

სამხედრო ლიდერობის ზოგიერთი ასპექტი და ატრიბუტი

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აბსტრაქტი

აღიარებულია, რომ თანამედროვე ეტაპზე შეიარაღებული ძალების ეფექტურობას განაპირობებს არა მარტო ვარგად შემუშავებული სტრატეგია, სტრუქტურა და აღჭურვილობა, მის ეფექტურობას მნიშვნელოვნად ზრდის მოტივირებული, განათლებული, მაღალი საბრძოლო შესაძლებლობის მქონე ხელმძღვანელი და ლიდერი. აღნიშნულს განსაკუთრებული მნიშვნელობა ენიჭება სამხედრო ცხოვრებაში და უკავშირდება ადამიანური, მატერიალური რესურსისა და იარაღის სისტემის ეფექტურ სამხედრო შესაძლებლობად გარდაქმნას. სამხედრო სამსახურის პრაქტიკა გვიჩვენებს, რომ მეტად წარმატებულია სამხედრო ლიდერი, რომელსაც გათავისებული აქვს შეიარაღებული ძალების ფასეულობები, გააჩნია საბრძოლო სულისკვეთება, პროფესიული ცოდნა და ლიდერისთვის საჭირო მახასიათებლები.

საკვანძო სიტყვები:

ლიდერი, სამხედრო ლიდერობა, მენეჯმენტი, ლიდერის მახასიათებლები.

SOME ASPECTS AND ATTRIBUTES OF MILITARY LEADERSHIP

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ABSTRACT

It is acknowledged that the efficiency of the armed forces at the modern stage leads not only a well-developed strategy, structure and equipment; increase of the effectiveness is related on a highly motivated, educated, high combat capabilities manager and leader. This particular importance given in military life is linked to the transformation of a human, material resources and weapon system into the effective military capabilities. Practice in military service shows that the most successful military leaders are those who have the values of the Armed Forces, and have the combat spirit, professional knowledge and the needed attributes for leader.

KEYWORDS:

Leader, Military Leadership, Management, Attributes of Leaders.

1. INTRODUCTION

Nowadays researchers are discussing a leader and leadership in a number of ways. Leaders are born, not made; Leaders must be charismatic and have unblemished private life; Leadership is management by other word; Leadership is both Science and an Art; Leadership is directing and coordinating the work of group members; Leadership is for bosses, generals and politicians. Often the definition of leadership is presented with the attributes of management, comparison of nature and interaction contest. In the armed forces the military leadership is considered a commander, whose function and duty is to command a subdivision, structural unit.

2. SOME ASPECTS OF LEADERSHIP IN MILITARY SETTINGS

„Command is a position of authority and responsibility to which (military) men and women are legally appointed. Leadership and management are the key components to the successful exercise of command. Successful management is readily measured against objective criteria but commander are not leaders until their position has been ratified in the hearts and minds of those they command“ (Wakefield, 2010 p. 18). Commanding is a priority and legitimate duty of the authorities in the armed forces. It is the authority the commander uses legally in relation to his subordinates according to its rank and a position.

Commanding includes leadership, authority, responsibility and accountability to effectively utilize existing resources and to plan, organize, manage, coordinate and control tasks for using military personnel. (Leadership, 2013 p. 12)

As we mentioned above there are differ leadership definitions in many ways, and these defferences have resulted in various reserchers exploring very different aspects of leadership. Leadership is one of the most widely known definition for the people who have followers. The military leader can be any person who assumes duty and responsibility, influences and inspires other people in order to achieve the goal of the military unit.

With definition „Leadership in Defence“, Defence academy of the United kingdom, Leadership is visionary; it is projection of personality and character to inspire people to achieve the desired outcome. Leadership is a combination of example, persuasion and compulsion dependent on the situation. It should aim to transform and be underpinned by individual skills and an enabling philosophy (Wakefield, 2010 p. 14).

Management itself means leading or heading people. It emphasizes the ability to achieve the goal based on the use of labor intellect and motives for behavior of the different people. The group of researches management suggest with words like efficiency, planning, paperwork, procedures, regulation, control and consistency. Leadership is often more associated with words like risk taking, dynamic, creativity, change and vision.

The difference between the leader and the manager is:

Managers administer – Leaders innovate;

Managers maintain – Leaders develop;

Managers control – Leaders inspire;

Managers have short-term view – Leaders a long-term view;

Managers ask how and when – Leaders ask what and why.

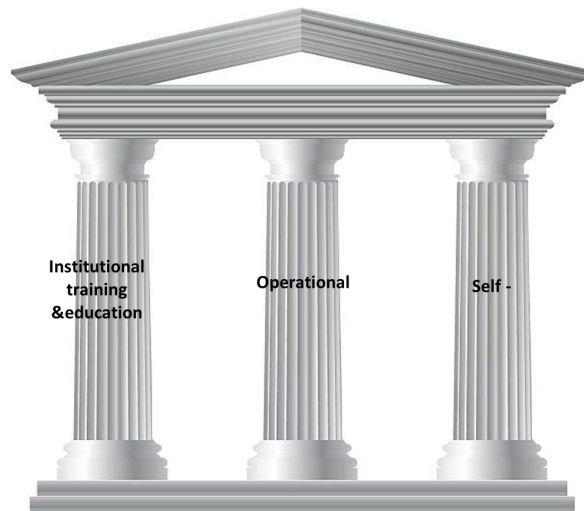
Managers imitate – Leaders originate;

Managers accept the status quo – Leaders challenge it.

(Ricard L. Hughes; Robert c. Ginnet; Gordon J. Curphy, 2009 p. 8)

If the scale of the structural unit or organization in the armed forces is large, the responsibility of the military leader is very high. Their success is mainly depends on the correct management of the unit commander and presenting the leadership qualities. They motivate the personnel to achieve the goal, they concentrate their mind on getting the right decisions. One of the main demand for the military leader is to have a relevant qualification and experience. Threw developing process should take place continuously, which includes: getting civil and military institutional education, trainings, acquisition testing, evaluation etc.

MILITARY LEADER DEVELOPMENT MODEL



The notion of pillars suggests that the leader development would be incomplete or flawed all three.

While institutional training and operational assignments are relatively obvious, self-development and reflection can be seen in an emphasis on professional reading and pursuit of civilian educational programs. The institution supports self-development through such measure as providing tuition assistance for civilian education, staffing military education centers with advisors, and providing resources designed to foster lifelong learning. (Mark R. Grandstaff; Georgia Sorenson, 2009 p. 12)

The need for institutional civilian and military education of military leaders is increasingly demanding when they reach an operational and strategic level. Reaching this level they need to be familiar with history, politics, economics, sociology and psychology. It must be noted that they should also have a connection with natural sciences. In order to master his specialty, military leader must have some knowledge about relationship between military and other sciences. They should be aware how they can contribute their knowledge gaining from other fields. If the military leader is limited by his professional duties, he cannot develop his analytical skills, such as discernment, imagination, sensibility and critical thinking. The development of the analytical skills necessary for the activities is mainly studied by the general areas apart from the military profession.

Military leaders are responsible for developing self-development of their subordinates. They train their subordinates, teach them team work, motivate them and share their experience. Since the main goal of the armed forces in any democratic country is to take care of the country's security, protect the sovereignty and participate in various conflicts, military leaders have to fight with their team despite its type and gender. All military leaders must serve and fight for protecting main goals of the country.

For more details about the main requirements for a successful military leader we can use the guidance of the leadership of the Georgian Armed Forces, where the requirements for the military leaders are divided into two parts: personal characteristic which implies the answer to the question 'Who is a leader?' and the basic skills 'What does the leader do?'

MODEL OF REQUIREMENTS OF A MILITARY LEADER

Personal characteristics	Basic skills
Who is a leader?	What does the leader do?
A strong leader <ul style="list-style-type: none"> • Values of the armed Forces • Compassion • Warrior belief 	Manages: <ul style="list-style-type: none"> • Supervises others • Influence beyond the chain of command • Leads by a personal example • Strengthen relationship
Leader with representation <ul style="list-style-type: none"> • Military etiquette • Physical fitness • Restraint (self-discipline) • Self-confidence 	Develops <ul style="list-style-type: none"> • Creates positive atmosphere • Works on self- development • Develops other leaders
<ul style="list-style-type: none"> • Brave 	
Leader with intellectual abilities <ul style="list-style-type: none"> • To be smart • Rational ability to judge • Innovation • Interpersonal relationship ability • Knowledge of specific areas of action 	Achieves <ul style="list-style-type: none"> • Gets the results

The model of leader's requirements mentioned above demonstrates the characteristics and basic skills (competences) that the military leader generates to achieve the goals (Leadership, 2013 p. 200).

According to the Leadership in Defense of the UK Defense Academy the attributes of the leadership are Integrity, Vision, Communication, Decision Taking, Innovation, Humility, and Professional Knowledge (Wakefield, 2010 p. 23).

There is no doubt that the attributes mentioned above are necessary for a successful military leader. Let's discuss some of them.

Self-confidence- is an attribute which is needed for the leader of the unit to succeed. One of the best examples is the 1862 American Civil War episode, when The Confederate Army was defeated by the Allied forces and was going to retreat, the brigadier General Bernard I. Beam reported to the commander of the Confederation Army General Thomas J. Jackson that the enemy tried to change their position. General Jackson calmly looked at the direction of the enemy and replied: "We'll meet them with bayonet!" Brigadier General Bernard I. Biz was impressed by the self-confidence of General Jackson, he went to his subdivision, broke the line of soldiers, pointed the sword to General Jackson and shouted: 'Look, people! General Jackson is standing like a stone wall! Let us sacrifice and we will win! Follow me! (Leadership, 2013 p. 68)

This action was crucial for the Confederate soldiers and allowed them to keep the front line.

Vision- is a feature especially for the leaders on strategic level, they should have a vision in the long run of effective management and development. Strategic leaders should think that their vision should correspond to the environment outside the organization, the goals of the alliance, the national security environment, national defense and military strategy. The subordinated leaders adjust their vision with the vision of their strategic leaders.

Given example shows General Colin Powell (The chief of the Joint Staff of the United States in 1989-1993) used strategic planning, vision and critical thinking in order to prevent the state coup.

By the end of November 1989, up to 1000 Philippine rebels occupy two air bases to resign the Philippine government. The Philippine President of the Republic of Korea, Korandon Akin appealed to the United States to assist in suppression of the coup attempt and destroyed the airport which was occupied by the rebels. General Colin Powell used the critical thinking to support the foreign government. Initially he asked a question about the alleged intervention. He was answered by the State Department and the White House that the United States needed to demonstrate support for President Coronon Akino and stay in power. After that General Colin Powell asked what was the purpose of bombardment of aerodrome. In response he got an answer not to allow aviation assistance for a coup attempt. Then, General Colin Powell set out a military plan to support Korason

Akino in his vision. The White House recommends that American military pilots initially carry out a warning flight on the top of the aerodrome with fake shootout. The goal of this maneuver was to prevent planes from taking off. This could be achieved as a result of intimidation of the rebels because of the destruction of aircraft and valuable facilities. The US President George W. Bush immediately approved this action plan. General Coleman Powell's restraint and proportionate military response reached a desired political goal; he did not allow the rebels to support the coup attempt, breaking the unity of the enemy and the coup failed (Leadership, 2013) p. 193.

A personal example: one of the most important attributes for a military leader is a personal example. Each commander should be a personal example for his subordinates in military service. A personal example in military life has always been an example of imitation, following and motivation. It is clear that military personnel believe those leaders who are not afraid of difficulties and go forward. It should be taken into consideration that leadership does not mean just to go ahead but connects every action with each other, which develops unity of subdivisions and creates team. Leader's behavior and habits are contagious both in positive and in negative ways. If the commander tends to be late for work and uses inappropriate words it influence subordinates and they gradually use the same and it becomes the part of an organization.

3. CONCLUSION:

Above reviewed attributes supports leaders for direct and indirect approach. The existence and necessary attributes of the military leader leads to success. Military leaders should understand the importance of the essential character, as they can create healthy atmosphere in the subdivision, organization, they can develop a team as well as themselves. And finally achieve the desired goal.

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