

# **COMBAT LEADERSHIP IN 21<sup>ST</sup> CENTURY**

Whatever a great man does, the same is done by others  
as well. Whatever standards he sets, the world follows.

Slain, you will obtain heaven;  
Victorious, you will enjoy earth;  
Therefore, stand up, O son of Kunti,  
Resolved to fight

-- The Bhagawad Gita

## **Introduction**

"When the ground in front is raked by machine gun fire, torn by ball splinters, a soldier will not leap out to attack across it, will not emerge at all, because a man wearing certain badges tell him to. --- Those soldiers must feel that the man leading them is the man in whom they can confidently trust themselves. That requirement fulfilled the obligation of duty, the soldier's sense of responsibility and the discipline he has been taught - and has accepted - pays its dividend. But with no confidence in the leader, all your discipline in the world would be of no avail." Military is the only institution among all walks of life in a society where a leader has to be prepared to lay down his life. More significant than that, he has to motivate men under him to be prepared for the supreme sacrifice. Men will neither risk their lives merely because an officer can flaunt the army on them nor will they do so if promised a "bonus" a "promotion" or other material inducements. How do we continue to develop such distinguished combat leaders in the future How do we find such leaders who can inspire men to greatness when the country calls?

Indian army faces unprecedented changes. It is expected that future military operations will require increasingly precise coordination of dispersed forces addressing a full spectrum of missions ranging from high intensity combat to sub-conventional warfare. The effective development of these leaders is a continuing challenge. Future Army leaders will need to develop teams more rapidly, to resist stress, and to adapt more quickly and effectively in complex, volatile, and unstructured environments. They will require not only versatile decision-making and critical thinking skills, but creativity and the interpersonal skills to inform, persuade, and inspire confidence. Dispersed units will challenge them where traditional notions of cohesion and chains of command may be difficult to achieve. This will require the Army to improve its leader development programs and to accelerate the development process to provide the necessary training and experiences that young leaders will need in order to face such challenges earlier in their careers.

History of Indian Army is filled with inspiring stories of combat leadership. As long as we have combat leaders who can say "Dil Mange More" before laying down their life there is no cause for undue alarm. However with changing battlefield scenario, involvement of Army in every conceivable types of operations starting from high intensity operations in nuclear backdrop, Kargil type war, Proxy War in J&K, CI Ops in North East, Peace Keeping Operations, Counter Terrorist Operations and Aid to Civil Authorities including Disaster Relief, our complete gamut of training to meet leadership challenges in future operations covering complete spectrum of operations need to be reviewed.

## **Combat and Non Combat Leadership**

There was little difference between the fundamentals of leaderships applied in war or peace.

Admiral Moorer

According to a study conducted after first Gulf War, effective leaders, whether in civilian organization or in military combat or non combat situations, display similar behaviors and possess comparable traits and skills. Concern for subordinates is more important in combat than in peace. Subordinates view the technical and tactical competence of their seniors as being extremely important in combat situations. Although non combat leadership is probably less demanding than combat, the same leadership traits are needed in both situations. That does not mean that successful non combat leadership will automatically make a good combat leader.

## **Differences Between Combat and Non Combat Leadership**

There is a school of thought that think of a good non-combat leader would not necessarily make a good combat leader. Some of the most important traits of combat leadership are aggressiveness, desire to lead from the front by example and the capability of team building. Others feel that there is a strong parallel between leadership in combat and that in a crisis. There are the same tension, the same need of flexibility and innovation and the same need to keep things basic and simple. Requirements of non combat and combat leaderships were essentially the same, although the circumstances varied. Since there will be very little time to learn new skills in war time, leadership must be the same in peace or in war. Major General James Dubic pointed out : A unit cannot operate centralized in garrison and decentralized in the field. A commander is mistaken if he believes that such a conceptual shift is possible. Subordinates who, in garrison, are used to deferring decisions until consulting with, and receiving approval from the battalion commander will not suddenly be able or willing to make the judgments required of them in training or in combat. Others feel that factors like breaking with doctrine and tradition, not relying on communication and risk taking – essential in combat are not rewarded in peace time. The more successful General Officers demonstrate skills in consensus building, envisioning, climate setting, self evaluation, sharing frames of references, risk-taking and dealing with uncertainty. They are more willing to trust their intuition, use both feelings and thinking to attack problems and are far less judgmental. The Army requires flexible and cognitively agile General Officers who have vision, deduce or infer, trust their intention, have imagination and are innovative and creative in thought.

There are leadership requirements at their basic organizational levels. The first level is direct leadership at battalion and below. The second level is indirect organizational leadership, brigade through division. The third level of leadership is indirect – strategic, Corps and above. The skills required of leadership at each of these levels are different. However, traits desired of a four star General could very easily lead to problems if exhibited too early in an officer's career.

## **Do Leadership Requirement Vary With Rank and Position?**

Boldness grows less common in the higher ranks.... Nearly every General known to us from history as mediocre, even vacillating, was noted for dash and determination as a junior officer.

- Karl Von Clausewitz.

What kind of leaders can transcend what they learned as Second Lieutenants in the trenches and address complex political, diplomatic, judicial, economic or environmental issues when in the most senior or combat military leadership positions? Are leaders within our own ranks able to distinguish what is required at the various levels of war? Skills required of leadership varied tremendously with the rank of the individual. What made an excellent Colonel did not make an excellent General Officer. Most good leaders in peacetime seem to translate into good combat leaders. The great and famous commanders like Guderian and Rommel were superb tactical commanders in their earlier years as company and battalion commanders. The goal of every combat arms officer should be competence as a tactical commander. Those who are the most competent and whose intellectual and leadership qualities enable them to handle more complex organizations and greater responsibilities, should be the division, corps and army commanders of the future.

### **Charismatic Leadership**

Don't confuse charisma with a loud voice.  
-- Harley Mackey.

The fundamental determinants of a charismatic leader is the participation of "Charisma" and responses of followers. Charismatic leaders are not cost free. Admiral Lord Nelson, Generals George S Patton and Douglas MacArthur all exhibited behaviours that increased the cost of leadership. There cannot be any better example of charismatic leader than our very own Field Marshal Manekshaw. Military combat leaders understand well the use of symbols of authority and images of the enemy to arouse the emotions necessary to support effective combat performance. General George Patton's use of the flag, his uniform, the pearl-handled revolvers etc was orchestrated to inspire confidence and result in unquestioned loyalty and compliance.

One noted military historian, Martin Van Creveld has noted that some famous "charismatic" practitioners of wars had a personal dark side. For example, Julius Caesar was known as "the bald fornicator" and Napoleon cheated at cards. Van Creveld further concludes that even military genius itself is an insufficient quality to ensure victory in combat. What is not clear is whether the charismatic leader will automatically bring a "dark side" with him to command.

The record of charismatic leaders are mixed, examples of charismatic combat leaders in history indicate that their actual contributions to combat have been somewhat inflated. Often these leaders have caused great problems for the governments which they serve. Combat leaders like Patton and McArthur did not end their career with glory.

### **Leadership and Management**

Managers do things right. Leaders do right things.

The difference between leadership and management has been discussed at great length. The continuing debate is fueled in part by cultural biases about the meaning of these words that favour "leaders" over "managers". The word leadership conjures mental images of a charismatic and visionary war hero, while the word management implies a desk-ridden planner, and we constantly hear pleas for more leaders and fewer managers. Leadership develops a vision for the future – often the distant future – and also strategies for producing the changes needed to achieve the vision. Management develops the capacity to achieve its plan by organizing and staffing – creating the organizational structure and set of jobs for accomplishing plan requirements.

Yet leadership appears to be a subset of management. Leadership concerns interpersonal influence processes; management refers to the coordination and application of all resources, including people. A successful military leader must practice both management and leadership. US Army Field Manual 22-103 states “Senior professionals blend the best of command, control, leadership and management into a personal strategy for organizational success” and quotes General John A Wickham Jr, “ I think the Army would make a serious mistake if we made a distinction and said, “ You are a manager and you are a leader. So my philosophy is that we all are leaders! We also must be responsible managers or stewards of resources entrusted to us. We should make a serious mistake to think that we could be one and not the other,”

## **BATTLE COMMAND**

War is a science which depends on art for its application

--Captain Sir Basil Liddel Hart

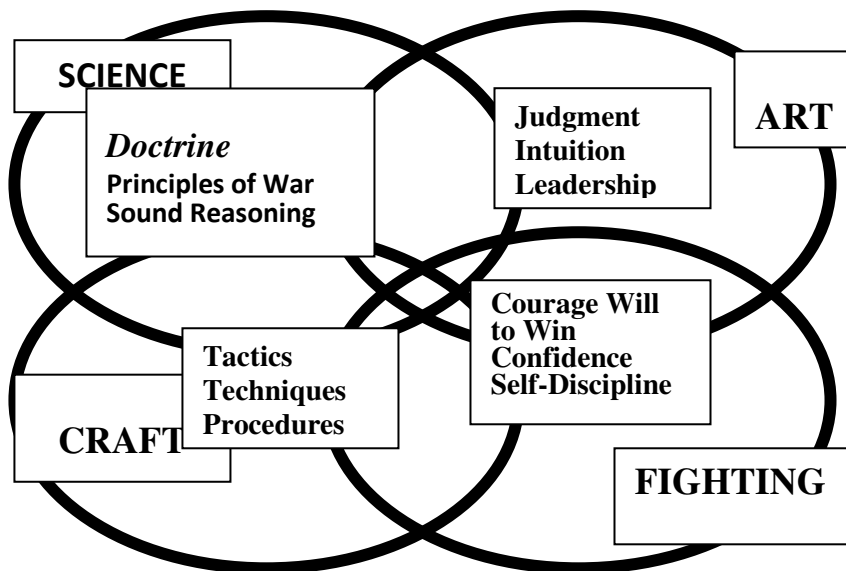
The concept of “Battle Command” is receiving a lot of attention these days. Battle command is the commander’s ability to think conceptually, analytically and critically in an uncertain environment to visualize an endstate and articulate this vision to his staff and subordinate leaders. Battle command is art and science of battlefield decision making and leading soldiers.

Accordingly to Indian Army Doctrine “The art of command lies in conscious and skillful exercise of authority through visualization, decision making and leadership. Effective battle command demands timely and correct decisions based on the accurate and skillful judgment of battle situations. Effective decision making combines judgment with information as an element of combat power. The commander should be fully cognizant of the strengths and vulnerabilities of the force he commands. Closely overseeing and monitoring critical junctures in battle, being up forward to read the situations, offering encouragements and making on the spot decisions, particularly in adverse situations are the hallmarks of good leadership. ”

Battle Command has:

- Two vital components; decision making and leadership.
- Nine basic tenets; initiative, agility, depth, integration, versatility, flexibility, judgment, intuition, and empathy.
- Six dynamics or primary elements; leadership, decision making, information assimilation, visualization, conceptualization, and communication.
- Six fundamentals; see the enemy, see the terrain, see yourself, deciding, leading and motivating and visualization of current and future end state.

Figure 1 show various aspects of competencies of battle commander. The successful battle commander cannot be weak in any aspect of his profession.



**Figure 1.** Battle Command Competencies

The complexity of battle command means that there can be no single, comprehensive set of competencies, which would serve as a checklist. After carrying out a study of brigade commanders and below a set of 30 battle command competencies were identified as given below.

The Battle Commander must:

- be tactically and technically proficient.
- synchronize assets.
- protect the force.
- be responsive to higher commander, understand relationship with higher, and mission focus.
- see own force accurately.
- visualize range of enemy options.
- visualize terrain and its military significance.
- visualize the fight.
- think incisively and ask critical questions.
- select critical time, place, and activity for himself.
- prioritize and allocate resources.
- manage time and provide subordinates sufficient time to plan and prepare.
- anticipate system requirements.

- be decisive and resolute.
- use a running estimate to make appropriate change to the plan without vacillating unduly or making too many last minute changes.
- react to the unexpected.
- direct and supervise.
- communicate effectively using doctrinal terms.
- make intent clear and confirm subordinate understanding.
- provide focus to planning and preparation.
- be confident, inspire confidence, and project positive moral and physical presence.
- motivate the unit.
- develop competent subordinates who can function in his absence.
- establish and maintain disciplined units.
- develop a climate for teamwork.
- control his forces in battle.
- exercise tactical patience.
- attend to all aspects of combat power, not just those that match the commander's interests or proficiencies.
- continue to learn his craft and improve his skills.
- preserve his physical and mental stamina.

## **LEADERSHIP TRAITS**

Wars have been fought, technical developments have taken place, missiles and nuclear warheads have changed the very complexion of warfare, so that our survival has become a problem. But for us soldiers one thing has remained unchanged, one thing for us soldiers has remained fixed and unchanging. Our task today is the same as it has always been. And what is our task? Our task is to fight to win wars, to defeat the enemy Gentlemen you are going to command men who are courageous, gallant, chivalrous, disciplined and honest, whose fathers have sacrificed their lives, shed their blood so that you should survive. No finer body of men will you get anywhere. You will have the proud privilege to command them, and lead them in battle. Gentlemen, you are indeed fortunate.

Address to Passing Out Gentlemen Cadets by General SHFJ Manekshaw, MC, Chief of the Army Staff on 14 June 1969 at the IMA

All famous military leaders and thinkers starting from Sun Tzu to Schwarzkopf have written extensively on the extremely important subject of combat leadership. There is nothing new that can be added on the leadership traits as enunciated by these famous persons. An effort is made here to highlight certain important aspects of combat leadership.

Field Marshal Sir William Slim, the best British General of Second World War who as commander of Forgotten Army so famously converted “Defeat into Victory”, in a lecture to officers of US Army War College had brought out the essence of leadership traits. The same is given as Appendix A.

Lt Gen Harold G Moore of US Army has written specifically on Battlefield Leadership. His article is appended as Appendix B as it appeared.

### **Principles of Leadership**

The Army Principles of Leadership has been given out in US Army Field Manual 22-100. The same is attached as Appendix C.

### **LEADERSHIP IN LICO**

On one hand, you have to shoot and kill somebody; On the other hand, you have to feed somebody. On the other hand, you have to build an economy, restructure the infrastructure, build the political system. And there's some poor lieutenant colonel, colonel, brigadier general down there, stuck in some province with all that saddled onto him, with NGOs [nongovernmental organizations] and political wannabes running around, with factions and a culture he doesn't understand. These are now culture wars that we're involved in. We don't understand that culture.

- Gen Tony Zinni,

We are now faced with an opponent that will exploit every aspect of society in order to defeat us and there is only one rule he will follow to achieve victory – there are no rules! Leaders will require to operate comfortably in a decentralized organizational structure, lead in the absence of SOPs or regulations, understand and thrive in a chaotic environment. They also need to not only process a vast quantity of information rapidly but discriminate between what information is relevant and what is not; then form logical decisions. Leaders must be as accurate and responsive with their non-kinetic fires as they are with their kinetic ones in order to deliver the desired effects on selected targets. Food, money, medicine, employment, respect, and information are all forms of ammunition for this new weapon system. Emphasis needs to be placed on operating from commander's intent rather than by rigid adherence to orders.

This special trust and confidence is bidirectional and leaders making split second decisions have no time to wonder if they are going to be supported by their seniors. This has to be a known fact and this relationship must be developed before going into a situation where these types of decisions are required. The thinking outside of the box concept can be a dangerous one— leaders need guidelines in which to operate. The previous generations of leaders we have created were experts at winning battles now its time to create a generation of leaders who are experts at winning wars.

Moral aspects have always impacted combat. However, the unique situation of Low Intensity conflict Operation (LICO) - where missions are non-traditional and “enemies” are often ambiguous- have unique moral and ethical implications for developing leadership skills necessary to cope with the dilemmas of this environment. Junior leaders need to understand

that their leadership roles in LICO may be different than traditional warfighting missions for which they have been trained. Developing this mindset comes with knowledge of the characteristics of Proxy War and CI Ops and must be consciously ingrained into junior leaders.

### **Decision Making in a Complex Environment**

LICO represents complex, unpredictable environments for junior leaders demanding decisiveness in the absence of specific mission preparation and/or experience. Certain tactical considerations distinctive to the LICO environment place a premium on the adaptability of junior decision-makers because of this dynamic, confusing environment. One such distinctive characteristics of LICO is the increasing intermingling of combatants and non-combatants. The ambiguity of who may be a potential adversary impacts the ability of junior leaders to make sound, timely tactical level decisions in LICO.

These small-unit leadership capabilities and competencies can be summarized into these three key areas:

- Ability to adapt leadership roles to diverse environments.
- Independent decision-making skills for decentralized operations.
- Ability to develop leadership skills in team members.

Operational experience reveals that small-unit leaders must also be logisticians, public relations experts, supporting arms coordinators, intelligence collectors, military policemen, and possess skills in cultural awareness and sensitivity. In the decentralized environment of LICO, the traditional task organization of units may not provide such experts at the small-unit level. Consequently, the burden of managing these different roles is thrust upon the junior leader. These roles change as the situations change. The diversity of stakeholders- refugees, local officials, rival clan leaders, NGO workers, media, and politicians, among others – requires different leadership techniques and roles in order to successfully interact and operate in the LICO environment.

Small-unit leaders decision-making in such an environment is a leadership necessity for successful LICO. Poor decisions by junior leaders can have strategic implications that impact overall mission success in LICO. Thus, preparing these leaders for independent action in a decentralized environment is critical.

Leadership specially Company Commanders and below would require:

- The necessity for restrained use of military force, recognizing the distinct moral dilemmas posed by LICO.
- Understanding the importance of winning the support of the local populace.
- Preparing to use negotiating skills as an alternative to combat power.

### **Role of Junior Officers**

“The most terrible job in warfare is to be a second lieutenant leading a platoon when you are on the battlefield.”

- GEN Dwight Eisenhower



The challenge today, and arguably more so in the future, is that the sequential, progressive approach to leader development does not fully prepare junior leaders for the types of complex, strategic circumstances in which they are increasingly finding themselves. Today, the Lieutenant's or Captain's actions increasingly may have strategic implications, as seen in J&K or say in Manipur. For the most part, however, their institutional and leader development training remains consistent with their conventional war fighting responsibilities and rank at the tactical level. This is not to suggest that we can expect captains to develop broad strategic skills. Rather, it acknowledges that junior leaders today and more so in the future, must have more strategic comprehension than the existing leader development . Today's junior officers are not afraid to lead in ambiguous conditions. They can execute a mission with minimal guidance. They are an incredibly valuable resource to the Army that has desired and sought adaptive capacity in its leaders. The crucible of Kargil, Proxy War and CI Ops has delivered to the Army a cohort of adaptive leaders. The challenge for the Army is to encourage and leverage this priceless potential.

### **Leadership in Future Battlefield**

“An officer of the future is required to be an intelligent warrior, who is a manager, a bureaucrat, a specialist technician and a well informed citizen; an officer who obeys and yet thinks before he acts; who is young yet mature, and who is both an idealist and a realist”

The end of the 20<sup>th</sup> century saw the emergence of a tremendous explosion in new technologies and information access. With these world changes and introduction of technology into the Armed Forces there is a new leadership challenge to officers at all levels. The way leaders will communicate with their subordinates in training and combat is changing. Integration of systems or “systems of systems” will require a general understanding of science and engineering, along with a certain level of comfort with technical equipment. Leaders also have a responsibility to become technically proficient with new informational technologies centered on computer literacy. Leaders will have to be decisive under conditions of too much information, just enough information, and too little information. Quick and positive development of innovative solutions to a wide-range of multidimensional problems will be a standard for good leadership. The information age will bring an overwhelming amount of information, but when systems have temporary failures the flood of information may become a drought.

However, the Revolution in Military Affairs (RMA) occurring in the 21<sup>st</sup> century does not mean that leaders in information age will “update” the core military values of honour, patriotism, honesty and integrity, loyalty, competence, unity and physical and moral courage. Neither the basic leadership traits are going to change. This is because these values and traits do not change with time. It is precisely for this reason that just as it was wrong 1000 years ago for a soldier to lie, cheat or steal, it is still wrong today and it would be wrong 1000 years from now.

### **Desired Attributes of a 21<sup>st</sup> Century Leader**

In addition to all the time tested leadership quality leaders in the information age have to possess some more skill to operate successfully. He has to meet the demands of high tech battlefield and legitimate expectations of today's soldiers. He has to have an innovative mindset. He should have excellent communication skills for his command and handling media personal in war. He has to integrate technology in the system.

Some important factors of 21<sup>st</sup> Century leadership are explained below.

**IT.** IT can reduce but not eliminate uncertainty. It gives commanders windows of opportunity that, with quick and deceive action, help them seize the initiative. However, a computer can provide lots of incorrect information very rapidly. How are the leaders of tomorrow going to use the vast amount of information they will have at their fingertips? This is the reason very senior officers of US Marine Corps visited NASDAQ to find out how such heavy volume of data are handled by the stock exchange.

Modern communication systems allow us to make a decision immediately. Sometimes an instant decision may not be wise. Rapid communication can pressurize a leader into furnishing “an answer” even if such an answer could and should wait.

### **Creativity and Innovation**

“You win by understanding the feeling at the end of your fingers”

- Rommel

The first obstacle lies in the nature of traditional basic military training. “Learn to follow before you learn to lead” is a well proven concept that should not be discarded. Is it sufficient? Good training will produce men and officers who will respond instinctively to anticipated, recognizable circumstances in a manner conditioned during training. How can an officer be trained to recognize and to be prepared for the unexpected? How can an officer be taught to engineer the unexpected or to innovate? Any suggestions that young officers be taught powers of innovation at the expense of military training would be justifiably ridiculed. It would be unrealistic to expect an officer on achieving flag rank make a sudden transition from responder to innovator. There are seeds of tension when conformity and questioning are being taught side by side. There are many apparently incompatible objectives : discipline and individuality, conformity and initiative, responding and innovating, determination and flexibility, imagination and objectivity. However, fighting and thinking should not be incompatible, but complementary. Otherwise what would happen has been succinctly summarized by a forthright British General, "Any military service who tries to separate its fighters from its thinkers is likely to finish up with cowards doing the thinking and fools doing the fighting.”

Officers are usually high in conformity and low in creative ability. Officers who are non conformists do not advance in their careers. Creative, now conformist officers do not strive for the superficial goal of change for its own sake or for notoriety. They are pragmatists who seek change to improve the organization. Creative people tend to have a high tolerance for ambiguity, unusual problem solving skills and non conformist approach to problem solving.

Another factor detrimental to creativity in the Armed Forces is the anti-intellectualism which the authoritarian structure generates. Lip service is paid to the desirability of independent creative thinking, while in practice it is frowned upon and unconventional ideas receive short shrift. No wonder years ago a superior officer of Admiral Alfred Mahan stated in reference to Mahan, “ It is not the business of Naval officers to write books.”

**Intellectual and Cultural Challenges.** The most important challenges for the officers corps in the 21<sup>st</sup> Century are intellectual and cultural. Officers must have the mental flexibility to adjust to rapidly changing conditions, to switch from one form of warfare to another and to improvise.

**Political Considerations.** Colin Powell counseled officers attending National Defense University to gain a better understanding of politics and the media because “politics is

fundamental". According to the former Chairman of Joint Chiefs of Staff "There isn't a General in Washington who is not political, not if he is going to be successful, because that is the nature of our system." This is an extremely sensitive issue.

However, army officers at all levels are already getting exposed increasingly to political matters than in the past. These activities range from negotiating disarmament of ethnic clans say at North East of the country to discussions of policy with civilian elites at the strategic level. These demand more in terms of intellect, initiative and leadership. How to speak out on matters affecting the nation without the officers corps becoming politicized remain a tricky issue. The solution lies in reconciling the demands of traditional military culture with the dynamics of new age. Military effectiveness in 21<sup>st</sup> century will depend upon professional ethos founded upon the willingness always to fight when required, but selfless service to nation above all.

### **Professional Military Education**

The competence of our future leaders and their leadership abilities are determined by our ability to educate and train them using the three pillars of leader development : institutional training, operational assignments and self development.

- General Carl E Vuono

Army provides officers with a progressive and comprehensive professional training. The tired system synchronizes an officer's intellectual growth in line with increasing rank and responsibilities. The system works as far as it goes. Because of today's more diverse mission, wide range of threats and budget constraints institutional military training can no longer fully prepare officers for the variance found within the full spectrum of conflict.

Officers have to study their profession throughout their careers and education must become a concern of all operational commanders as well as all professional institutions. The services must pay considerably more time to Professional Military Education (PME), reward those involved, demand more from students and encourage intellectual growth in the profession of arms. We must strive to produce officers who are not only highly trained but who have been taught how to think. The difference between training and education is that education should instill the mental flexibility to look beyond today's possibilities, to anticipate and perhaps even to help shape tomorrow.

Our army must become a learning organization. Our leaders must commit to lifelong learning through a balance of education and operational experience complemented by self development to fill the knowledge gap education and operational experience do not provide. Training and education are not interchangeable. Education is a matter of intellect, thought, indirect leadership, advice and consensus building. An officer's training requirement decreases as he rises in rank while his corresponding education requirement increases. Officers must read a lot, should not get seduced by the TV. One will get lot of news and opinions from reading and don't be afraid to read viewpoints that may be out of mainstream. They should read journals that publish things that are critical, even unfairly critical of ideas that one may hold dear.

**Distance Learning.** The technique of distance learning offers a tremendous opportunity to assist in making this education concept a reality. This method must be fully explored and used in innovative ways. Distance education must be used to integrate strategic education into already existing courses. It could also be useful in assisting junior officers in studying

core professional requirements in history, politics, philosophy, economics, culture and geography. ARTRAC has a major role to play.

**Jointmanship.** Joint operations will be the order of the day.. The leadership of the Army will have to understand the functioning of the other services and work in complete harmony with them. Officers need to be exposed to joint matters earlier in their careers. To successfully grow strategic leaders Army cannot wait until say, 20 years of service to educate them on security studies.

**Husbanding of Equipment and Use of Simulators and Computerized Wargaming.** The cost of equipments and munitions say Precision Guided Munitions, missiles etc. are prohibitively high. To impart effective training, preserve equipment, save on training costs simulators will have to be extensively used. Computer Wargaming, would not only be cost effective but is likely to provide an effective tool commanders and staff for decision making under conditions that are difficult, to replicate in peace time.

**System Approach to Training.** System approach to training process is fundamentally sound but not executed well. Due to lack of training development resources, the Army does not have up to date training and education products, the foundation for standard based training and leader development. Standards are the basis for developing training, assessing performance and providing feedback. These common standards must be documented, accessible and digital. ARTRAC should design the System Approach to Training development and support structure for training and doctrine development. System Approach to Leadership would stress the need for leaders to gain a thorough understanding of their organization – its capabilities and limitations, the technology that drives it, the systems within the systems and the communication tools (natural and man made) used to maintain links between leaders, followers and situation.

**Role of Senior Leaders for Development of Officer Cadre.** Senior leaders must help the subordinate officers by mentoring, coaching, counseling and sponsorship. Experience is the best teacher. Teachership and leadership go hand in glove. The leader must be willing to teach skills, to share insights and experiences and to work very closely with people to help them mature and be creative. By teaching leaders can inspire, motivate and influence subordinates at various levels. Army should send upcoming officers on study leave to good universities to enroll in subjects like humanities and social sciences. A broad liberal arts education provides officers with greater depth of intellectual insights into the human factors prevalent in war.

**Media.** Future warfare will be fought in the unforgiving glare of public TV. Media will aggressively pursue the Armed Forces in any conflict and report it back by print, radio or TV. Media presence will have a great impact on the commander and their planners in future operations. The military cannot and should not control the media, the military should exploit the capabilities of the media as a weapon in war. Tomorrow's leaders have no choice but to become media savvy.

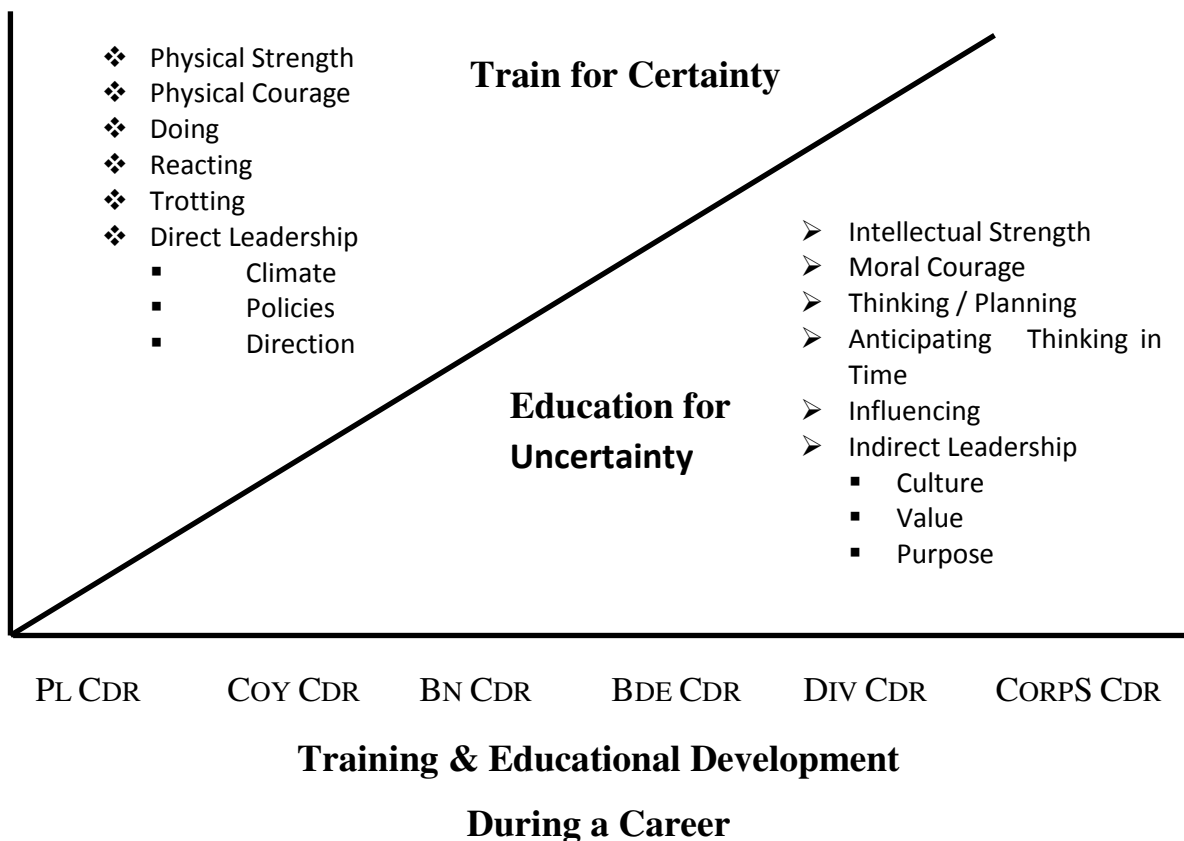
**System Thinking.** System Thinking and learning organization models are helping shape how Army leaders view the world and the relationship of our Army in the ever changing world security environment. Significantly these concepts are creating new leadership ideas and developing new relationships between leaders and subordinates. System thinking represents a true revolution in how individuals view cause and effect relationships. It represents a unique method of understanding and analyzing the environment. The importance of becoming a system thinker is critical to becoming a successful leader in the future

A suggested model of training and educational development during a career of an army officer is given at below

## Changing Leadership Landscape

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### Sliding Scale of leadership



### CONCLUSION

Whatever leadership doctrine we adopt it has to be based on Indian conditions and realities. There is a danger in following whatever is being preached by Western Army specially US Army without taking into consideration our army's ethos and culture. For example Tofflers have given a clarion call to soldiers to questions authority, "The new military needs soldiers, who use their brains, can deal with a diversity of people and cultures, who can tolerate ambiguity, take initiative, and ask questions, even to the point of questioning authority. As in the civilian economy, fewer people with intelligent technology can accomplish more than a lot of people with the brute force tools of the past." The point is, are we ready for this type of soldier behaviour?

We have to keep in mind our cultural heritage and value based traditions. Some of the rich Indian Values that must be taken into account for development of any leadership manual are:-

- Purity of mind.

- Work Worship (Karma).
- Honour (Izzat), pride in sub unit, unit and in the Army as a whole, and overall in the nation.
- Religion (Dharma).
- Ethico - moral soundness.
- Comaraderie.
- Respect for individuals.
- Secularism.
- Self Discipline and Restraint.

The ability to motivate, encourage, develop and guide others to achieve their full potential is the hallmark of every good leader. While some will attribute leadership success to charisma most believes that leaders can be mentored and taught as long as there is true desire to lead. There are those timeless lessons that never change. The lead by example advice is as old as leadership lore itself, yet there is a need of repetition in each genre. At the same time we have to develop thinking, tough minded, self reliant, confident and courageous leaders who can respond to friction, fog of war, uncertainty, unexpected enemy action with initiative and grim determination.

We must not forget our Indian values, ethos and culture. Basic tenets of our value systems like "Nishkama Karma" (selfless duty), "Namrata" (humility) and "Yatachitta" (self control and discipline) should always be kept in mind. The importance of "Service Before Self", core values like integrity and moral courage can never be over emphasized. The relationship between the leader and the led should be of teacher and student, the "Guru" and the "Gurukul".

## APPENDIX A

### LEADERSHIP

By

Field Marshal Sir William Slim, GBE, KCB, DSO, MC

(Taken from an address delivered to Officers at Fort Knox, U.S.A., during a visit to that country)

I have chosen to speak to you on leadership but I am a little diffident for two reasons. The first is, that if anybody who has had any command, talks about leadership, he is awfully inclined to talk about himself and that gets horribly boring. I shall try not to, but I probably shall. The second thing is that I have very often sat where you are now sitting, and to get up at this time in the morning to come and listen to a foreign General talking about something that lot of people have talked to me about already is not really my idea of a happy morning.

Now you are all officers, and the be-all and end-all of an officer is to be a leader. You have your men in your own hands, under your own eyes, and that is the basis of leadership-**your handling of men**. I have been very lucky in my service. In getting on for forty years of service, I have commanded everything from a section of six men to an army group of a million and a quarter, and, believe me, while it gets sometimes more difficult and sometimes easier, the bigger your command, the essentials of command and leadership are always the same. It does not matter whether you command ten men or ten million men. If you ask me to define what leadership is, I should say it is **the projection of your own personality so that you get men to do what you want them to do even if they aren't very keen on doing it themselves**. Leadership is the most intensely personal thing there is in the world, because leadership is just plain you. I have told you that leadership is the projection of your personality, so it is not much good starting off to be a leader unless you have got personality, and you have got to have a certain kind of personality. In that personality, you must have certain qualities. The first of these is **courage**, the next is **will power**, the third is **initiative** and the fourth is **knowledge-courage**, willpower, initiative and knowledge. If

you do not have those, you will not make a leader, and I would like, if you will allow me, to talk for a moment or two about these qualities.

First of all, courage.....An officer requires something more than mere physical courage. He must have that. You must take the lead when it is most dangerous. The officer must accept the greatest hazards, but, in addition to the ordinary physical courage, an officer is required to have courage of two kinds, much more than the men he leads. Now the first thing that an officer must have is the courage that goes on. A British soldier is no braver than a German, or an Italian, or an Arab, or a Persian, or anybody else, but he is, thank God, brave for a little bit longer, and that is the kind of bravery that the officer has to have. You have to go on being brave. Any body can be brave for five minutes, but it takes something to go on being brave for five weeks. That is what the officer has to do, that is what his men look for that when things are bad, they look to the officer. We can all get along all right when we are winning. I am a hell of a general when I am winning, but I have not always been winning. If you have been a British general at the beginning of a war, you will know what I mean. There always comes a time when things go wrong-when your airplays are shot out of the sky; when your guns run out of ammunition; when it is cold and it's wet and your men are hungry, and when a chap's heart sinks down into his empty belly. When that happens, it doesn't matter whether you are the general commanding an army or the officer commanding a platoon or a section, you will find-a lot of you have found it-you will find there comes a pause and your men just look at you. They want to know

what to do, and they look to you to tell them, to lead them. That is the test of an officer- the test of leadership, and you won't pass that test unless you have thought of it and practised it. Sometimes it is very difficult, it has happened to me- men have looked at me to see what I was going to say and I have not known what the hell to say.

I stepped out of a tank once which was the only means of communication I had, and standing outside that tank there were three of my subordinate commanders, a couple of staff officers, and one or two other chaps. The situation was bad. We had a division cut off and nothing to get it out with. It didn't look as if we should last very long, and, as I stepped out, I saw those fellows waiting. They didn't do anything- they just looked at me. I didn't know what the hell to say, but I had to say something to cheer them up, so I said "Well, Gentlemen, it might be worse," and one of those fellows said "how?" The only thing I could think of answering was "Well, it might be raining", and by golly in an hour it was. Well, I don't hold that up to you as an example of leadership, but it is the sort of thing that does occur, the sort of thing you have to steel yourself against- that moment when the courage and morale of the men you lead falters, and you, the officer, it doesn't matter whether you have one bar on your shoulder or a couple of eagles- you are the man who has got to put that courage and that morale back into them. For that, you need a long-term courage. The other kind of courage that you have to show as an officer is moral courage. Moral courage, believe me, is a much rarer thing than physical courage, much rarer. All men I have known who have had moral courage have had physical courage as well. I can give you a very small example of moral courage in your everyday life. A junior officer passes an enlisted man that doesn't salute him. The officer has seen it; he knows the man ought to have saluted him, but he doesn't say anything, doesn't say anything because, first of all, perhaps he is a bit shy and he doesn't say anything because he is afraid that if he stops this big husky doughboy, he may get a bit of lip from him, and then there is trouble. The real reason why he doesn't do what he knows he ought to do, is that he is frightened that he doesn't have the moral courage to do it. You want to start young and practice it, because unless you have moral courage, you won't be much good as an officer.

The second quality I talked about was willpower. Your job as an officer is to make decisions, to tell people what to do. Well, it is not very difficult sometimes to know what you want to do; the difficulty is to get an order or make plans that you want carried through, you will find there are an awful lot of things that will turn up to oppose it. First, there is the enemy. Well, that is all right; you expect them to be like that. I remember a long time ago in the First World War in 1915, when they kept on asking us for reports. We were up in a front line trench and they sent us up a big form to fill in. One of the questions was, "What is the attitude of the enemy?" One of the young officers in my regiment filled that in as 'hostile'. The form was sent back to him with a reprimand, and he was told to fill it in again. He sent it back altered to 'still hostile'. You expect opposition from the enemy, but you will get it from all sorts of other places as well. You will get opposition from your own side; you will get opposition from people who want to do it in another way; you will get opposition from your own staff, especially your administrative or logistical staff, who, in my experience, jolly good chaps as they are, always tell you that anything you want to do is quite impossible. Of course, too, you will get opposition from your allies. When you fight in the next war, you will probably fight with allies, and some of them will be worse than the British. Allies are frightful people. They are narrow-minded. They can't see the big picture. They have extraordinary ways of doing things,, really they don't appreciate how broad-minded, how sound, and how big-hearted you are. When you begin to feel like that- and you will- I used to sometimes when I was discussing things with Joe Stilwell- when, you feel like that just remind yourself that you are an ally too. All you have to do is to walk around and sit on the other side of the table and you will look just like that to the fellow sitting opposite you. When you have realised that start again, and you will get on all right. As a commander, you will have all this opposition, opposition of every kind, and you have to have the strength and will to break it down and force your plan through. Without strength of will, a commander is no use at all. However, there is a trap in it. I have seen some very good



fellows fall down on it. You have to distinguish between what is just plump obstinacy and strength of will. You must keep a **flexibility of mind** so that you can change your mind when it is necessary. That is one of the trickiest things to do, and when you solve the problems of keeping a balance between strength of will and determination and flexibility of mind, you are well on the way to being quite a big chap. However, willpower is an essential of any commander.

The next thing I said you need is initiative, which is very simple. It simply means that you don't sit down, do nothing, and wait for something to happen, because, if you do that in war, it will happen all right, and it will be most unpleasant. The way an officer shows initiative really depends on how much he thinks ahead. Your job is to be several jumps ahead of your men. If you are a platoon or a section commander, you probably think only half an hour ahead. If you are a company commander, it may be a matter of hours; a battalion commander, perhaps a day; and if you are an army commander, you are probably thinking three months ahead. The higher you go, the further ahead you must think, but whatever you are; whatever your rank, you have got to think ahead of your men. That is the way you will get initiative; that is the only way you will make things happen instead of just have them happen to you. So think ahead, and keep the initiative. The fourth quality is knowledge. Now you and I set us up to be officers. You have bars and leaves and stars on your shoulders, and I have a thing on mine you have never seen before, but it all means that we are officers. We have no business to set ourselves up as officers at all unless we know more about the job than the men we are leading. If you are a junior officer commanding a small sub unit, you ought to be able to do everything that you ask any man to do better than he can do it himself. If you can't, just go out behind the hut and practice until you can...

You will see here in this school of yours all sorts of things which will make you more efficient killers and more efficient soldiers, but the whole lot isn't worth two-pence if the men who handle it aren't right, and if the men who handle it are not properly led. The first bit of knowledge you have got to get, if you set yourself up as a leader, is how to deal with men. **Get to know your men**; learn which man is the sort of fellow that needs a little encouraging; which responds when you go around your posts at night, and put your hands on his shoulder and talk to him about his home town; which man wants barking at and which is occasionally the sort of fellow who wants a good kick up behind. Know your men! The basis of all leadership is knowledge of men.

If you have these qualities that I have given you –these qualities of courage, willpower, initiative, and knowledge-you will be a leader. People will follow you, but there is something else that you have got to have-something that will make men follow you when things go wrong. If you have these four qualities you will be a leader, but you won't be a good leader and you won't be a leader for good or for long. You have to have one more quality, and that is **self-sacrifice**. If you have the quality of self-sacrifice, your men will follow you not only in good times, that is easy, but in hard bad times.

I remember after a bit of a battle-one of the many battles I lost-I was told that a particular battalion had not done well, and so I went along to see why. I found this battalion just behind the battle line, where they had been brought out. The men were sitting about. They were very, very tired, very dirty, a lot of them were wounded. They were hungry and miserable. I looked around, walking amongst those men, I could not see an officer anywhere, and I thought, as sometimes happened, all the officers had been killed. I went around a corner and I found a little bunch of officers. They were sitting there having a meal, and they were having a meal before their men had fed. Then I knew why that was a bad battalion. You, as officers, you will put the honour of your country and of your unit first; you will put the well being the comfort and safety of your men second and you will put your own comfort, your own well being last and last all of the time.

If ever you have that kind of leadership with that ingredient of self-sacrifice in it, then your men will follow you anywhere. The sorts of men you lead are worth that. Now I have talked long though, I will end by saying one thing, as a rather old officer to a lot of younger officers, and that is this. In the Army.....there are no good regiments and there are no bad regiments, there are only good and bad officers. See to it that you are good office

## APPENDIX B

### **Battlefield Leadership**

by

Lt Gen Harold G. Moore, US Army (Retired)

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***These are some comments, based on my limited experience, on a Leader's:***

- Preparations for battlefield leadership
- My own philosophy on the conduct of a leader in battle

**Preparations: Could fill a book. Only a few items:**

1. Read military history. Read small unit actions. Personality of a big battle is often formed by a small unit action
2. Visit historic battlefields with maps, books in hand.
3. Install the ***WILL TO WIN*** in your unit. No 2nd place trophies in trophy cases.
4. Build unit discipline, teamwork. A team of fighters
5. Prepare your unit for your death (or being gravely wounded and evacuated) and for your subordinate leader's loss also. A Squad Leader must be ready to command a platoon or the company. **PRACTICE THIS!**
6. Squad leaders and Fire Team leaders must know how to adjust artillery/mortar fire. Live fire is not always necessary. You can do this with marbles and a sandtable; or golf balls and a small piece of ground.
7. Prepare for wounded men yelling for "Medic" or screaming for "Mom". Practice reducing the enemy fire and neutralizing it **BEFORE** going out for the wounded. Train for this. It will happen.

**Next, Conduct in battle, Four Principles:**

1. The first is "***Three strikes and you're NOT out!***". Two things a leader can do. Either contaminate his environment and his unit with his attitude and actions, or he can inspire confidence.
  - o Must be visible on the battlefield. Must be in the battle. Battalion Commander on down - Brigade and Division Commander on occasion. Self confident. Positive attitude. Must exhibit his determination to prevail no matter what the odds or how desperate the situation. Must have and display the ***WILL TO WIN*** by his actions, his words, his tone of voice on the radio and face to face, his appearance, his demeanor, his countenance, the look in his eyes. He must remain calm and cool. **NO** fear. Must ignore the noise, dust, smoke, explosions, screams of the wounded, the yells, the dead lying around him. That is all **NORMAL!**
  - o Must never give off any hint or evidence that he is uncertain about a positive outcome, even in the most desperate of situations.
  - o Again, the principle which must be driven into your own head and the heads of your men is:

***Three strikes and you're NOT out!***

2. And the corollary principle which is inter-reactive with that one is:

- There is always one more thing you can do to influence any situation in your favor - and after that one more thing - and after that one more thing, etc., etc.
- In battle, I periodically detached myself mentally for a few seconds from the noise, the screams of the wounded, the explosions, the yelling, the smoke and dust, the intensity of it all and asked myself"

**"What am I doing that I SHOULD NOT be doing, and what am I not doing that I SHOULD BE DOING to influence the situation in my favor?"**

3. The third principle is: "When there is nothing wrong - there's nothing wrong except - THERE'S NOTHING WRONG! That's exactly when a leader must be most alert.
4. And finally #4. "Trust your instincts." In critical, fast moving battlefield situations, instincts and intuition amount to an instant Estimate of the Situation. Your instincts are the product of your education, training, reading, personality, and experience.

### ***TRUST YOUR INSTINCTS***

When seconds count, instincts and decisiveness come into play. In quick-developing situation, the leader must act fast, impart confidence to all around him, must not second guess a decision - MAKE IT HAPPEN! In the process, he cannot stand around slack-jawed when he's hit with the unexpected. He must face up to the facts, deal with them, and MOVE ON.

Leadership in Action		
As a Leader You Must:	Examples	
<b>BE</b>		
	Determination Compassion	Initiative Flexibility Consistency
Be a person of strong and honorable character.	Self-discipline Role Modeling	
	Loyalty to the nation, the Army and the unit	Integrity
dilemmas.	Selfless Service Analyze all the factors and forces that apply.	Duty seems best for the nation.
<b>KNOW</b>		
Know standards.	Sources of Army standards.	How standards relate to warfighting.
Know yourself	Personality and performance. Strengths and weaknesses.	Knowledge, skills and attitudes.
Know human nature	Potential for good and bad behavior.	How depression and sadness contribute to fear and panic and how fear affects performance.
	Plan and communicate effectively.	Develop subordinates.
	Supervise, teach, coach, and counsel.	Make good decisions that your soldiers accept.
Know your unit.	Unit capabilities and limitations.	
<b>DO</b>		
Provide direction.	missions Plan Maintain standards. Set goals.	Supervise, evaluate, teach, coach and counsel. Train soldiers and soldier teams.
	Make decisions and solve problems. Take care of soldiers. Serve as the ethical standard bearer.	Reward performance that exceeds standards. Correct performance not meeting standards.

### Army Principles of Leadership

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