

FROM THE EDITOR

A Matter of Necessity

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This special issue of the *Journal of Character and Leadership Integration* illuminates issues of direct and pressing importance to military professionals. In a globally-connected, always-on world that brings a sense of omnipresence to ongoing ancient animosities and newly-brewing conflicts, the context in which military professionals perform is both complex and demanding. We address two closely related aspects of the challenge: the evolving geopolitical, informational and technological context in which military professionals must lead and succeed; and the ethical, intellectual, organizational, and educational adjuncts of that evolving context. From a variety of perspectives—that of senior leaders within the Department of Defense, military educators and senior institutional leaders, American and international educators—the articles assembled here provide a wide range of insights on the leadership acumen and character attributes that modern military professionals must possess, and how they can be developed and strengthened.

As this issue goes to press, the Department of Defense (DoD) will be gathering, for the first time, the leadership of Army, Navy, Air Force, Marine Corps, and Coast Guard professionalism centers, along with civilian thought leaders, in a symposium devoted to strengthening military professionalism and culture. This “professionalism summit” is intended to build community while sharing tools, insights and solutions to common challenges. It is an idea whose time has come—because as one of our feature articles points out, the “old” uses of military force are no less necessary or demanding, while “new” uses and definitions of military force are rapidly adding to the moral and intellectual complexity of the tasks military professionals must navigate. Immediately after the DoD summit, the U.S. Air Force Academy will host its 23rd National Character and Leadership Symposium, which this year brings together over 5,000 cadets and faculty with visiting students and exceptional speakers in a two-day event focused on “Professionalism and the Profession of Arms.” The thoughts expressed

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in this issue of the JCLI are intended to inform, energize, and sustain the dialog and learning that needs to take place at these two significant events.

In this Issue

We open with an interview focused on DoD's "Force of the Future." In the candid conversation, the Honorable Brad Carson, who is the Secretary of Defense's senior advisor on personnel and readiness issues, surveys topics from leader education and development to workforce flexibility, diversity, and management processes. Secretary Carson outlines an ambitious agenda for making DoD's military and civilian members more effective that will require—just as much as legislative change and process modernization—a change in the mindsets and cultures of leaders at all levels. His broad, no-punches-pulled perspective underscores the necessity of changing DoD's industrial-age processes and the magnitude of the tasks required to do so.

In the first of two feature articles, a former Supreme Allied Commander Europe (SACEUR), a two-time university president and retired senior military intelligence leader, and a retired naval officer and innovation entrepreneur collaborate to advance the thesis that it is *management of effects*, not the management of violence, that is at the core of a 21st-century military professional's competence. Proceeding from an analysis of the cyber attack which wrought havoc on the Sony Corporation, Admiral Stavridis, General Rokke and Captain Pierce examine the Cold War civil-military relationship and definition of professionalism advanced by Sam Huntington, and the concomitant Combined Arms Warfare mindset that characterized the last few decades, and find them lacking to cope with the more complex,

non-nation-state, multi-domain conflicts of today and tomorrow. Their essay is a clarion call for examining the way we currently think about the profession of arms, and the roles that military and civilian leaders play in understanding and organizing the management of potentially lethal competition on the world stage.

In this issue's second feature article, the Secretary of Defense's Senior Advisor for Military Professionalism makes a compelling case for a renewed emphasis on value-based ethics as the essential underpinning for the military profession. Her sense of urgency is not born of a crisis of confidence, but of the fundamental importance of retaining trust. Touching on the complexity of human organizations, the way people and their environments interact, and the duty that leaders have to bring an ethical climate "to life," Rear Admiral Klein and Lt Col Basik cite the importance of leaders upholding and exemplifying high standards, building trust, and developing habits of integrity and a sense of professional identity that will spread throughout the scope of their influence. The essay closes with a powerful reminder that today's military professionals are engaged in noble and honorable work

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that is imminently worth pursuing.

Leading off a series of articles exploring different aspects of military leadership, Professor Gene Kamena and Dr. Aron Potter provide an insightful survey of the critical nature of trust in relationships in the military. In it, they assert the importance of and explore the ways that the emotional construct of trust operates to bound the degree of respect, confidence or commitment that members of

an organization will have for their leaders. Gaining and maintaining trust is tricky, developing it is not a linear process, and achieving high levels requires leaders to understand the roles that both emotion and truth play in achieving trust.

Two Air Force Academy professors and a colleague from Colorado College provide a thoughtful analysis of leadership development at a military academy, focusing on how a deliberate program can foster identity change. Professors Davis, Levy and Parco explore the development of leadership identity and sense of purpose, and the steps that lead to such development. They touch on impediments to development, and examine how women and men interact within and with the studied development process. The authors surveyed a population of cadets with regard to their phase in the officer development process and the values they place on various leadership levers, testing three hypotheses and concluding that higher-level organizational roles require very different skills from mid level roles; change readiness is an important element in any leadership development process; and women did not favor relationship-oriented leadership levers as strongly as expected.

Richard Pircher's contribution on self-leadership and perception represents not only an international scholar's viewpoint, but a valuable perspective on organizational leadership and leader perceptions from outside the military sphere. Dr. Pircher's thoughts on self-organization and his exploration of non-hierarchical approaches to accomplishing an organization's mission are clearly orthogonal to historical and mainstream U.S. military organizational practice, yet his work offers some intriguing insights for diverse sub-organizations and cultures within DoD, particularly those with rapidly evolving or specialized mission demands. Equally importantly, his observations on the ways in which human beings perceive and decide are a valuable offering

to military professionals immersed in endless and often contradictory streams of information.

Captains Chapa and DeWees combined their operational experience and intellectual acuity to offer a thought-provoking look at how young military professionals can develop the ethical framework needed to deal with ambiguous, unpredictable, and consequential circumstances in which they will have to make decisions. Using a case study to illuminate the life-and-death stakes, and the ambiguity of the ethical environment, the authors introduce the concepts of awe—a sense of wonder and attraction to something larger than one's self—and of the frontier of individual knowledge, or the limits of the known—as a way to build the character necessary to “answer well the questions we cannot possibly foresee.”

Our closing essay is by the Superintendent of the Air Force Academy, Lt Gen Michelle Johnson, and underscores the reasons that this discussion of “Leading in the Profession of Arms” is a matter of necessity at this time in history. Drawing from personal experience and observation, she highlights the human complexities of the world in which today's military professionals must develop, operate and succeed. Such things as operating in an environment that demands decisions amid overwhelming information; operating outside comfort zones; bringing together the rapidly evolving scientific and technical aspects of our world with the foundational perspectives of the humanities; educating, equipping and empowering young men and women to take creative chances when necessary to meet opportunity—all of these are demanded by the military strategic and operational environments faced by today's soldiers, sailors, airmen and marines. The Academy is well aware of these challenges and is focusing on adaptation of its curriculum, continued development of character, and beginning a wholehearted emphasis on building capability to educate and innovate collaboratively in the new cyber domain, in the form of a new Air Force

Cyber Innovation Center. In these and other ways, Gen Johnson concludes, we must and will empower leaders to take creative chances.

What's Ahead

In our next regular issue, the Journal will seek to explore character development topics in greater depth, as outlined in the Call for Papers on page 91. We will also inaugurate a standing Book Review section, to enhance the Journal's value to those concerned with character and leadership issues but lacking the time to read all that is being produced on the subject. In that light, we welcome both suggestions for books to be reviewed, and contributions of book reviews by thoughtful contributors. Submission guidelines for book reviews are included beginning with this issue.

As before, we remind the reader that we intend this Journal to serve one purpose: to attract and empower both contributors and readers so that both can share and increase wisdom on issues of character and leadership. We are intent on extending the Journal's reach in both print and electronic versions, and solicit inputs on the way the JCLI is presented and the topics it addresses. Just as many authors in this special edition stress the need for creativity and agility, we recognize that implementing these concepts are essential to JCLI's ability to fulfill its purpose and connect with its readers. We need your engagement, your suggestions, your critiques, and your contributions to achieve that end. Write to us at JCLI@usafa.edu.

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