

FROM THE EDITOR

A “New” Journal

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Six years ago, an article published in the *Journal of Character & Leader Scholarship* unveiled a new approach to character and leadership development at the Air Force Academy and asked, “*Why This, Why Now?*” Those questions addressed issues particular to the Academy, and how it could best organize and enhance accomplishment of its central mission of graduating young officers as leaders of character. The answers demanded that the Academy deepen its commitment to scholarship, publication, and more tightly harmonize character and leadership development efforts across academic, military and athletic faculty and staff. This led to the creation of Center for Character and Leadership Development, and the publication of a character and leadership journal whose publication was temporarily suspended in 2012 as a result of defense budgetary austerity.

Today, this new publication—a revitalized *Journal of Character and Leadership Integration*—issues its inaugural edition, even as a dramatic new Air Force character and leadership building at the Academy approaches completion. Both projects, made possible by the vision of successive Air Force and Academy senior leaders and sustained support of Academy graduates, speak convincingly to the importance of character and leadership to the Academy, the Air Force, and the nation. They represent an important step in an endless but important journey. JCLI employs a blind peer-review process for scholarly papers, and welcomes qualified scholars who would like to volunteer as reviewers. Future volumes of this publication will be expanded to include book reviews. Book suggestions, reviews, and reviewers will be gratefully accepted and considered.



Lieutenant General (Retired) Christopher D. Miller is the editor-in-chief of the *Journal of Character & Leadership Integration*. His 32-plus years of active service included leadership as the Air Force’s deputy chief of staff for strategic plans and programs; directing plans, policy, and strategy for U.S. homeland and air defense; service as the senior USAF commander in Afghanistan; command of the B-2 bomber wing; and multiple operational flying and command assignments in the B-1. He was also a defense policy adviser to the U.S. ambassador to NATO, director of assignments for the USAF, and a military fellow at the Council on Foreign Relations in New York. Lt Gen Miller is a 1980 distinguished graduate of the Academy, and holds graduate degrees from the U.S. Naval War College and Oxford University.

And again, is time to ask: “*Why This, Why Now?*” Why does this or any other Academy, relevant academic communities of interest, or the world *benefit* from a Journal of Character and Leadership Integration? The answer is simple: not only is demand increasing for men and women of character who can lead effectively in military service, but universities across the country have an equally compelling need to produce good leaders for *all* sectors of society.

Today’s young people are challenged by many pressures—cultural milieus, erosion of interpersonal respect, technological and societal complexities and volumes of intellectual and environmental stimuli—that make virtue more difficult to recognize, develop and exercise, and leadership far more daunting to practice well.

As a case in point: With regard to military service, the classical virtues—particularly valor—are almost universally venerated. Particular to this Academy, where the performance of our graduates may literally affect the survival of this nation, we increasingly face a world where our national destiny still depends on those who exhibit admirable courage in combat, but even more, demands competent leadership in complexity. Historically, the profession of arms has been considered to include those whose special competence was centered on the management of violence. Recent conflicts have increasingly lacked clearly identifiable protagonists, are faster-paced, potentially more lethal and infinitely more scrutinized, but some aspects of warfare remain as they have been for centuries. Tomorrow’s profession of arms demands competence that fully includes, but goes well beyond, this historical conception. Tomorrow’s warriors must be able to operate and sustain indispensable satellite constellations and immense electronic networks in the face of hostile actions that could dramatically affect our society. The profession of arms has changed, and the compelling need to adapt is one answer to “*why this, why now.*”

Character is as important now as it has ever been, but its development remains challenging; leadership is more important than it has ever been because its practical, effective application is increasingly difficult in light of challenges in a global context that are more numerous and dynamic with each passing year.

Similarly daunting—if strikingly different—challenges await college-age men and women in every nation and culture. Character is as important now as it has ever been, but its development remains challenging; leadership is more important than it has ever been because its practical, effective application is increasingly difficult in light of challenges in a global context that are more numerous and dynamic with each passing year. Both mastery of self and mastery of the external world have become more difficult. It is our belief that the character and leadership development needed to meet these challenges is *integrated*, and requires integrated study.

This Journal, then, is designed to be relevant *to* the military academies, but *not* focused solely on them. Rather, we hope to spark discourse among a wide range of *scholars* who focus on the development of character, as well as those expert in all aspects of leadership. It is especially intended to bring that range of scholars together in a complementary forum with *practitioners* of character-based leadership. For readers and

contributors on both sides of civil-military boundary, it is intended to serve as a window into the concerns, perceptions and contexts of the other. It must serve to enlighten those in both spheres, since the relationship between citizens and the military that serves them is fundamental to the order of a society.

In This Issue

We open with a wide-ranging interview on character and leadership featuring the 20th Chief of Staff of the Air Force, General Mark A. Welsh III. His interviewers were Cadet First Class (senior) Will Burnett and Cadet Second Class (junior) JayP Fullam, who at the time of the discussion

were the leaders, for their respective classes, of the Air Force Academy's cadet honor system. General Welsh provides energetic, reflective and sometimes critical responses to a wide range of questions, drawing on his four years as a cadet from 1972 to 1976, and his 39 years of Air Force service since graduation. The interview touches on topics from core values, commitment, culture and credibility, to his perspective on the honor code as a cadet, commander and parent. General Welsh talks candidly about his experience—good and bad—as a cadet, and the importance of meeting and setting standards as a way to inspire pride and ensure performance. This is a “must read” conversation.

Dr. John Riley explores in “Contracted Leadership” how the proliferation of non-military contractors on the modern battlefield poses fundamentally new challenges for leaders. In examining some of the incentives, legal frameworks, perceptions and the nature of the relationships that have evolved between uniformed military and civilian partners, the author has given us a compelling survey of an area that demands attention from policy-makers, but also warrants study by those who are interested in the dynamics of leadership in stressful environments.

Dr. Laurie Milton addresses the need for leaders to validate and confirm their own, colleagues' and followers' identities, in order to strengthen their own behavioral integrity and embed it in the larger organizations they lead. In so doing, they create both the contexts and outcomes characteristic of healthy, high-performing organizations. Her writing examines facets of “walking the talk,” suggests areas for further research in the science of identity and behavioral integrity, and aims to stimulate action based on science to help leaders, and their organizations, thrive and accomplish their aims.

In an analysis of the relationship of transformational leadership and character, Dr. William H. Hendrix, Dr. Dana H. Born and Dr. Scott Hopkins leverage a large dataset to validate the relationships between transformational leadership, character, and five distinct organizational outcomes. The research pays particular attention to the

impact of character, above and beyond transformational leadership, on organizational outcomes. A second focus of the work investigates the existence and impact of a dark side of transformational leadership, and the strength of the relationship between character and transformational leadership.

In a concluding essay, Lt Col Ryan Guiberson, PhD looks critically at a compelling example of the interplay of character and leadership in action. Examining a recent incident involving widespread cheating among missile launch officers at Malmstrom Air Force Base, Dr Guiberson argues that setting a performance standard of perfection inevitably leads to widespread cynicism, inhibits development of subordinates by leaders, impedes a leader's ability to recognize and uncover problems in any organization, and most destructively, leads to compartmentalized notions of integrity. He makes a powerful cautionary argument that leaders and their organizations must be very careful in how they define and communicate “excellence” if they wish to actually achieve it.

Notes of Interest

We warmly welcome inquiries, critical comments, recommendations and manuscript submissions as this Journal seeks to strengthen the integrated study of character and leadership for a diverse community of scholars and practitioners.

A number of distinguished scholars contributed as Editorial Board members for the previous incarnation of JCLI, and have renewed their association, for which we are grateful. We warmly welcome those who have recently chosen to join the board and assist in ensuring the Journal's future quality and relevance.

The AF Academy's Center for Character & Leadership Development will transition this fall into an inspirational and iconic new building. In parallel with that transition, we look forward to extending the Journal's ability to host substantive, timely dialog and disseminate of scholarship through a more interactive electronic space. Subscribers

will receive notices of enhancements to the electronic JCLI as they become available. For those interested, USAFA currently posts cadet character- and leadership-related information through its main website at www.usafa.edu, on Twitter at @CCLDSocialMedia, and on Instagram at USAFACCLD.

Opening of the new CCLD building also marks a new phase of the Air Force Academy's focus on cadet and faculty development and support to a broader dialog on character and leadership issues. Part of this dialog is the Academy's annual National Character and Leadership Symposium (NCLS), which is described briefly elsewhere in this volume. The NCLS Scholars' Forum, which brings together highly qualified thinkers to address the annual Symposium theme, is expected to generate an occasional special issue of the JCLI. Scholars who wish to be included in this event should indicate interest by email to JCLI@usafa.edu, and will be

kept informed on the upcoming NCLS topic and Scholars' Forum timeline.

What's Ahead

The Journal of Character and Leadership Integration is, first and foremost, designed to attract and empower both contributors and readers for one purpose: to share and increase wisdom. The challenges of developing character and leadership know no national boundaries and the results of leaders' development—good and bad—interact across such boundaries. Through the thoughts expressed in its pages over time, we firmly intend this Journal will play an increasingly global role in soliciting, encouraging, and facilitating this important dialog. We welcome you, our reader, to that journey.

