CENTRE FOR LAND WARFARE STUDIES (CLAWS)
LEADERSHIP CHALLENGES IN AN ERA OF TURBULENCE
SEMINAR REPORT

The Centre for Land Warfare Studies (CLAWS) and the All India Management Association (AIMA) jointly organised a one-day seminar on 'Leadership Challenges in an Era of Turbulence' on 10 June 2010, at the IDSA Auditorium, New Delhi. Lt Gen CKS Sabu, PVSM, AVSM, VSM, ADC, GOC-in-C South Western Command, and Dr M B Athreya delivered the two Keynote Addresses. Held in two plenary sessions, the seminar was attended by senior officers of the Indian armed forces, both serving and retired, and many distinguished members of the corporate and industrial fraternity.

Welcome Address – Brig Gurmeet Kanwal (Retd)

While the prevailing school of thought in the world is that leadership is a subset of management, the armed forces are of the view that management is but a subset of leadership. Napoleon Bonaparte offered a few hundred qualities that a good leader should possess, but if there is one which stands out, it is decision-making. General Dwight D. Eisenhower exemplified this attribute in his decision to launch the Normandy landings on schedule despite the inclement weather. Gen Douglas MacArthur's decision to land at Inchon is on a similar vein. The late Indian Prime Minister P V Narasimha Rao similarly added to the maxims of management, with his statement, "Not making a decision is also a decision."

Keynote Address – Lt Gen CKS Sabu, PVSM, AVSM, VSM, ADC

Leadership is a very relevant and important subject for the Indian Army and one where it needs to take stock and chart a course for itself, such that it is fully operationally effective in the 21st century. In order to assess the turbulence that affects military leadership, one must contemplate the last 25 years in history.

The twentieth century has seen radical transformation in every sector of society, and every quarter of that century saw exponential growth in technology, which led to the Revolution in Military Affairs (RMA). The 25 years in consideration begin from 1985, and the three names which defined it were Bill Gates, Tim Berner-Lee and Martin Cooper. In 1985, these were just three names with telephone numbers in a U.S. phonebook. Yet, it is known today that Bill Gates transformed the world of computers, Tim Berner-Lee gave the world the World Wide Web, and Martin Cooper gave it the mobile phone. Between the three of them, they transformed the landscape of the world, leading to networking and connectivity at a global level. Even the clairvoyant could not have predicted the course the world would take. So it would take someone very brave to hazard a guess about where the future would lead. What is known today is that nanotechnology and genetic engineering will lead the new wave in weapons systems and present new challenges for the armed forces.

A conceptualisation of security in the 21st century will have to be examined from aspects of military, social, political and human security, of which the central issues for the military will be the military and social aspects, while the others would impinge to a lesser degree. The armed forces have to be prepared to prosecute wars in the entire spectrum of conflict, ranging from the nuclear, to the conventional, to the limited, and towards low-intensity conflict, which includes fourth-generation and fifth-generation warfare. Military leadership, too, will have to cope with these spectra of warfare and the emerging scenarios, and the technology being ushered into the same.

As far as the social aspects are concerned, it will have to contend with the effects of globalisation, reducing resources, increasing population, demographic changes and the quality of political leadership that prevails.

In terms of technological advancements, and the RMA that has come into the services, it is seen that three distinct RMAs have taken place. The first one was when the Indian Army became mechanised, soon after independence, and it would appear that it has adapted quite well to it. The next RMA was when Gen K. Sundarji formulated his doctrine and the reorganisation and restructuring of the Army took place in the mid-1980s. It is today at the threshold of the third RMA, with the induction of the Cold Start doctrine and the related restructuring and reorganisation of the Army. The introduction of new technology will usher in the fourth RMA. The military leadership and the Indian Army as a whole will have to handle this aspect fairly well, to see to it that the technologies are adapted such that all force multipliers and doctrines can be brought into play to prosecute wars.

Connected to this notion is one of war's most enduring features, which is that no matter how much the character of technology may change, war remains fundamentally a human business. In the final analysis, it is the man behind the gun that matters. No matter how sophisticated the weapon in question may be, it is always aimed at breaking the will of the enemy and preserving one's own. In doing so, it falls within the realm of ethics. Therefore, the greatest challenge for the armed forces will be the maintenance of high standards in values and ethics and this will define good leadership in the Indian Army. There is concern in military circles that the ethical standards of its officers are perceived to be declining. Certain surveys were conducted by the Indian Army in 1993, to measure the moral health of the Indian Army. The survey sample was of 1000 officers, from varying ranks, commenting themselves as juniors and seniors and being commented on accordingly. 63 desirable virtues were decided upon, of which 15 core values were marked. Moral courage was voted on as the primary desirable virtue that officers must have, with honour coming in at no. 3, honesty, patriotism, and absence of greed following down the line. But when asked to comment on the traits actually exhibited, moral courage which was ranked as the no. 1 value which an officer and a leader must have, was judged to be no. 15, and one in which officers were deemed to be most lacking. This was a serious indictment of the Army, implying a lack of moral courage by its officer cadre. A similar survey conducted at the command level in 2008 revealed similar findings. Two other surveys were carried out in Army War College, Mhow, with the Junior Commanders Wing commenting on their seniors, first in 1995 and then in 2008. Both surveys revealed similar results – yet the conundrum was that the ones who had rated their seniors in 1995 were the ones being rated in 2008, and yet, the results remained similar, indicating a systemic failure. However, when viewed through the lens of the performance of the units on the ground, engaged in operations in Jammu & Kashmir and the North-east, the Army's sterling performance belies the results of the survey.

While a poll conducted on the US Army in 1973, soon after their pullout from Vietnam, ranked the esteem for US soldiers to be barely above sanitation workers, the Indian Army is always held in the highest of esteem by their country, probably because it is an organisation that still performs its duties based on a value system and an ethical code. So the deductions from such surveys are that while the moral health of the Indian Army may need a correction, it is far from being in the dumps. The bulk of the officer leadership is good at the functional level, though one cannot make an assurance of the same at the senior level for want of empirical data. How then, does one rationalise the outcome of the surveys? One may conclude that human beings are creatures of free will, and free will does rebel against authority when it is not held accountable.

Undoubtedly, there is a progressive deterioration of moral values and the value system in our society and our political and national leaders are not throwing up role models for Indian youth to emulate. As the human resource entering the Indian armed forces is drawn up from

such a milieu, it will impact on the force. The numbers of cases filed, to this end, are rising and need to be taken cognisance of. However, institutionally, the Army still remains a paragon of virtue, solid in its functioning at the unit and formation levels. There may be transgressions at the individual levels, which, when caught out, are ruthlessly punished, as it should be.

The above notwithstanding, there is a clear trend of malaise in the system and there is a need to check it, control it, or remove it totally. One may quote the US experience of Vietnam once again. Sixteen years after Vietnam, after the US Army adopted a total cleansing process, a poll in 1989 ranked it high in values once again, much above regular government officials, and so on. Therefore, to achieve such a transformation, value-based leadership is the answer. The term has already entered the lexicon of the Indian Army, but it is an oxymoron. The Indian Army functions on honour, trust, integrity, loyalty – trust that is based on mutual respect, on shared values, and as such, military leadership cannot be divorced from values.

About a decade ago, there was a lot of cynicism with regard to the integrity and responsibility to employees and customers in the American consumer world. Leadership therein was all about making money and the general principle followed was that 'all is fair in love and war'. Resultantly, a lot of money was made, but all those who followed the aforementioned policy, ended up in jail. That is when the world woke up to the need for a foundation on enduring values. What had been lost in the pursuit of wealth was a realisation that the vast majority of people wanted to be part of a team that did the right things in an ethical manner, which they considered to be the basis of good leadership, one that was consistent and sustainable. There are even companies in India, such as Tata, Infosys and Wipro, which have evolved as value-based organisations, because of their leadership, which has practiced what they preached and walked the talk.

If the Army is to embark on a transformation, without necessarily becoming a basket case first, there is a need for strategy and a timeline for the same. Development must take place from within, with positive outside influences, and the resulting change will be progressive, albeit a generation or so away. The development of centres of excellence is one approach which can be considered in this regard, though there is always a chance that such centres often become personality-driven and defunct in the absence of the same. Therefore, something more lasting and sustainable needs to be developed, which has to be predicated on the innate desire of a man to improve – it has to be a persuasive system to pick up the slack or put the fear of God in the disobedient. Such a change needs to be top-down, and be backed by the force of institutional ethics, tradition, peer pressure and group dynamics. While the Chetwode motto of the Army is everlasting, it loses focus once a soldier is beyond his CO – it lacks the guiderail required for a codified, value-based ethical conduct on the part of senior officers, which must be set right.

Certain changes which can be considered and deliberated are:

- 360 degree assessments in the context of ACRs
- Inculcate the warrior ethos in the Army
- Embrace the soldier's code – Veer *Senani* must be codified
- Encourage scholar-warrior ethos for the officers
- Promoting ethics and probity in military life
- Norms for conducting welfare activities must change – it is a command function and must be restored to the same

The Indian Army transformation document, which will soon be released, covers in a chapter the functional aspects which need to be addressed on a priority basis and covers in ample

measures most of the relevant issues for organisational transformation. Yet, one must remember that, if all else fails, if none support your stance, one must walk alone, take the path less travelled by, and that will make all the difference.

Keynote Address – Dr M B Athreya

The key issue of interest in question is the synergy between the civil and the military, in terms of the concept of leadership and the lessons to be learnt.

Management thought has evolved in certain phases:

The first evolution of management thought comes from the histories of emperors and regimes in the past. In Indian history, one may refer to Janaka, Ram Rajya, Ashoka, Akbar, Kautilya's Arthashastra and even the Indian Constitution.

The second evolution came from religious leaders. The Christian Church is one such example, with a global organisation, which even after its split, was so strong, that the branches became as strong as the root itself. There are various kinds of the same in the Indian context as well, going from Adi Sankara in the 9th century, to the Chinmaya and Ramakrishna Missions today, and the 'Art of Living Foundation' in present times.

And the third evolution came from business organisations, where one may now see the Chinese adopting the lessons of Henry Ford, which is to pay better, and have higher productivity, more domestic consumption and less reliance on exports.

There are three major lessons one may learn from the military:

Strategy and Tactics – In the civil enterprises, one often gets caught in what is known as the activity trap – firefighting, crisis management and getting by. There is a need to visualise the future in terms of the evolutions taking place, and structure long-term strategies of organic growth, employing mergers and so on.

Next comes man management, which has always been a core strength of the Army. The civil enterprise was lacking this aspect earlier, but since the General Electric-Hawthorne experiments of the 1930s and the whole field of behavioural sciences opening up, aspects of team building, sensitivity training, psychological and other counseling services and mentoring have come into the civil enterprise.

One also needs to look at the institutional ethos in the midst of the dilution of ethics in politics – Politics in India was a great value-journey from 1857 to 1947, with whole generations of great political leaders. However, party politics and the machinations of power have had a corrosive effect, which has now seeped into Indian bureaucracy. Earlier, at least the Army and the judiciary would be completely free from it, but even they are suffering from it now.

However, there are also lessons which one may learn from the corporate world:

Focus – the danger in the Army is that in peacetime, when it is without engagement, it becomes an introverted organisation and in the absence of an external orientation or output, falls victim to political conflicts and turbulence in society.

Industrial competition – Domestically and globally, there is no economy or industry which is 'protected' or free from competition, technological dynamism or even sudden obsolescence. There is a constant need for resource management, and while the Army is aware of it, the fact that it is fundamentally a governmental organisation leads to problems, without them being the fault of individual officers.

Ahead of governments, it was industry which first became global. While there are blocs like the EU and ASEAN existing today and some form of global governance will, no doubt, soon follow, multi-national corporations were leading the way towards a multi-cultural ethos and so on much earlier. As the Indian Army's international connections grow, in terms of partnerships with other countries and it takes global responsibilities of peacekeeping, it, too, will have to keep this multi-cultural ethos in mind.

Which, then, is bigger – leadership or management? In the corporate world, the injunction to bright newcomers is not to be just a specialist in one's own sector, but to be a manager. Likewise, in the Army too, one need not just be part of a corps, but must advance to becoming a manager and once he becomes a good manager, to not remain complacent at the same, and work towards becoming a good leader. But leadership cannot exist in the absence of the core managerial skills of analysis, decision-making, optimisation, competence of planning, resource management, crisis management, project management and strategic thinking. A good leader does them better – he delegates and makes sure they get done.

The Indian armed forces could learn more from industry in this regard and vice versa. There is a need for them to work together in peacetime, with the corporate world using its core skills of entrepreneurship and managerial leadership and the armed forces bringing in leadership qualities, to ensure domestic peace, in order to be a global presence and have a surplus in economic terms and talents to contribute to the world at large.

Discussion

All social organisations are value-based and with progress and development in society, there must be an overhaul of value systems as well.

The sense of morality in societal values is decided by society itself and the acceptable behaviour is adjudged by society. However, with regard to ethics, it is profession-based, and not one to which an individual can be held accountable.

There is a lament that the quality of leadership in the Army is seeing a downward trend because of a dilution of norms in society, but the Army has always been drawn from larger society, and there is a responsibility for it to stay upright.

At the SSB level, while a potential officer is graded on 15 officer-like qualities such as effective intelligence, sense of responsibility, discipline, and courage, his morality level is not checked and perhaps there is a need to research certain psychological methods to check a man's morality level.

While there is a tendency to believe that the mismatch between surveys and operational realities is because of the rising gaps between senior leaders and junior officers and juniors feeling a sense of detachment from the overall organisation, the Army does cater for professional dissent and officers are always in a position to reach out to their commanders with their concerns.

Plenary Session I – Leadership Ethos

Chairperson's Remarks – Gen VP Malik, PVSM, AVSM (Retd)

While strategies, status, ranks and structure have their importance, they cannot work in any organisation in the absence of the development of leadership. Human resource development is the most important issue. In this regard, there are four simple points to be considered:

Whether one commands an Army of 1.1 million, or any organisation of that size, or a group of 6-7 people, the basic principles remain the same:

- Leadership is 12% knowledge and 88% how one deals with people
- The most important aspect in leadership is sound character

Leaders are seldom born in the military, though they may be in politics. In most professions, they are a result of hard work, experience, circumstances and it is the opportunities they utilise in those circumstances that makes them leaders.

In terms of leadership ethos, the word 'ethos' comes from the Greek work *ethikos*, which refers to "moral or showing moral character" and has to do with a set of attitudes or beliefs common to an organisation or a group. It is to do with the distinctive character, spirit and attitude of the organisation. The Chetwode motto is part of the ethos of the Indian Army. Discipline, loyalty, team spirit, duty, dedication and moral courage – are all associated with Army ethos, which is what makes the image of the Army so strong. While it may be getting a bit of a dent from time to time, there is nothing organisationally wrong. But even the perception of the same is worrisome and must be addressed.

Challenges to Military Leadership – Lt Gen K T Parnaik, UYSM, YSM

It is said that a military force is only as good as its leader, and therefore, leadership is the basic edifice of the Indian armed forces. Its strategic leadership is entrusted with the onerous task of structuring and arming of the force, which entails the entire cycle of creating a vision, formulating doctrines and strategies, ensuring implementation and personally leading the change.

In this era of globalisation, India faces enormous challenges from external and internal disturbances, which have a destabilising effect on national interest. Therefore, senior leaders in the armed forces face dynamic challenges in this prevailing politico-military environment. In earlier societies, the king or political leader was often the military leader as well, and if not, the distance of communication between him and the military leader was often very narrow. However, with the need of a professional army, military leadership has expanded. It gave rise to thinkers and strategists who theorised the art of war in a given time and space. In effect, the static employment of weapons and soldiers gave rise to manoeuvres and tactics.

The conduct of war encompasses diplomacy, alliances, economic and technological leverages. Many military leaders have attempted to codify a successful strategy in principles – Sun Tzu defined 13 of them, while Napoleon outlined 115. Kautilya had many ideas to facilitate governance and deter adversaries. Thus, history is replete with such examples of those who demonstrated strategic planning and movement in their military activities.

There are three levels of leadership in the Indian armed forces:

Tactical – Physical manoeuvres and assault using ground, weapons and field craft.

Operational – Orchestrate a battle with all arms and combat forces at one's disposal, to achieve value objectives and set a stage of destruction or attrition of adversarial forces.

Strategic – The theatre commander is the custodian of the political or military objective, the accomplishment of which would define a decisive military campaign.

Military leadership has often been value-based and it has been transformed from a sheer autocratic system to a democratic one, moving towards participative, and more recently,

towards a directive-style of leadership, entailing decentralisation of control and delegation of authority. In all its forms, professionalism, camaraderie, esprit de corps, bravery, courage, discipline and faith have been the common denominators. From these values, the military ethos of integrity, loyalty, duty, respect and honour have emerged.

The three basic functions of leadership at the highest level are:

Pathfinding – tying value systems of organisation and vision, with the mission and environment, for formulation of strategy

Aligning organisation structures and processes to achieve the goals

Empowering – uniting latent talents, ingenuity and creativity in the people to accomplish the mission.

The Indian armed forces have always occupied a place of pride, being a highly motivated, disciplined and secular organisation. It has been the last bastion of security and strength, capable of undertaking any and every task in the interest of the nation. Today, it is confronted with hostilities on its borders and instability within it, creating a host of challenges for the military leadership:

Environmental – despite being a part of unstable Asia, India lacks a strategic culture. The Army continues to be subject to civil control, without the desired civil-military integration, as also without having a say in the decision-making process of the nation. It is ironic that senior military leaders have to devise doctrines, strategies and operational philosophies without the benefit of an overarching national security doctrine, coordination or requisite infrastructure in place.

An active media and a lack of understanding of matters military amongst the political class adds to the discomfiture. Human rights activists and NGOs continue to side with separatists and extremist in the defence of their human rights, and protest against laws like the AFSPA which provide the military the necessary safeguard, protection and authority to deal with violent insurgencies. These factors several dent the capabilities of commanders to devise tactics and achieve operational results on the ground.

Along the borders, Pakistan continues to be belligerent and employs *jihadis* as an instrument of the state against India. China has developed massive infrastructure in the Tibet Autonomous Region and increased its defence budget exponentially. The Chinese are also in the process of converting 23 infantry divisions to Rapid Reaction Forces, posing a great challenge to Indian military leaders to undertake force restructuring and ensure that we develop adequate infrastructure on the northern borders.

As a nation, India does not have any military alliances, nor is it part of any military groupings. With the focus of security shifting to the continent, it is a challenge to be trained and equipped to fight the entire spectrum of war. External threats continue to build with an element of collusiveness and the highly volatile international situation adds to the vulnerabilities. It is axiomatic that the military has to defend the territory while worrying about the rear area and logistics.

Combating its own citizens through CI/CT operations has a socio-psychological impact on the military. It is a big challenge for leaders to keep troops motivated, even as they are losing lives, conducting battles in almost every conflict situation. There is no military solution to these internal security problems, and resultantly, the Army finds itself stuck, with no end in sight.

There is a sense of unpredictability to the roles assigned to the Army, from CI, to CT, Aid to Civil Power, disaster management, ecological and environmental protection and public service. The military leadership needs to factor in the diverse nature of training, motivation, equipment and focus necessary to undertake such tasks simultaneously. It has been increasingly employed in dealing with serious law and order problems. Such prolonged involvement in insurgencies inevitably leads to development work, which is essentially a civil function. Such peripheral tasks further tend to cause fatigue and digress from the primary role of the Army.

Modernisation, transformation and managing change – The nature of war will continue to remain a complex interaction of political objective and human skills. While a revolution in military technology will add new dimensions to war-fighting, it is the quality of military leadership which will determine the final outcome.

Perception management – The military is constantly under media glare, and television has brought wars to the drawing room in real time. Kargil was an example of the positive ramifications of such connectivity, while the Tehelka incident was a negative one, not just for the image of the Army but also for the modernisation endeavour. The Right to Information is yet another issue demanding greater transparency.

The behavioural pattern of society is changing to consumerism, leading to rising aspirations amongst the rank and file, and a change in value systems. There is, therefore, a need to take a hard look at one's growth and expansion. Despite the establishment of the Integrated Defence Staff, synergy continues to be lacking.

The Army has strived to improve remuneration and service conditions, resulting in some populist measures, which have led to delayed promotions, stagnation at the rank of colonels and short tenures in the top echelon, all of which has an adverse impact on the organisation due to lack of continuity and stability. While individual aspirations can be met within the organisation, there is a need to focus on organisational goals and competencies.

Today's combat scenario requires managers, thinkers, teachers, technical experts and leaders in equal measure, with a balance mix of brawn and brain.

The Way Ahead

The senior military leadership is the custodian of the value systems and has a unique role to play in motivating troops towards meeting challenges.

There is a need to nurture value-based systems and establish a transparent system, removing apprehensions of fear and failure.

Professionalism is a combination of military ethos and the pursuit of excellence, generating a professional culture, which is bold, fearless and practical – there is a need to encourage professional dissent.

Doctrines and strategies must be evolved with a sense of Indianness, modelled on the ancient epics, Vedas and statecraft, which will lead to a wider acceptance at home and also help in putting the enemy on the defensive.

There is a need to improve the knowledge base, and improve the officers' exposure to strategic planning, perspective planning, acquisitions, logistics management.

Cross-cultural sophistication – there is a need to interact and work with all kinds of bureaucracies and governmental agencies, in various capacities.

Ability to sensitise policymakers – the Army must make efforts, formally and informally, to ensure greater presence of serving and retired officers in the NSAB, in intelligence circles and in advisory capacities to the government.

There should be a large representation of such officers in think tanks, Track II diplomacy initiatives.

Unified structures have proven effective in J&K and in Assam, and must be employed wherever the Army has to move in – alternatively, military advisors could be appointed to state governments.

The new specialisation for soldiers will be in language, cyber technology, target countries and finances.

A broadcasting station for the Army is necessary, to counter false propaganda and sensitise the public to the Army's initiatives.

There is a need to deal with the media more pragmatically without fear.

Independent validation of training standards through inspectorate to enhance the standards of the Army.

Risk and unpredictability – peacetime training must cater for the same, as well as provide the basis for bold actions on calculated risks. There is a need to move away from stereotypes and the sacrosanct. The Army must work from the hope of success and not the fear of failure. Military leaderships at the operational and strategic level must lead by example.

Impact of Changing Societal Values – Maj Gen SA Hasnain, AVSM, SM, VSM[*]

It is a complex world and environment and there are various complexities to soldiering today, but it has happened at every juncture at human existence. While the nation is not so virtuous, it likes to see the Army as an island of virtue, which is the challenge to the rank and file today.

The Indian nation, now at 60 plus years of nationhood, went through the confusing choice of socialism v/s capitalism, and is now suddenly adapting to globalisation, permissiveness, and Western models of growth. Therefore, Indian society can be best classified as one in transition and its Army as such too.

Transition is often through turbulence, and the Army cannot remain an island of probity and virtue – it is against the law of human nature, but then, armies all over the world are different and can defy nature.

So, what is changing in the Indian Army?

- Morality and the question of materialism
- Voyeuristic public looking everywhere
- Diluting family norms, hardened by deprivation, having been through a socialist era
- There is enough money in the government, and yet, constant delays in acquisition
- The karmic philosophy of destiny has changed to making one's own destiny

The negatives of change are as follows:

- Opportunism in progress
- Ethical lines getting blurred
- Mutual faith between juniors and seniors getting blurred
- The authority of the leader is being questioned
- The 'cantonised' way of life is under threat
- There is insufficient space for healthy disagreement
- There is difficulty in pointing out unacceptable conduct within own organisation
- Low self-esteem with media proactivenes
- Officer shortage, resulting in questionable grooming
- Careerism
- The inability to face failure - not being able to emerge from failure to success
- Ticket punching in terms of appointments being excessively short term

There are positives to change as well:

- Nothing has changed as far as patriotism is concerned
- Professionalism too is on the upswing
- There is better education, empowerment and awareness on the part of the average intake
- Exceptional motivation
- No dilution in entry standards even to make up shortages
- Even if quality is diluted, but army training makes up for it
- Passing it on is still a culture, now from lower ranks to officer cadre, instead of within officer cadre

While there will be gains and losses in this process of change, it is institutional awareness which is important.

Certain aspects of the current 'Gen Next':

- They understand complexity much better
- They are relatively impatient, but not short on passion
- They are much more audacious for a variety of reasons
- They are open to change
- They are not lacking physical courage
- They are far more creative, innovative and taking changes
- Does not see peacetime commitments as adding qualities to Army values
- Considers the best Army to be the one at war

In light of the current turbulence, both in the Army and in society, certain questions are worthy of being raised and debated:

- Character, Courage, Competence, Commitment, Compassion – have these been affected?
- Is there a dilution in basic discipline, correct deportment and etiquette in the Army?
- Is the rank and file losing pride in the profession?
- Is prosperity negatively affecting the social norms of the Indian Army?
- Is the Indian Army suffering from a colonial hangover?
- Is there a flawed sense of loyalty in the Army? Is regimentation really a positive?
- Is the officer shortage the real reason for the dilution of leader effectiveness?
- Does the hierarchical system and rigid seniority norms stifle the growth of 'Gen Next' and create problems of effective communication?

- While society is becoming increasingly open and transparent, is the Army's self or government imposed gag creating frustration?
- Is the army able to appreciate the demands of women empowerment and emancipation?
- Are the Army's appraisal systems and selection norms out of sync with the realities of the changing environment?
- Does the path to greater effectiveness lie in further isolation from the national mainstream to prevent the negative influences of society?
- Should exclusivity be promoted for greater self esteem and character building?
- While the public at large seems to view soldiering as just another job, a transaction between the government and the soldier, is this public image of the Army's value system at its nadir?
- Is the nation treating soldiering and policing at par, when the two are like chalk and cheese?
- Is the faith of the public sufficient to classify the Army as the 'last bastion'?
- Is excellence a diluting quality of the Army's work ethos?
- Is the media making the army its favorite whipping boy?
- Will all the identified negatives impinge on the battle effectiveness?

A last advisory to conclude – one must be wary of the vested interests and their involvement in sullying the Army's image. And the absolute need of the hour is that the Army, as the last bastion and the undoubted pride of the nation, must retain its image of correctness, probity, professionalism and patriotism. Which begs the question – is it time to carry out professional image management for the Army?

Corporate Leadership Ethos – Dr Vinayshil Gautam

One has an opportunity to present a dissenting view from the corporate world, where there are a different set of issues at play.

Much has been spoken of the positives and negatives of dissent, but it must be understood that dissent does not necessarily imply opposition, but the completion of a picture such that totality emerges.

Leadership, as a subject, has been discussed in philosophy, sociology, literature, management, and about half a dozen other disciplines, where is a matter of serious study. One particular school of thought even holds that leadership cannot be understood without reading Shakespeare, and within that oeuvre, King Leader. For all leaders are inevitably, tragic heroes. This concept follows from the Grecian tradition, where the leader is the one with all the glorious attributes, but for the one tragic flaw, which is his unmaking and the making of the Greek tragedy.

What is leadership, then? Just as Kalidas, in the *Avigyan Shakuntalam* never described the character of Shakuntala, leadership, as a classical concept, cannot be indexed. One cannot develop defining characteristics of the same. Leadership has the subtle quality which one realises is there, without being told it is there, and that is the corporate ethos.

Jawaharlal Nehru, Lal Bahadur Shastri and Sonia Gandhi are all leaders, yet one cannot possibly have defining characteristics emerge from their characters. It is said that one cannot be a good leader without being a good human being and a good professional, but when it comes to that, one cannot even be a good teacher or a good carpenter, without being a good human being. So that is hardly a trait exclusive to leadership. Each person is capable of being a leader and it is situations which throw up leaders, a concept which is known as situational leadership in corporate management.

One cannot manage to be a leader. When it is said that being a leader is to 'handle people', it refers to managing their egos and vanities, and it is not one for which general recommendations can be made. While leadership requires precision and management to be effective, there is no toolbox for it.

The primary difference between the military ethos and corporate ethos is that in the military, objectives are clearly defined, while corporate ethos is more loose, lacking definition. One can be a part of the corporate world for profit, non-profit, social work, to perform a service, run at a loss, so on and so forth. There are different kinds of corporate entities – the start-ups, the developmental models, the ones which have reached a plateau, and the ones which require a turnaround strategy. And the Army is also an entity which requires a turnaround strategy, a reinvention in the modern context. For a change, the corporate world is showing the military what tomorrow can be, in terms of its experiences today.

The generation of managers and leaders working today are nothing like previous generations – their values are different, and one must come to terms with them. Hence, the case for reinvention. This is something the Army can learn from the corporate world – how to change itself in accordance with the changing environment and the changing aspirations of the people who are entering the sector.

The AFSPA is much lambasted, but it is not as well known that even in the corporate world, when professionals are asked to take on a high-risk assignment (as those joining the newly reconstituted board of Satyam), they are given immunity from prosecution. And given the unique circumstances and the risk which the Army works within, it is not justified that human rights are only applied in one context and not in others.

Coping strategies and the environment of turbulence currently existing need to be studied, and while the solution to resolving conflicts, especially about leadership, may not be resolved by the current generation, the way ahead can be charted.

Chairperson's Remarks

Reinvention, when applied to the Army, may be too strong a term – perhaps analysis and modification may be a better phraseology. However, given the changed circumstances in the society, Army sociology is also changing, and this is an important factor which needs to be studied

While the courage one expects on the part of young officers or jawans has not changed, the perspective expected from the senior leadership is not as forthcoming. This bears examination. In connection, dissent must not be confused with defiance.

Ethics remain the same, but circumstances around them have changed and one must learn to work within them. The Army must also learn to liaise with bureaucracies and governmental agencies, and learn to say 'no' when it is given tasks clearly outside of its purview.

Discussion

With regard to short tenures at the top level – it is a result of the cyclic effect of the promotion policy. If people are promoted beyond the vacancies available, there will be short tenures, causing instability and lack of continuity. This turmoil goes down to the unit level, with priorities being reshuffled. The dissenting point of view is that during war, tenures are always short – either perform or perish. What matters, perhaps, is what one does with the time one has. A long tenure may be wasted, while a short tenure may be very effective.

The Army needs to be proactive in highlighting the beneficial initiatives it undertaking, but it must be understood that there are precious few interesting in knowing about them. Perhaps it is time for judicial action, in case there is deliberate and malicious propaganda to deface the service.

With regard to followership, every follower is a leader in turn, but one must be careful that in studying leadership from the angle of followership, there may be a tendency to turn the very definition of leadership on its head.

In terms of a reinvention of the Army, while the extent and intensity thereof can be debated, it must be carried out.

The challenge of turbulence is also about management of expectations. One cannot swear by how things were done in the past. Changes in mobility, vertically within the social structure and geographically, should propel the Army to conduct an environmental scan on the changes around it and employ the same in training and sensitisation of troops

Do the qualities of leadership differ in peacetime and in war? Reactions differ across the ranks, for war throws up challenges which cannot be adequately simulated in peacetime. But one may restructure training and values to guide one's responses, to practice in war what is preached in peace. The culture of allowing dissent, freedom to act, thinking 'out of the box' in peacetime, will augur well during war.

Plenary Session 2 – Functional Level Leadership

Brig Gurmeet Kanwal Director CLAWS, in his opening remarks highlighted the need for audacity and breaking away from the conventions to face the challenges posed by changing nature of conflict. The leadership at functional level has proved its metal in peace and war and has met all challenges with great grit and courage. It is the greatest strength of Indian Armed Forces and bedrock of the cutting edge. Leadership at functional level should not be tied down by the conventions and logic. Key to success lies in being innovative and audacious.

Breaking Away from Convention – Col Yash Mor, SM

Col Yash Mor highlighted his talk with sterling examples of his experience while in command of his company in sub conventional conflict. There are broadly three levels of leadership in the armed forces, namely tactical operational and strategic. Functional level or tactical leaders are those who are in direct command of troops from company to brigade level. Attributes of functional level leaders are raw courage, personal character, risk taking capability and man management skills, where as the other two level of leadership require vision, wisdom and conceptual clarity of thought.

Challenges faced by functional level leadership are enormous. All orders/ instructions passed by the higher commanders are finally executed at this stage. In the present milieu challenges faced by the tactical leaders are as under:

- Wide spectrum tasking, necessitating flexibility and innovation at execution level.
- Managing the conflicting requirements of peace and war.
- Man management issues arising out of organizational and individual aspirations.
- Managing the societal changes at a rapid pace due to rising awareness.

Success only comes if the functional level leader is audacious and is capable of taking calculated risk for right reasons. Conventional thinking is likely to produce moderate results.

History is testimony to the fact that 'thinking out of the box' and unpredictable actions often result in victory with least cost to men and material. The Kargil war has proved that junior leaders achieved greater success by being unconventional. This is even more relevant for counter terrorist operations. This speaker had trained his team to fight the terrorists in an unconventional manner who achieved phenomenal results by employing these men in an innovative manner in South Kashmir. Audacious employment of small teams resulted in elimination of top terrorist leadership of LeT, HUJI and HM. The important lessons which can be drawn from breaking the conventions are as under:

- Sincerity of purpose is an important attribute of the leader in such missions.
- Surprise is the biggest weapon, therefore, unpredictable and unconventional operations have higher chances of success.
- Be proactive always and every time.
- Transparency in operations is must because nothing can be hidden from the media. Senior leadership should be prepared to accept 'error of judgment' but of course not omission.
- Listen to the team, innovative ideas of men make the plans more unpredictable. In addition every member of the team remains involved in planning and execution thereby bringing best out of them.
- Work from 'hope of success' rather than' fear of failure'.
- Give credit of the success to every team member. How small the contribution may be.

Need for Audacity – Col Narender Kumar, SM

War is an utmost form of sacrifice. Therefore, an audacious military leader should be self disciplined, spiritual, strong character, competent and confident. These traits in a leader are essential because war can never be won by soldiers who are low in personal discipline and self esteem. Changing nature of conflict and asymmetric warfare has put additional burden on leaders at cutting edge level where adversary is neither visible nor the boundaries of conflict defined. In such a scenario, operations conducted on natural lines of expectations, more often than not will produce negative results because predictability always meet strong resistance. As a consequence, an audacious leader should dispel fear and emotions either leading the men by personal example or should have the capability to inspire the men to achieve impossible. Major Shaitan Singh, Major Chandpuri and legends like Captain Vikram Batra are epitomes of audacity and professional arrogance – an attitude of 'never say die'. They inspired men by personal example and leading from the front.

An audacious leader should defy conventions, logic and even nature. However, this cannot be ensured until or unless he is competent and confident. The challenges of leading men during war and peace need men to follow their leaders without questioning his wisdom and authority even in the face of death. In fact, "the leaders those who abandon their command and abstain from battle can never drive their men to victory". Therefore, an audacious functional level leader should be visible with the men and should be present during critical and most dangerous situations in war.

Audacity in leadership is built through ethics and a warrior code. It is collective wisdom passed down the generations by the old soldiers to young one. This is part of tradition and also unwritten conventions often talked like folk lore. The warrior code is a religion and unwritten binding on all members of a unit. Violation of warrior code is considered sacrilege. Men lay down their lives for the just cause without questioning the wisdom of their leaders in the face of extreme dangers. But it does not come without cost, and that cost is paid by officers by following this warrior code "where men shed sweat officers shed blood, where men shed blood officers shed lives". Audacity is an essential ingredient to succeed in war

and even in peace. Leaders should take calculated risk to achieve impossible and also to lessen the risk to his command. Conventional thought process has no place in military thinking and planning.

Leadership Challenges in a Highly Competitive Economic Environment – Mr P Dwarkanath

Business is war, a competition to surge ahead of others. To do business with rule book in hand is never going to work in an environment which is uncertain and always changing. Therefore, first break all rule and conventions and make your own rules to succeed. Competitive environment needs competitive intelligence and professionals to do well. In competitive economic environment, people are more important than other resources. It is the most important asset. Assets may increase or decrease but what should not be lost is people and leaders. The core group of an organisation is the nerve centre, resources can be built around it, but if people are lost well it is difficult to make a turn around.

Business is war of profit and loss. Core issue is how to be profitable and that can be done through leadership. A good and competitive organisation should build leaders first and assets later. Because leaders create assets and not the other way around. Good leaders with their vision will turn great strategy into great performance. The most important facet of leadership is the ability to lead in turbulent time and facing the challenges in toxic environment. Leaders must build organisational powers than the personal powers. Individuals do not matter what matters is the organisational leadership. Principle of leadership is to develop others and then develop self.

The only thing which is constant in business world is change. Leadership should be able to adapt itself to the fast and fluid changing environment. Leaders must constantly watch and should know to whom this change is taking place and when it will take place. And those who can perceive it should know how to handle it. That is the leadership challenges in an uncertain competitive economic environment.

Chairperson's Remarks - Lt Gen VG Patankar, PVSM, UYSM, VSM (Retd)

Leaders in armed forces are practitioners. Leaders should lead and be always ahead of the situations and not necessarily follow or chase the events. But this is only possible if a leader is capable of acting rather than reacting. It gives an important lesson that leader should be guilty of commission and not omission.

Leader should be humane, humble and should be always conscious and should listen to his conscience. Intent should be good and must "Do it".

There is no leadership tool. It is skill and accumulation of experience which allows a leader to take decision without getting bogged down by fear of failure.

Grooming of leadership is a major responsibility and should 'walk the talk' to build the inclusive leadership.

The seminar was concluded with a vote of thanks proposed jointly by Brig Gurmeet Kanwal, Director CLAWS and Mr Kamal Singh, Director, All India Management Association.

(Report Compiled by Col Narender Kumar, Senior Fellow, CLAWS and Samarjit Ghosh, Associate Fellow, CLAWS)