

FROM THE EDITORS

# Reflections on Leadership, Teamwork & Organizational Management

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**Colonel Mark Anarumo** is a Permanent Professor and Director of the Center for Character Leadership Development at the United States Air Force Academy. Prior to his current role, he was the Vice Commander of the 39th Air Base Wing at Incirlik Air Base, Turkey. His previous assignments include command of 3 squadrons, a National Security Fellowship at Harvard University, Chief of Programming for Headquarters U.S. Air Force Directorate of Security Forces, Deputy Chief of Force Development at Air Combat Command, Executive Officer to the Air Combat Command Director of Security Forces, Chair of Homeland Security and Terrorism Studies, and Operations Officer for the largest deployed Security Forces Squadron in the world. Prior to entering the Air Force through ROTC, he served in the US Army as an M-1 Abrams tank crewman, reaching the rank of Corporal and tank commander. Colonel Anarumo is a graduate of the Federal Bureau of Investigations National Academy, U.S. Army Pathfinder School, the U.S. Army Air Assault School and earned a Bachelor of Science degree in Administration of Justice, a Master's Degree in Criminal Justice and a PhD in Criminal Justice all from Rutgers University.

**Dr. Douglas Lindsay** is the Editor in Chief of the Journal of Character and Leadership Development (*JCLD*). Prior to assuming his current role, he was a Professor and the Founding Director of the Masters of Professional Studies Program in the Psychology of Leadership at The Pennsylvania State University. He also served in the United States Air Force where he retired after a 22-year career, serving in a multitude of roles, including research psychologist, occupational analyst, inspector general, deputy squadron commander, senior military professor, Full Professor, deputy department head and research center director. He has over 100 publications and presentations on the topic of leadership and leadership development. He received a Bachelor's Degree from the United States Air Force Academy, a Master's Degree from the University of Texas at San Antonio, and a PhD in Industrial/Organizational Psychology from Penn State University.

The Journal of Character and Leadership Development (JCLD) exists to facilitate scholarship and dialogue around the development of character and leadership. On the surface, that may seem a relatively straightforward endeavor. In fact, there are many publications that claim to operate in different parts of that domain. The challenge, and why we have launched this journal, is sorting through the vast amounts of work that are published every year on both character and leadership as independent concepts. As an example, a simple search through an academic search engine like Google Scholar produces over 4 million results for the search term “leadership” and over 4.7 million results for “character.” That is an overwhelming number of publications to sort through. A leader focused on their own development would face an arduous battle trying to identify which information is most relevant to their own personal development and circumstance. As a result, many rely on recommendations from others or what catches their attention online or as they peruse a bookstore. While this casual approach has the benefit of exposing one to different thoughts about leadership, it is far from an intentional developmental strategy that aligns with personal goals and accountability. The key word in the previous sentence is intentional.

As highlighted in the previous issue of the JCLD, development can occur without any intentionality; however, as we approach a complicated construct like character and leadership and the complex interplay between the two, we should be keenly aware of what development we are trying to achieve and not simply leave it to chance. In fact, this is what the military service academies (as well as other organizations with a focus on character development) are designed to do: Bring intentional experiences at the appropriate time to produce growth in a certain area. This is where the Center for Character and Leadership Development (CCLD), and by extension this journal, has its role.

CCLD provides intentional education, training, and development for USAFA with respect to character AND leadership development. While the mission of USAFA may be at the cadet level, there are numerous opportunities for all faculty and staff to benefit from a “tour” at USAFA. This could be as a faculty member teaching a course, a program lead responsible for cadet development, mentoring a cadet, or adding to the body of scholarly research. All of those elements have developmental effects for cadets, but should also be part of an intentional developmental plan for faculty and staff.

When we think about development, it shouldn't just be for one segment of our institution as we all have an impact on and are impacted by what is going on around us at USAFA. The focus of CCLD is to serve as the integrative function for the institution. In order to succeed in that function, we must be willing to engage in dialogue that not only expands our thinking but is based in science and state of the art conceptual understanding of key concepts. That means we will often come into contact with information that causes us to think about challenges and process in ways that we have not previously experienced. It is that nexus where learning and development can occur. It is also, fortunately, where the JCLD is positioned.

### **In This Issue**

Every year, since 1993, the United States Air Force Academy has hosted the National Character & Leadership Symposium (NCLS). This world-class, multi-day event brings together thought leaders, experts, students, military members, and many others to intentionally focus on character and leadership development. This is accomplished through panels, speeches and guided group discussions. It is the largest event of its kind, attracting over 5,000 attendees annually.

The theme for this year's NCLS is Leadership, Teamwork, & Organizational Management (LTOM) which also happens to be one of USAFA's Institutional Outcomes. Due to the impact and scope of NCLS, as well as the previous discussion on intentional development, we thought it would be impactful to align this issue of the JCLD with NCLS. As a result, we have collected a series of articles from thought leaders on various aspects of the LTOM outcome.

The first article is by Gary Packard who is the Vice Dean for Curriculum and Strategy at USAFA. He draws on his experience working with outcomes at USAFA to describe LTOM, the challenges associated with such a broad outcome at a large university, and finishes with some recommendations on how one can lead at different levels. This article is a great set up for NCLS and those who plan to attend as he gives practical advice on how we can grow as leaders. He also discusses how we as an institution can use the LTOM outcome to continue to improve our processes and leadership.

With this focus on LTOM, the rest of the JCLD is broken into three sections: Leadership, Teamwork, and Organizational Management. While an exhaustive coverage of these three topics are beyond the scope of any single issue of a journal, we have chosen articles that not only show the breadth of scholarship that is occurring at each of these levels, but will also expand our thinking on the topics.

### Leadership

We begin our discussion with five articles that describe different approaches to the study of leadership and character. The first is an interview with Mr. Max James (USAFA Class of 1964), an ardent and early supporter of this Journal and CCLD. In the interview, Mr. James describes the substantial investments he has made over the years to focus on adolescent character development,

his involvement with the building of Polaris Hall (the home of the Center for Character and Leadership Development), and shares his thoughts on character development. Mr. James describes on how one can show character and leadership through their actions.

The discussion on leadership continues with an article by Elise Murray, Marvin Berkowitz, and Richard Lerner. They offer a compelling discussion around character education and how it can be utilized to help individuals to lead with character. They do this through describing the value of character education and offering suggestions on how to create and sustain character education programs. While this is done through the lens of military leadership, they write in such a way that all organizations can benefit from their advice.

Next, we move to a topic that has received significant attention over the past few years: Emotional Intelligence. While much has been written, there are conflicting narratives about what Emotional Intelligence is and how it should be measured. David Caruso and Lisa Rees adeptly step through not only what intelligence is (and what it isn't), they provide advice about the role of emotions in leadership and how Emotional Intelligence may be used to develop leaders of character. This thought provoking piece will certainly expand the reader's thoughts on this topic.

Scholarship can take many forms. It can be an empirical examination of a particular topic or it could also be a description of what we know about a particular subject area (i.e., a meta-analysis). In fact, there are many ways to approach scholarship. The fourth article in this section is a perfect example of a scholarly dialogue between professionals. In the last issue of the JCLD, Dr. George Reed wrote a compelling piece titled "The Rhetoric of Character and Implications for

Leadership.” It was an insightful examination of the power of the situation and how that can impact the presence of character for individuals, military members in particular. In this issue, George Mastroianni furthers that discussion by challenging several assumptions made by Dr. Reed through an adept discussion of human behavior. This is an excellent example of how two professionals can have different points of view on a topic, value each other’s perspectives, and walk away with a deeper understanding of each other’s points of view. All are hallmarks of effective leadership and demonstrate high character.

In leadership and character literature today, there is often a focus on new theories, skills, and approaches that mark the potential “next best thing” for leaders. While this approach certainly has some merit, what is often missing is an intentional tie back to previous work done on different constructs. Dana Born and Christopher Megone challenge us to consider that there is much to learn from looking back as we look forward. They do an excellent job of referencing early philosophers to describe how some of those early works still have relevance today in the discussion around character and leadership development. This educational approach is a superb example of why education in the broader Social Sciences & Humanities, as well as Engineering and Basic Sciences, can provide a necessary foundation in our development of leaders of character.

### Teamwork

The second part of the LTOM outcome deals with teamwork. Clearly, it is evident why this would be an important component to effective leadership within an organization like the military; however, teams and teamwork are present at some level in every major organization, university, and other occupational domains. Being able to understand teams, what makes them effective, and how to successfully complete work

within teams is critical to the workplace of today. In order to shed some light on aspects of effective teamwork, we are proud to present two articles that describe different components of teams. The first article, by Denise Reyes, Julie Dinh, and Eduardo Salas describe what is meant by the leadership of teams. They follow with a review of team literature and identify several insights that can be taken from examining that scholarship, in other words, what we currently know. They wrap up the article with recommendations for future research, a.k.a. what we still need to know, on team leadership. This article does an excellent job pulling together what we know to help inform where we need to go regarding the science of teams and leadership of teams.

The next article by Melissa Norcross discusses the role that humility can have on teams. The article begins with a discussion of humility and what it looks like in a team setting. She introduces four components of a humble team culture - attitude of inquiry, kinship, extraordinary collaboration, and professional excellence - and then describes the leader’s role in creating and modeling humility for the team. While the first team article talks about the leadership of teams, this article does more of a deep dive into a component of effective team leadership. Both perspectives are critical and important for the effective leadership of teams.

### Organizational Management

The third component of the LTOM outcome is organizational management. This portion of the outcome looks at the leadership of organizations and the leader’s role in achieving effectiveness. This not only applies to what the individual leader does (their actions) but also the policies, procedures, and culture that the leader puts into place. Since organizations are made up of individuals, leaders, teams, departments, etc., leadership at the organizational level can have a

cascading effect throughout the rest of the organization and therefore impacts leader effectiveness at all levels. For organizational leadership, we have a range of topics that relate to different aspects of this part of the outcome.

The first article is an interview with Vice Admiral Walter Carter, the Superintendent of the United States Naval Academy. In this interview he covers the challenges and the rewards of leading a military service academy, which he has done for nearly five years. He discusses his experiences and the leadership implications for leading such a diverse organization. As Lt Gen Jay Silveria pointed out in the previous issue of JCLD, leading a military organization as well as a university poses unique challenges. Through the interview, Vice Admiral Carter provides some practical advice to those who lead at the organizational level.

The next article by John Abbatiello and Ervin Rokke describes some of the current challenges that military leaders face, and allude to those which they will face in the future. This examination of current and future challenges is used to frame a discussion of how we need to think more deeply about some of the moral challenges our future leaders will face. If we don't thoughtfully consider how this will impact our educational and training pipelines, we will be ill prepared to effectively wage future warfare.

The third article by Matthew Valle and David Levy is a thoughtful discussion of how we need to be organizationally thinking about character and leadership development in the future. They introduce the concept of polyarchy, which is "collaboration and decision-making in dynamic environments by bringing the necessary resources to bear quickly and efficiently so that focal individuals can sense and shape opportunities quickly and make decisions proficiently"

as a mechanism to help leaders be more effective in the changing future environment. Through this approach they offer several suggestions of how it can be leveraged to build more dynamic capability among the leaders in our organizations.

The final article, by David Murphy, offers a more focused definition of character (referred to as character conflation) and how it can be applied to the broad range of operations that militaries face. He discusses how the Just War Tradition should be expanded to include Just Peacemaking Theory. This theoretical discussion expands the discussion of what character looks like in the different roles in which we are asking our military members to serve.

As evidenced by the broad spectrum of articles that have been included in this issue of the JCLD, it is clear we are just scratching the surface of these topics. Our hope is that this diverse look at the LTOM topic will spur discussions not only after reading this issue, but also as a compliment to experiences gained through this year's NCLS speaker series whether live or through our continuing discussion modules available online. Our challenge to you is to see how this information can help inform your own character and leadership development regardless of what level of leadership you currently find yourself.

### Book Reviews

In this issue of the JCLD, we are introducing a section for book reviews. Our Book Review Editor, Dr. John Abbatiello, has expertly developed this section for the JCLD. We are adding this section to provide a venue through which relevant scholarship can be highlighted. We will be focusing on books that have distinct application for the development of leadership and character. There are two books reviewed in this issue of the JCLD: *Professionalizing Leadership* by

Barbara Kellerman, and How Good People Make Tough Choices: Resolving the Dilemmas of Ethical Living by Rushworth Kidder. Brief synopses of the books are provide to give some insights on content and application for development.

### **Looking Ahead**

Three issues of JCLD will be published per year aimed at highlighting scholarship relevant to the core mission of the Center for Character and Leadership Development: Developing leaders of character for our Air Force and our nation. This scholarship will take many forms and will come from diverse sources. We hope you see it as an important tool for your own development. While reading is a necessary component to effective development, it is not sufficient. We hope that you see the JCLD as a starting point for reflection, dialogue, and the practice of leadership, and welcome partnerships that lead to success in this most noble and critical pursuit.