if the setback is the result of failed initiative, the attempt should be applauded and dissected so as to learn from what went wrong. Fear of failure prevents many otherwise capable people from pursuing their vision. The dedication of subordinates to improving their abilities is the most valuable asset an organization can have. It is a product of two factors: knowing the extent to which they are succeeding and knowing that the leader will view a setback as an opportunity to help them improve.

Followers must remain optimistic, even in times of adversity. One of your most important tasks in ensuring that people are optimistic is to help them cope with the inevitable setbacks they or the organization will encounter. Many people believe that the key to success is to avoid failure. They stay with the things they know and do well, seldom trying anything new. The surest way to fail in the long term is to continue doing what you did yesterday. Subordinates count on the experience and understanding of strong leadership in dealing with setbacks. There is no substitute for being able to say to

a subordinate, 'I know, it has happened to me. Here's how I chose to deal with it. Here's what the consequences were. Here's what I would do if I had it to do over.'

Preoccupation with leadership often keeps us from considering the nature and importance of the follower. After all, virtually everyone is a follower, so the skills and needs of effective follower-ship are universally important. The commander is in the unique position of being both at once; in fact, few leaders have or can become successful without first having learned the skills of following. It is essential to recognize the qualities of good followers, the needs of followers, and the ways of promoting good follower-ship. We are in predawn anticipation of the twenty-first century, having arrived at top speed on the information highway. It is not possible for today's leader to keep up with changing technology while coping with the incessant demands of command. The leader can no longer afford to be the most technically skilled person in the unit. He or she is now evaluated in terms of having people in the unit who are brighter and more capable than anyone else.

We often hear the expression, 'People are our most valuable resource.' That is not entirely accurate. It is the knowledge, skills, and abilities that those people possess and offer to the accomplishment of the vision that are the true resource. Leaders are to nurture and develop those attributes so that they give the organization a greater capability. In consequence, leaders are best evaluated on the basis of organizational success and how well they developed their followers.

Qualities of Follower-ship

Essentials of good follower-ship. The following 15 points have been identified as the ones that are essential to good follower-ship, although the list is neither inflexible nor exhaustive:

1. **Organizational understanding.** Effective followers must be able to see how work contributes to the big picture.
2. **Decision making.** Followers must be able to make sound decisions, often through teamwork.
3. **Communication skills.** They must have communication skills, which are crucial for teamwork and for providing feedback.
4. **Commitment.** Contribution requires a strong level of follower commitment, both to the organization and to their own work.
5. **Problem solving.** Greater responsibility and input increases the challenges to the follower's intellect.
6. **Honesty.** Leaders are increasingly dependent on their subordinates for feedback and information. Empowerment demands a follower with willingness to tell the truth. *Ursula Lohmann, 'Leadership Education Lessons Learned,' *The Public Manager: The New Bureaucrat*, Summer 1994, 8.
7. **Thoughtful dissent.** A leader should encourage speaking out, even disagreement. Organizations and leaders that encourage thoughtful dissent make better decisions. The follower who is willing to speak out shows precisely the kind of initiative that leadership is made of.
8. **Integrity.** Followers should have loyalty and willingness to act according to beliefs. Integrity means identifying values and being true to them.
9. **Adaptability.** They must have the flexibility to adapt to a changing environment.
10. **Self-employment.** They must take responsibility for their own careers, their own actions, and their own development.
11. **Pride.** They should know their abilities and take pride in their expertise.
12. **Versatility.** They should have the ability to adjust to changing roles, missions, and systems without being paralyzed by the stress of not knowing the answers.
13. **Participation.** They should be enthusiastic, intelligent, and have self-reliant participation in the pursuit of an organizational goal.

14. **Courage.** They must have the courage to do and say the right things at the right times.
15. **Credibility.** They should demonstrate competence in word and deed. Summary of the qualities of effective followers 'Robert E. Kelly' gives an all-encompassing definition that captures most of these qualities and provides a goal for leaders and subordinates alike to pursue: Effective followers have the social capacity to work well with others, the strength of character to flourish without heroic status, the moral and psychological balance to pursue personal and corporate goals at no cost to either, and the desire to participate in a team effort for the accomplishment of some greater common purpose.

Follower Needs

What followers expect from leaders. There is much attention devoted to leadership behavior but little interest shown in what people who work in organizations want and expect from leaders. This is a shortfall that commanders must concern themselves with and remedy while they can. If inattention should persist, leaders may either lose the opportunity to fully exploit the talents of their people, or, in the worst case, their own leadership could be found wanting by the unit. Alan Bryman states that in times of adversity, a central focus of attention in the missions of leaders is their program for relieving their current and prospective followers of the circumstances associated with crisis. Leaders take upon themselves a responsibility inasmuch as others will see in their leadership a solution to their distress. In other words, followers count on leaders when the going gets tough. This is a responsibility that cannot be taken lightly. How subordinates perceive the leader will be directly affected by how they think the leader perceives them. The product of that perception will be reflected in their performance. Followers who are treated as if they are unimportant, or perceive that is the case, tend to act as if they are unimportant. How leaders can make followers feel important. Three ways in which leaders can treat subordinates with importance are as follows: Maintain or enhance their self-esteem, Listen carefully and respond with empathy, and Ask for their help and encourage their involvement. A few moments of sincerity and thoughtfulness will go a long way in satisfying the basic needs of followers. Followers perform best when they want to be in a unit, not when they are trapped into staying in it.

Promoting Follower-ship

Empowered follower-ship, like motivation, requires a joint effort between leaders, units, and individuals. Organizations can help encourage, reward, applaud, and support the process, but they cannot create followers simply by leading them. 'How leaders can win follower-ship support.' To win support from their subordinates, leaders must be willing to share their personal views and to listen to their people's ideas. Modern leadership and follower-ship requires a symbiotic approach of mutual support where leaders listen and respond to the ideas and needs of subordinates, subordinates listen and respond to the ideas and needs of leaders, and both leaders and followers treat each other fairly and with respect. Mutual trust is the axis around which the symbiotic relationship revolves. There is a growing conviction that the requirements of a team are best served when the leader helps followers to develop their own initiative, strengthens them in the use of their own judgment, and enables them to grow and to become better contributors. As a result of encouraging empowered follower-ship, organizational skills such as troubleshooting, problem solving, information gathering, conflict resolution, and change management will improve. Even empowered follower-ship can be promoted by 'old-fashioned' leadership characteristics, especially the practice of getting out amongst the troops, spending time with subordinates on their turf. Necessary information and required actions can always be found on the front line. A general on George C. Marshall's staff reported to Marshall that some of the officers had morale problems. General Marshall said, 'Officers don't have morale problems. Officers cure morale problems in others. No one is looking after my morale.' It is a sound principle. Low morale is unbecoming to a leader, and that element of promoting follower-ship will never change. The success of great leaders depends on their ability to

establish a base of loyal, capable, and knowledgeable followers. This is a truism as old as mankind and has been impervious to technology and even the most radical changes.

Dealing with Change

There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. Machiavelli, No one could have ever predicted the transformation that the world has gone through in the past decade. The geostrategic situation has been chaotically altered at a rate beyond that predicted by the most imaginative planner. The rate and magnitude of the changes are characteristic of a new epoch in human history. Symptomatic of this new era are constantly expanding performance needs and expectations, while our resources to meet these demands are decreasing. The challenge to leaders. The mad rush to improve performance and to pursue excellence has multiplied the number of demands on leaders, managers, and organizations. The watchword of the future seems to be that we will be called upon to increase our performance with only a fraction of the resources. Weapon systems have grown more technically sophisticated, organizational structures have become leaner and flatter, and multinational forces embrace diverse cultures and values. Therein lies the challenge 'continual change driven by technology, globalization, and demographic diversity. The leader's challenge in managing high-pressure change is to maintain morale and motivation. In the face of this challenge, optimism must be the guiding force that influences every leadership action and decision.' The two main problems faced by leaders. Patrick Irwin and Frank Langham highlight two main problems that leaders face: failure to accept the inevitability of change and failure to comprehend the accelerating rate of change. This rate of change must be compensated for by a responsive and flexible vision. Without such a vision to guide the planning process, we will face contingencies and eventualities that will drain resources and draw time and attention from far more essential activities.

The role of leaders in times of change. Leadership is inextricably connected with the process of innovation, of bringing new ideas, methods, or solutions into use. Innovation means change and change requires leadership. More change always demands more leadership. Leaders must be the chief transformation officers of their organizations and learn everything there is to know about the changes that are taking place. They must learn how to deal with the emotions that result from chaos and fear of change. They must turn insecurity into hope. It is not enough to put new processes in place people must be motivated to rise to the challenge and support the new values and beliefs that are demanded. The leader's first act in times of adversity is to create a climate in which organization members can also accept the challenge of change. If things seem to be falling apart, it is the leader's job to demonstrate the exciting new world we can put together with the pieces. Out of the uncertainty and chaos of change, leaders rise up and articulate a new image of the future that pulls the organization together.

Advice for leaders in coping with change. The following list provides some useful advice for leaders who must cope with change:

1. Involve people in the change process. Assigning change-related tasks and roles will help subordinates relate to what the future holds.
2. Explain fully the reasons for change to all members of the organization, and your explanation must make sense to them.
3. View change positively, for example, as an opportunity for new ideas, creativity, innovation, and stimulation.
4. Use the tools of change, information, resources (including time), and mutual support.
5. Be aware and prepared for the logistical and psychological aspects of change (logistics and people problems).
6. Establish a climate for change, starting with yourself, and create enthusiasm.
7. Do not force change, facilitate it.

8. Be willing to let go of old ideas and experiment with alternative concepts (be open-minded).
9. Seek out and accept criticism.
10. Instead of simply matching your actions to the situational needs and personal limitations of subordinates, think about how you can alter the situation.
11. Never get complacent. Even if things are going well, be on the lookout for signs of difficulty and be prepared to take action early. The best time to turn around a battleship is at the first sign of danger, not after the torpedoes have started to land!

Leaders must maintain a balance between a clear understanding of the present and a clear focus on the future. Peter Senge, author of 'The Fifth Discipline,' calls this balance 'creative tension' and maintains that 'an accurate picture of current reality is just as important as a compelling picture of a desired future.' The most important leadership tasks in time of change. The most basic quality of a leader in coping with change is tough-minded optimism. Leaders must instill in their people a mixture of morale and realism. People need to know the worst, but at the same time they must have a future worth working towards. Leaders must help followers see frustration and the risk not as a reason to doubt themselves but as a reason to strengthen their resolve. 'The first and last task of a leader is to keep hope alive and confidence unimpaired.

Management is getting people to do what needs to be done; leadership, is getting people to do 'want' to what needs to be done. Effective leadership combines both behaviors. A manager administers a leader motivates. A manager maintains a leader develops. A manager relies on control, a leader inspires trust. The qualities of an effective leader are grouped in four categories. o Attitude (encouragement, enthusiasm, energy) o Values (trust, loyalty, integrity, honesty) o Character (compassion, understanding, courage) o Credibility (accountability, flexibility, mastery of process) Effective leaders have responsibility for vision. o Provide a vision of unit's goal and leadership to achieve it o Spread visionary leadership throughout the unit o Avoid letting the vision become an obsession o Encourage subordinates to articulate visions. Empowerment is giving subordinates a job to do and the freedom to be creative in doing it. o It is not delegation of authority o It is not participative management o It is not laissez-faire leadership. Guidelines for empowerment: o Flexibility in introducing it o Keep subordinates aware of who is steering the ship o Use disparate knowledge and values of subordinates to meet goals of the organization * The effective leader must encourage the learning process. o Provide challenging and enlightening tasks o Recognize unit and individual successes o Set standards to give members goals to reach o Encourage and facilitate formal education o Seek out and develop people with leadership potential o Help members to cope with setbacks The success of leaders depends on their establishing a loyal, capable, and knowledgeable follower-ship. The leader must create a climate of optimism and confidence among subordinates in times of change.