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IVAN YARDLEY

THE WIDER UTILITY OF MISSION COMMAND

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Ivan Yardley

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Supervisor: Professor Derrick Neal

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Abstract

For many years academic and business literature have cited military sources as examples of leadership excellence. Central to the British Military's leadership Command philosophy is the concept of Mission Command. This thesis examines the utility of Mission Command¹ beyond the confines of the British Military. The work draws on several well-established academic fields of literature to deconstruct the underlying principles supporting the utility of Mission Command and builds a theoretical model which contends that individuals using it are better prepared to cope with change in an emerging context.

The identification of an under-examined research community gives rich insight into the transference and adaptation of key military methodologies. The work critically examines underlying military concepts within a non-military environment and proposes that Mission Command has wider utility. The findings identify how individuals have applied and adapted the key concepts to make the methodology relevant for their own context whilst retaining many of the guiding principles.

¹ Mission Command is the practical manifestation of the Command Philosophy and is the basis on which all directions and orders are given by commanders to their subordinates. Mission Command derives its strength and value from the intention to tell subordinates what to achieve and why, rather than what to do and how. Most essentially, commanders do this by issuing missions rather than tasks (a mission is a task + a purpose [AAP - 6]).

This work provides the opportunity for a framework for leadership and communications across a wide range of organisational structures and provides insight as to how diversity may be managed at a broader level. The global context is rapidly changing with new ways of examining conflict that are beginning to emerge with the critical examination of concepts such as hybrid-warfare which have increased the interest in stabilisation operations which require an integrated and coordinated responses at a strategic level.

The development of the research programme provides a framework from which other military concepts can be explored and recommends a number of areas for further study.

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To my wife Jack,
and my Children, Natasha, Alexandra and Sophia.

For all that I have learnt only love endures.

Thank you for my life.

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Mum and Dad,

Always being there and never having to say thank you

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1 Focus of Thesis

1.1.1 Background to the research

The research programme has evolved from a lifetime of experience and reflection. The author started his professional career working within the creative industry in a number of agencies. This led to him working for a number of FTSE 100 clients where his role involved managing large budgets, and diverse teams which were spread across a wide geographical area. His role involved a number of key change management programmes that he would later draw on during the development of this research project.

At the beginning of the author's career he also joined the Territorial Army (The British Army's Reserve force) and after a brief time as a soldier he was selected and undertook officer training. He has attended a number of military establishments where he has been involved in the full spectrum of military leadership and training programmes. His military education culminated in him attending the Territorial Command and Staff Course where he undertook formal staff training in a wide range of the latest military leadership and command practices.

As part of the author's professional development he undertook an MBA to underpin his extensive practical knowledge and this was further supported by an MA in strategic marketing. This period of professional study provided the catalyst for the subsequent development of this research project. The

synthesis of practical experience of change management and his formal training in both management practice and theory alongside his military training provided the framework for a period of critical reflection and examination of the current theory of Mission Command and its wider application. Many management programmes draw on military examples to illustrate current strategic management practices and leadership theory, although there seemed little evidence that this was an appropriate comparison. Thus the question of whether military practices and methodologies could be transferred and applied across context began to emerge.

1.1.2 Development of the thesis question

The lack of literature or research connected with the analysis of military practice transference led to a review of the extensive associated literature which, due to its volume, soon became near unmanageable.

The development of a specific research question which created a focused area for study became a research imperative. Central to modern military practice is the concept of Manoeuvre Warfare and the key enabler of this practice is a methodology known as Mission Command.

In essence, Mission Command enables an organisation to operate on an empowered management and decision making basis which provides the framework for competitive advantage in a complex and volatile operational environment. The practice of Mission Command requires a specific leadership and cultural approach in order to ensure the practice is sustainable. The author

recognised that his selected study group had adapted key aspects of Mission Command and the supporting leadership and management concepts to their own professional practice. It therefore became apparent that the study of their work could provide an appropriate focus for giving insight into the wider issue of transference of Mission Command to the business environment. The research question was also relevant to the author's personal adoption and transference of military practice in his own private business.

1.1.3 The thesis question

Are Territorial Army Officers better prepared for leading project(s) in their private sector roles through the application of Mission Command methodology?

1.1.4 Examination of the question

This thesis examines transference of key military methodologies beyond the military context. The military's implementation methodology known as Mission Command is examined in a non-military environment to establish if the fundamental principles still apply. This chapter establishes a common perspective in order to ground meaning and understand the theoretical lenses that the phenomena is examined through. The thesis examines the question through the shared context of the individual leader, in this case the Territorial Army officer, who has experience and knowledge of both the military and non-military context. The phenomena is reviewed through the perspective of change, and the application of Mission Command principles in a change

environment within a non-military context, in this case the change process is determined through leading a project.

The concept of preparedness is the deconstruction of Mission Command principles and the examination of their utility through the perspective of being better prepared to lead within a change process. Change is set within context, context is described as both complex and volatile, although not examined in detail it is understood that complexity from the perspective of context is the interaction of variable factors of context. These factors are both physical and physiological aspects, the greater the variables and the more in-depth the examination of the question being asked within that context the more complex the context is deemed to be. Volatility is established as the relationship of events in both terms of complexity and interaction, therefore context can be complex without being volatile. The concept of Mission Command has been grounded and evolved within a complex and volatile environment and therefore the transference of understanding the changing nature of context is critical to the application of Mission Command.

The application of Mission Command is the adaptation and utility of the underlying principles. The concept of application will vary both within context and program of change.

To summaries, this question asks whether individuals that have been trained in the principles of Mission Command have adapted those principles and applied them to a new context, and has the adaptation of these concepts enabled the

individual to be better prepared to lead (in this case a project) within the new context.

1.1.5 Roadmap to the thesies

The thesies follows a logical flow which begins in this chapter (chapter 1) which sets the scene, gives context and background and explains the selection of the research question.

Chapter 2 develops the understanding of the question through the examination and critical review of the exsisting literature and identifies the gap that exsists in the examination of military methodology transference. It also examines the three interlocking fields, of context, management methodology and leadership. However, these key themes extend the review into many other linked theories and bodies of literature.

Chapter 3 explains the methodology that the researcher adopterd when conducting this social research programme. The chapter examines the researcher's perspective of knowledge and develops the philisophical foundation t for the academic research methodology used in the examination of the resarch question.

Chapter 4 justifies the selection of the research sample and describes the data collection process.

Chapter 5 explores the data first by examining each case and identifying the key elements of the individual research interview. This is then explored across case which develops understanding of the essential themes and builds understanding of the links between them. Although it is recognised that there is inevitable duplication of material within this chapter it is essential in order to build a rich picture and understanding of the research phenomena.

Chapter 6 discusses the findings presented in the previous chapter. It explores the key themes and develops an understanding of the interlinking themes. The chapter develops the key propositions which are presented in chapter 7 (the findings) .

Chapter 7 relates the findings back to existing literature and builds on the discussions and themes which were presented in chapter 6.

Chapter 8 not only presents new knowledge but also supports and enhances existing knowledge by the examination of the research question and developing a new theoretical view of existing literature. It presents the conclusions of the thesis and also suggests areas for further research.

Chapter 9 contains the author's reflections on the work and gives insight and understanding of the value of the research to the individual in the wider context.

Chapter 10 is the final chapter of the thesis and offers suggestions and recommendations to future research which would help to develop this field of research.

1.1.6 Establishing a common framework of understanding

This thesis will review the importance of language and the requirement to have a common understanding of meaning. In order to establish this common understanding throughout this research project the key aspects of the research question terminology are defined below.

Prepare; 1. *to make ready in advance for some use, event, or action..*²

The relevance of preparation in advance of the action refers to a wide range of themes which are explored throughout the thesis. These range from values based leadership, trust building, empowerment, communications and culture management, all of which are key aspects of preparation in order to utilise Mission Command in context.³

Apply; 1. *To put to practical use.*

Context 1. *The circumstances relevant to an event or fact*⁴

² English Dictionary (1993), second edition, HarperCollins Publishers, ISBN 0 00 433245-8.

³ *Ibid*

⁴ *Ibid*

1.1.7 Summary

This chapter has established the background and focus of the research project. The chapter has defined the question and established a common understanding of key words used within the research question. The next chapter conducts a critical review of the existing associated literature. In order to guide the reader. A simple thesis diagram is given at the beginning of each chapter to act as a visual reminder of where the reader is at any given point in the thesis.

2 Literature Review

2.1 Introduction

This chapter reviews the current published literature and builds the case for a research

programme to examine the utility of Mission Command beyond the organisational boundaries of the British military. It uses a number of supporting hypotheses in order to highlight key aspects of the research question.

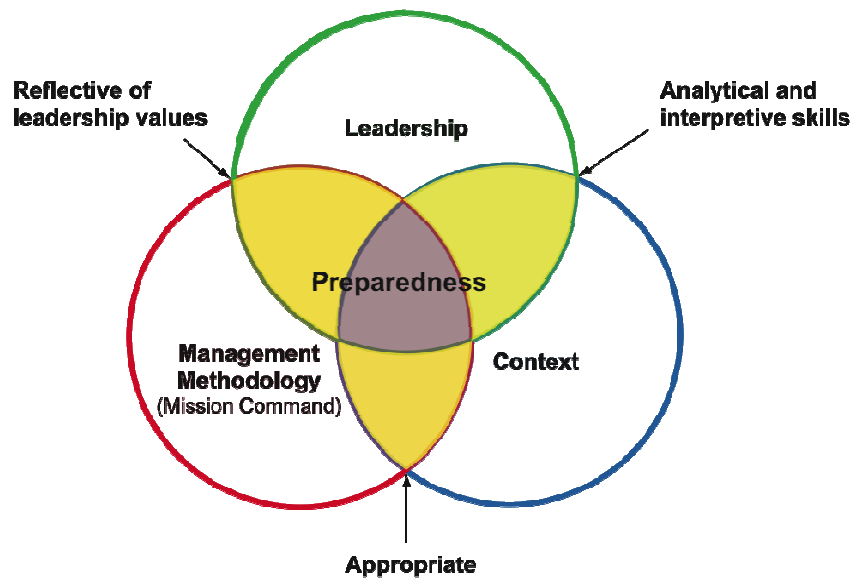
The chapter begins by examining the inappropriate use of the military metaphor in business and academic literature and proposes that this inhibits the rigorous evaluation of the utility of the key concepts beyond the military environment. The chapter then traces the history of the development of the British military's implementation methodology known as Mission Command and advocates that this is a key component in the flexibility of the military today. This leads to a review of the requirements of the leader acknowledging that the leader must build and sustain trust in the organisation if risk taking management methods are to be fully exploited. The author goes on to review how leaders build cultures that promote types of behaviour which are appropriate for the environmental conditions. The chapter concludes that the leader can manage volatility by empowering the organisation to take measured risk-taking management methodologies which accept and exploit volatility within the contextual constraints of the environment and that this can only be

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

sustained through transparent values based leadership, which resonates with the cultural norms of the society in which the organisation is embedded.

This chapter argues that only through deconstructing Mission Command can an effective evaluation of the utility of such practices in a non-military environment be made. Figure 1 illustrates the three key themes, which are reviewed, and the interface between leadership, context and management methodology explored. The conceptual model, which has emerged during the literature review, gives a basic framework from which the underpinning principles of Mission Command are explored. As Mission Command is a process that has evolved this is reviewed through the perspective of a managerial methodology and as all methodologies are applied in a context, so the context itself must be understood. As the phenomena is a social interaction the third area of the framework is leadership.

Figure 1 Effectiveness through Mission Command, the three dependent principles



Source: Yardley and Neal (2007)

The three circles provide a focus for the exploration from existing research. However, the interplay between the three key themes becomes increasingly important in understanding how Mission Command prepares an individual to lead change in a non- military context. It is the exploration and understanding of the application of the underlying principles that form the basis of Mission Command 's utility in a non-military context that is examined throughout this thesis. The leader's ability to interpret the developing context, to make decisions and act appropriately relies on attributes, which develop an organisational culture that has high levels of trust and acceptance of risk. The application of the appropriate methodology for the context relies on the

individual and organisational foundations, which are formed through a variety of interlinking factors.

Support Hypothesis

Preparedness is achieved through the appropriate utilisation of leadership, management methodology and context. It is the process of creating cultures and investing in individual relationships, building trust and training skills that create organisational preparedness.

2.1.1 Business and academic use of the military metaphor

It is almost impossible to open a management textbook or read a business article without some kind of military terminology being used within the body of the text. For example the field of strategy (Wheelen and Hunger 2002, Johnson and Scholes 2002, Grant 2002) is filled with military references. These range from simple quotations to general translations of military philosophy (Clausewitz, 1780-1831; Griffith, 1971; Sawyer, 1994). Many business observers cite military campaigns such as the Arab-Israeli War 1967 or MacArthur's amphibious assault in the Korean War of 1950 as having principles that can be developed and adopted within the modern business community. Authors such as Wu, Chou and Wu (2004) draw direct comparisons between the work of Sun Tzu (551-479BC) and current business practices. This draws on statements of a philosophical nature, asking the reader to extrapolate the abstracts into their world of understanding. This

would appear to be similar to horoscopes, where the reader is given general information that could be applicable to almost any situation. Wee, Lee and Hidajat. (1991) go so far as to suggest the adoption of “*a strategic management model, called Sun Tzu’s Art of War model*”. This proposal does attempt to unify the general principles of Sun Tzu’s views on war but the case studies selected are arguably only using some of the principles to illustrate their potential for success in the business environment. Wu *at al* (2004) have conducted research in an attempt to understand more fully the relationship between Sun Tzu’s work and actual business practice. It is still unclear whether there has been any real adoption of such principles, or even if they have been the reason for success. The nature of the research will only produce answers to obvious questions and falls short in being able to develop the debate from a scholarly perspective. Also, by examining work of authors such as Sun Tzu it is difficult to relate to the context, although it is known why he wrote his manuscript ‘The Art of War’, it is difficult to relate work produced 2500 years ago, without a considerable degree of interpretation. When these examples are examined in detail, they often lack context and therefore their relevance is limited. This inappropriate interpretation inhibits the rigorous evaluation of military methodologies in business situations.

2.1.2 The roots of the problem

It is perhaps understandable that business practitioners have looked towards the military to find examples and to provide answers as to how best to manage their organisations in dynamic and hectic environments (Talbot, 2003). From

the early days of the city-states over 3000 years ago there is evidence that non-military organisations drew the lessons of organisational and management practices from the military organisation of the day. This link in organisational development can be traced throughout history with the development of large-scale non-military organisations during the industrial revolution and beyond. The historical link remained until the end of WW2 when a new more complex organisation began to emerge, that of the multinational, which later became the global identity that can be identified operating in today's global economy. These multinational organisations were not bounded by national identity, single cultures or even single time zones and a new wave of management and leadership theories began to emerge. In recent times there has been a renaissance of business and academic literature that draws on military examples of the past, although the nature of conflict and business transaction are fundamentally different, similarities do exist and hence military practices may be examined for their application to business. So why after so many years of academic and business professionals writing articles, books and papers are military practices so difficult to translate into the needs of business?

Authors such as Winsor (1996) suggest that the problem lies much deeper,

“these books offer the opportunity for managers to self-metamorphose into leaders of political heroic stature by studying a concise list of relevant parameters of thought and behaviour. In other words, books that engage the military metaphor affirm the simple attainability of leadership skills, and provide a corollary assurance that greatness and

achievement are readily available to those discerning enough to purchase the manual and master the skills”.

Winsor (1996) goes on,

“by enabling the managerial and bureaucratic mediocrity to engage in a flight of fancy into the realm of leadership, these books provide businessmen a range of daydream opportunities corollary to those bestowed on bored housewives by supermarket romance novels”.

This harsh analysis of the issue does illustrate the lack of robust research regarding utility of military practices beyond the military context. At present there is a confused mixture of terminology, comparisons and contextually irrelevant examples that make the true lessons obscure and difficult to identify. There is some truth in Windsor's words in that many people at some point have fantasised about being a soldier or a general. Through films and literature the business practitioner has developed a perceived understanding of the world of the military commander without an appreciation of the wider environment and cultural context. It is only by placing leaders and management methodologies in context can a shared perception of military practices be developed.

In the current asymmetric spectrum of conflict the integration and understanding of multi agencies has become increasingly important and it is therefore a critical strategic imperative to develop leaders and management

practices that can be shared across organisations. The flexibility and utility that the British military has demonstrated in recent conflicts is worthy of further investigation, however, it is the underlying principles that must be identified and refined in order to evaluate wider applicability. Through digitisation of the global landscape the world has become much smaller and what were local issues are now magnified onto the world stage. The solutions to such issues are often complex and require multi agency cooperation. The nature of military operations has undergone a paradigm shift with the recognition that the military alone cannot resolve national or international conflict⁵. This work now examines the issues regarding context and how events and practices must be grounded within context for a robust evaluation to take place.

2.2 Understanding the importance of context

This section reviews the importance of understanding context and how the British military have evolved their leadership, management practices and culture to their changing context⁶. The development of knowledge through the

⁵ This position is recognised through the development and adoption of the comprehensive approach.

⁶ **Context as Setting.** The term context is used to describe the relevant circumstances, participants and relationships, surroundings, and other influences that, collectively, form the setting for an event or crisis. Analysis, the scope of which is described in Annex 1A, indicates:

- a. The conditions under which military activity is required (including geospatial, political, demographic, cultural and language factors).
- b. The actors involved (hostile, friendly, neutral or belligerent), to what extent they are involved and why.
- c. The nature of participants' involvement (history, culture, relationships, motivations, perceptions, interests and desired outcomes).
- d. Other influences, both internal (for instance, societal factors) and external (for example, regional hegemony).
- e. The nature of the military activity required from our own forces, with whom it is to be carried out (including allies, coalition partners and Other

understanding of a phenomenon must be grounded in the context in which the phenomenon has occurred.

Support Hypothesis

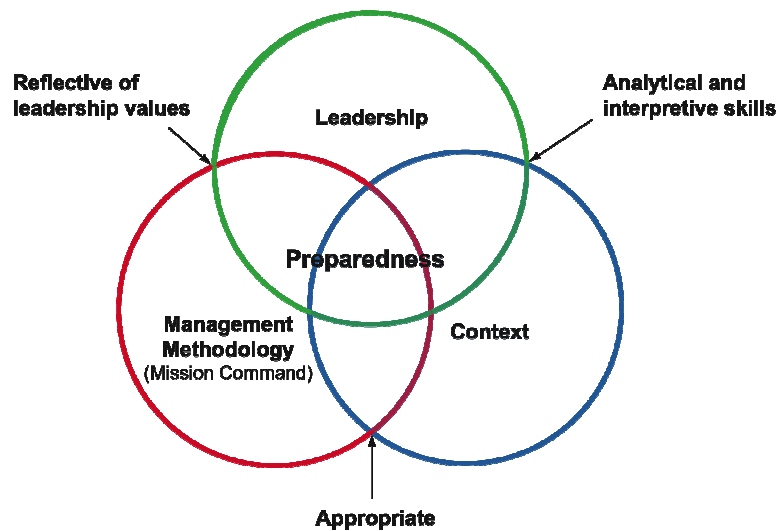
Organisational leadership must be able to interpret context and reflect organisational and personal values in order to establish and maintain legitimacy.

Figure 2 illustrates context interface with leadership and management methodology.

Government Departments (OGDs)), and who such activity is intended to affect or what it should achieve.

Joint Doctrine Publication 5-00 (JDP 5-00) (2nd Edition) December 2008

Figure 2 Leadership and management methodology in context



Source: Yardley and Neal (2007)

It is therefore important to review the development of Mission Command within the historical context in which it has evolved. Later in this chapter the development of leadership theory and practice methodology will also be grounded in the context in which these theories emerged. The intention is to deconstruct the present methodology into the key themes which have emerged to produce the practice that can be identified today. However context does not just mean the historical timeline of events, it is a wider more inclusive perspective and requires a journey of discovery, which in itself creates an emerging context.

“Contexts are not just there as static entities; instead contexts are emerging phenomena” (Augier, Shariq and Vendeto, 2001)

“Erickson and Schultz (1997) describe context as a mutually constituted, constantly shifting situation definition that emerges through the interaction of the involved individuals. “Contexts are not simply given in the physical settings...nor in combinations of personnel...Rather, context is constituted by what people do and where and when they do it. As McDermott puts it succinctly (1976), ‘people in interaction become environments for each other’” (Erickson and Schultz, 1997, p.22). And Dilley agrees (1999,p.19): Context is both constructive of social action and itself the outcome of social action, it is both a generative principle and a resulting outcome”

The understanding of the relevance of context is one of the central themes of this thesis as it is the transference of a methodology (Mission Command) from the military context into the business context, which is being examined. The review of the development of Mission Command in context will allow for a greater understanding of the themes and allow the identification of the adapted methodology in a new context.

Military operations can be extremely volatile and provide a robust example of how an organisation must share context, develop understanding and produce unity of effort if it is to be successful in the most challenging environment.

Augier, Shariq and Vendelo (2001) illustrate the key challenge in managing context,

“context emerges as an individual encounters a situation, including others and artefacts, as it is the individual’s interpretation of a situation that results in context”.

Individual interpretation of context poses a significant challenge to all organisations as context is experienced through the senses and is conveyed through communications. The greater the variables the broader the context, making retaining common understanding and coherent decision making more challenging and complex. The volatility of the environment has a significant effect on planning and implementation as the individual’s interpretation of the plan within the developing context modifies their actions which means plans decay rapidly. This point is made by Rapport (1999) who states

“context is determined by the questions which people ask of events...Just as many questions can be asked of events, so there will be many contexts; just a different people can ask different questions of events, so different people will determine different contexts; just as people can ask a number of different questions of events at the same time, questions of which other people may or may not be aware, so different people can simultaneously create and inhabit multiple contexts, contexts whose commonality is questionable”.

It is important to note that because of the change in context, the greater the number of variables present within the context the more unpredictable the developing context becomes. Unpredictability combined with decision-making

actors who are interpreting context increase complexity and when pressure is introduced the context can become both complex and volatile. Complex and volatile contexts erode and make redundant traditional linear planning assumptions. The British military have taken advantage of the interpretation of context by focusing on intent, not the linear process of actions. This enables the individual actors within the organisation to take their own decisions based on desired effects⁷ (this concept is enshrined in effects based planning⁸).

However Augier *et al.* (2001) illustrate a key issue

“that problem solving depends both on the problem solvers, the environment in which they exist and the emerging context in which problems become situated”.

The resulting issue is that of empowerment versus implementation, for organisations to plan and act strategically they must have robust implementation methodologies. As stated previously in volatile environments plans decay rapidly and out of date plans can be implemented when the environment has moved beyond the plan, leading to extremely inefficient organisational practices. Knowledge awareness, creation and sharing become

⁷ Throughout the thesis effects are described as the 'change or state of affairs produced by a cause, result or power to influence or produce a result (as defined by the English Dictionary (1993), second edition, HarperCollins Publishers, ISBN 0 00 433245-8) although the concept is grounded in the theory of Military Effects Based Planning the literal interpretation is not intended.

⁸ Effects based planning is a concept that promotes the concept of conducting operations through the combination of military and non-military methods to achieve a particular effect. The new head of Joint Forces Commander (the US guardian of Military Doctrine) Marine General James Mattis has recently rescinded the teaching of effects based planning as it is a practice which increases complexity in the planning process and confuses multi-national military co-ordination.

critically important to organisational unity⁹ as Augier *et al.* (2001) remind us “*putting knowledge in context is important*” and as Nonaka, Toyama and Nagata (2000) go on to explain

“Knowledge creating processes are necessarily context-specific, in terms of who participates and how they participate in the process. The context here does not mean ‘a fixed set of surrounding conditions but a wider dynamic process of which the cognition of an individual is only a part” (Hutchins, 1995, p. xiii).

Hence knowledge needs a physical context to be created, as ‘there is no creation without a place’ (Casey, 1997 p.160).

The understanding and recognition of context and how it impacts on management practice is fundamental to an evaluation of effect. The British military have incrementally developed their leaders and management practices to accept the complexity of the environmental context that they operate within. The interplay between the constraints identified and the military’s response will be examined next.

⁹ Organisational unity is described as the state of harmonizing effort among multiple organisations working towards a similar objective.

2.2.1 The British military approach to the volatile context

The British military as an organisation perhaps understands the pitfalls of misinterpreting context more than most as will be illustrated in the following historical examples. The definition of context can be illustrated in the culture, training, leadership and management practices of the military today. The articulation of its context is described through the development of a precise language with very specific meanings underpinned with the utilisation of doctrinal foundations. Language has specific meaning and conveys messages that are defined by experience and commonality between the conveyor and the recipient. Language is based in-context and to have a shared language it is necessary to have a shared context - or at least have an appreciation of the differences and their significance.

New recruits are taught the importance of language and more importantly the intent that this language conveys. Examples of communication failures and their consequences are taught throughout the military training establishments. One such example is the heroic and disastrous charge of the Light Brigade (1854), which saw an entire brigade of cavalry charge down the wrong valley into a barrage of artillery fire. This was a military blunder that took place directly as a consequence of miscommunications and the use of inappropriate language. Another occurred during the Falklands war (1982), when the Goose Green action lead by Lt Col H Jones VC became a deliberate attack whereas the Marine Commander (Brigadier Thompson) only intended a raid to take place. At this time there was no defined joint terminology between the Navy

and the Army. It is through these examples and formal teaching of language and terminology that the building blocks of communication are enshrined within the organisation. Terminology plays a significant part in determining understanding and both the method of communications and communications systems are extensive subjects that will be referred to within this literature review although the detailed examination of communications falls beyond the scope of this thesis. These examples highlight the importance of having a common and precisely defined language in which the terms of reference in conjunction with context are key factors in its development. It can also be used in evaluating the processes, systems and leadership styles in relation to the organisation's performance.

The majority of academic and business literature only reviews the processes, systems and styles of leadership of the military without sufficiently relating these to the contextual situation for which they have been designed. An example of this kind of analysis is Bricknell (1997) who directly compared the problem solving processes utilised by doctors in the medical profession and that of military commanders.

This direct comparison only identifies and discusses the process, which focuses on inputs and outputs, the diagnosis and analysis of illness versus missions. The danger with this kind of process identification is that it is too easy to codify performance into simple process adoption, without identifying the enabling architecture that allows for such organisations to develop the flexibility demonstrated by the British Army in its management of the foot-and-

mouth crisis and the fireman's strike. Undoubtedly to use a unified process (enshrined in the orders process) as a framework for communications, which is used universally throughout the organisation is a great asset to clear and precise communication. However, the flexibility for which the military is renowned cannot be achieved through the simple linear process of communications. The orders process is underpinned with a philosophy described as 'Mission Command'. This allows commanders to adapt their orders as the situation changes or new information emerges. This methodology would lead to organisational chaos without a precise and defined language unified by a clear and common understanding of intent (defining the effect). However, this can only be achieved if all members of the organisation share a common understanding of context and the developing knowledge within the emerging context (this is known as situational awareness¹⁰ – the difference between the plan and reality).

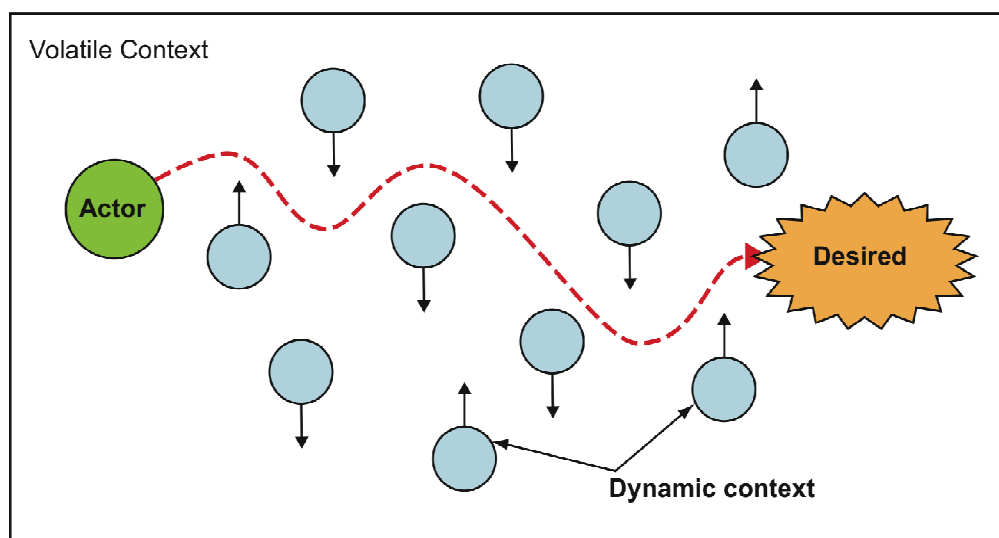
The military have developed a process of maintenance of cohesion or direction through the communication of two-up intent. This means each commander must convey to his subordinates the intentions and therefore the understanding of the commander's view of the operation from at least two levels above. This provides a cascade of common understanding in relation to the overall operation. It also provides a common view while allowing

¹⁰ Situational awareness is the perception of environmental elements combined with a shared understanding of their meaning.

(Authors definition based on AFM Vol1. Part 8 Command and Staff Procedures)

individuals to share the context from their perspective of reality. The emergent nature of context and the individual's interpretation of that context need to be embedded within a framework of understanding for devolved decision making to be effective. The development of effects based direction is illustrated in Figure 3.

Figure 3 Managing a volatile context



Source: Yardley (2009)

The communications process developed by the military to convey meaning and desired effect is only one part of the grounded approach, which has been developed to achieve competitive advantage in a highly volatile environment. The methodology is enshrined in a concept known as Manoeuvre Warfare which is underpinned by a communications and empowerment process known as Mission Command. The next section grounds Mission Command within the

framework of Manoeuvre Warfare in order to illustrate the context of the concepts.

2.2.2 Mission Command in context to Manoeuvre Warfare

Traditionally, the military tried to control the environment with extremely rigid orders and control methods in an attempt to eliminate ambiguity and standardise context for all participants. Some notable military leaders have challenged this perception throughout history but the vulnerability of the traditional command paradigm became most obvious in the last 140 years of conflict and required a critical re-evaluation by all military organisations.

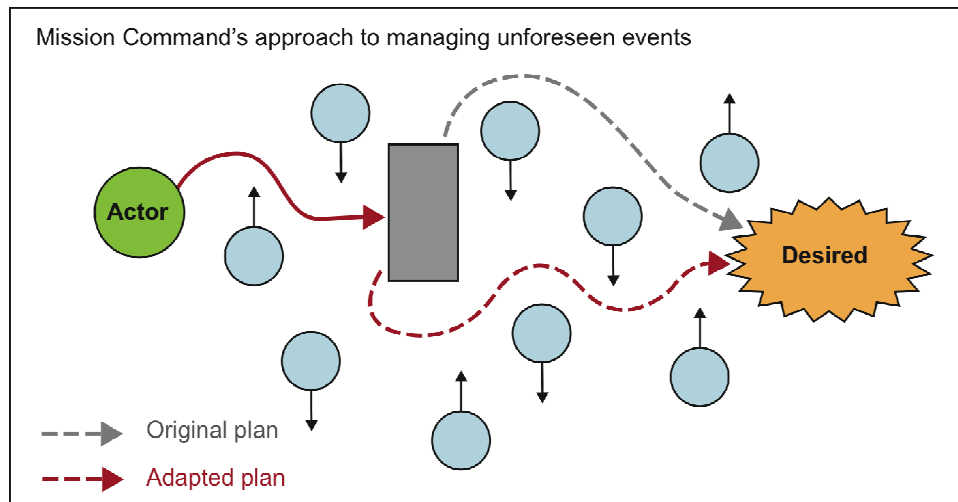
A concept known as “Manoeuvre Warfare” evolved and at its heart was a management implementation methodology called Mission Command. This methodology is a significant attempt to produce more impact with less resource, utilising the rapid tempo within the modern battlefield. Advanced military establishments benefit from rapid information gathering and dissemination processes, with greater emphasis being given to joint operations across arms (infantry, armour etc) as well as services and increasingly in multi national coalitions (often adding an additional layer of complexity). This has the combined effect of out thinking and manoeuvring your opponent. Hence the ‘Manoeuvrist’ approach which has at its core a thought process aimed at enabling a rapid assimilation of information which produces an efficient cycle

of decision making, known as the Boyd Cycle¹¹ or OODA loop (observation, orientation, decision, action).

Manoeuvre Warfare is not new, Wehrmacht victories by Rommel, Guderian and von Manstein, are credited by Lind and his adherents (cited in Hooker, 1993) with such tactics. British generals, such as Slim and O'Connor and the Soviet commanders, such as Rokossovsky, also applied this principle now termed Manoeuvre Warfare (Morris, 1993). As the nature of modern conflict evolves the basic principles of Manoeuvre Warfare still hold true. The key to manoeuvre warfare is a rapid assimilation of the context the organisation is operating within, having an effective decision-making process, which continuously refreshes the plan and then rapid and flexible implementation methods to take advantage of the contextual volatility. Figure 4 illustrates the manoeuvrist approach within a volatile context.

¹¹ This phenomenon was first formally observed by a retired US Air Force Colonel John Boyd, who studied the American air superiority of the Korean War. Although the Chinese were equipped with the superior Russian MiG-15, the Americans with their inferior F-86 enjoyed a 10:1 kill ratio. This was due to some technical differences that allowed the American pilots to achieve greater observation and more manoeuvrability. Boyd observed (Pech and Durden, 2003) that the F 86 pilots followed a process where they observed where they were relative to their enemy, orientated themselves on the basis of their observations, made a decision to act, and then put that decision into effect. The pilot would then observe and reorient relative to his enemy, decide on his next action, and then back again. The F86 pilots would continue the cycle until his opponent became disorientated and lost control. This same phenomena has been identified in land warfare, Lind (1985) claims that Boyd's study of ground combat identified a similar pattern: where one side would present the other with a sudden, unexpected change, or a series of such changes to which the other side could not adjust, resulting in defeat, usually at the small cost to the victor. Boyd found that the loser had often been physically stronger than the winner, but the loser had suffered panic and paralysis similar to that experienced by the North Korean and Chinese pilots.

Figure 4 The manoeuvrist concept of achieving the effect through adaptation



Source: Yardley (2009)

In Figure 4 the original plan is checked through an encounter with an unforeseen object, this results in a realisation the context has changed but the actor understands the intent (desired effect) and is empowered to adapt the plan in order to achieve the effect. The scope of this adaptation is controlled by the level at which context and intent is shared. The British military have adopted a two level up contextual framework to share knowledge and understanding within the boundaries of reasonable effect. This concept prepares the actor for the unforeseen events that will inevitably occur within the military context.

Since 9/11 the West has talked in terms of 'the war on terrorism' with a great deal of publicity given to the so-called 'asymmetric threat' (or non conventional

warfare). This has led to a re-evaluation of military doctrine, capabilities and the approach to intervention and engagement. Since 2003 the British Armed Services have been involved in the 'war on terrorism' in the US led invasion of Afghanistan and Iraq. Asymmetric warfare has, and is still being used extensively by both sides. This is the shape of the new battle space, no longer confined to borders and countries, but played out across the global landscape. The changing nature of military conflict has significantly impacted on the complexity of the post 'war' environment with quasi military and civilian solutions required to work seamlessly together in order to bring about a state of normality in which the country can begin to operate. These solutions require a commonality of planning and implementation processes (known in the military as Campaign Planning¹²) whilst recognising the differences of the organisation's terms of reference. If this cannot be achieved the likelihood of strategic success is doubtful.

Samtalaria, Martino and Clemons (2004) have utilised the United States Marine Corps interpretation of Manoeuvre Warfare¹³ to draw comparisons

¹² **Campaign.** A set of related joint military operations in (a) given area(s) designed to achieve particular objectives.² Campaign planning is the responsibility of the operational level commander.

Joint Warfare Publication 0-10 (JWP 0-10) Edition 1 dated September 1999

Campaign Plan and Assessment. A campaign plan is the actionable expression of a JFC's intent, articulated to subordinate commanders through plans, directives and orders. During its execution, a campaign plan is kept under continuous review, informed by campaign assessment, and modified iteratively to reflect changes in the situation and in strategic direction.

Joint Doctrine Publication 5-00 (JDP 5-00) (2nd Edition) December 2008

¹³ "a state of mind bent on shattering the enemy morally and physically by paralysing and confounding him, by avoiding his strength, by quickly and aggressively exploiting his vulnerabilities, and by striking him in a way that will hurt him most "

between the environments of business and warfare. This kind of comparison is of limited use in determining the value of Manoeuvre Warfare to business and there is little evidence that any of the business success could be attributed to these principles. To understand the utility of the military methodology beyond the military context a more rigorous analysis of the key concepts needs to be conducted.

Hooker (1993) suggests that the manoeuvre theory

“stresses an intellectual approach focusing on how to think, not what to do”

The basic principle appears to be rediscovering initiative! This can only be applied within an environment of understanding of context and a clear knowledge of what must be achieved.

Business literature often uses a variety of language for the same purpose. As Spartacus (1992) suggests,

“the function of language is to convey meaning. If the language used is not precise, the meaning conveyed cannot be”.

This imprecise method of translation often leads to ambiguity and misunderstanding, a lesson the army has learnt from past failures. For real value to be gained from the study of successful organisations such as the military it is imperative that the processes that are in use are identified and

how they interact to create effective outputs understood. Mission Command is the key component of Manoeuvre Warfare¹⁴ and provides the architecture that allows the flexibility and empowerment. The military have developed a leadership approach that develops trust and promotes an organisational culture that supports empowerment thus enabling the application of a risk taking methodology such as Mission Command. The increased complexity of a manoeuvrist approach increases the environmental volatility so increasing the opportunities for a rapid decision making organisation to gain competitive advantage.

2.2.3 Section summary

This section has explored the concept of context. It has established that context is ever changing and that there are two conceptual approaches to this phenomenon. One is to try to control the context through ever increasingly sophisticated analytical and management methods and the second is an acceptance that the context is unpredictable and that the changing context will present opportunities to those organisations that demonstrate organisational agility and appropriate alignment to the nature of the context. The acceptance of the context enables the organisation to prepare for the unknown by selecting leaders who can manage ambiguity and uncertainty through the team

¹⁴ The manoeuvrist approach is defined as an approach to operations in which shattering the enemy's overall cohesion and will to fight is paramount. It calls for an attitude of mind in which doing the unexpected, using initiative and seeking originality is combined with a ruthless determination to succeed.
Design for Military Operations -

capabilities and cultures they create. Although many military leaders have recognised the benefits of opportunistic actions the formal development of this approach can clearly be traced from the mid 1800's. The events and theories which underpin the military's acceptance of a volatile context are explored next through the examination of Mission Command as this is the approach by which the military are able to devolve decision making and establish a culture of empowerment. The British military have adopted the concept of empowerment through Mission Command. In order to create a greater degree of competitive advantage they seek to increase the unpredictability of the context through the adoption of a manoeuvrist approach which forces all actors to rapidly rethink the situation as the context emerges. The development of sophisticated battlefield real time communications systems further enhances the capability of the empowered organisation. The process of speeding up the context further erodes linear planning models that are unable to cope with the ambiguity of the context. The concept of communicating a future state has been explored and the terminology of intent has been introduced. The ability to communicate intent at a wider level so sharing the understanding of not only the context but also the effect that is to be achieved is a critical component in devolved decision making. Although the concept of effects based planning as defined by the military is presently under review and therefore controversial the concept of effects as a method of sharing understanding is key to the non-linear approach of Mission Command.

Hooker (1993) suggests that the manoeuvre theory which is decentralised and yet achieves unity of effort has never been so much in vogue. As in the early days of the development of management literature much was based on the military form, now the challenges of people management are again drawing on current military practice for solutions. The international and global organisation development facilitated acceleration in leadership research, which has witnessed new organisational forms emerging (such as the N form which will be reviewed later in this chapter). So does the military concept have utility in today's organisational thinking? The numerous references (Wheelen and Hunger 2002, Johnson and Scholes 2002, Grant 2002) in current business literature would suggest it does but the application of military thinking beyond the military context has not as yet been adequately explored to give a grounded perspective on this issue.

The use of language has been mentioned and the ambiguity of meaning noted. The military's response has been to teach formal language in order to create common understanding, which is recognised as a significant contextual difference as the controlled and insular nature of the military allows for such an approach, which would be difficult to replicate in a more diverse organisation. However, the issue of effective communications as an enabler for the application of Mission Command methodology will be explored through the research programme.

2.3 Management Methodology

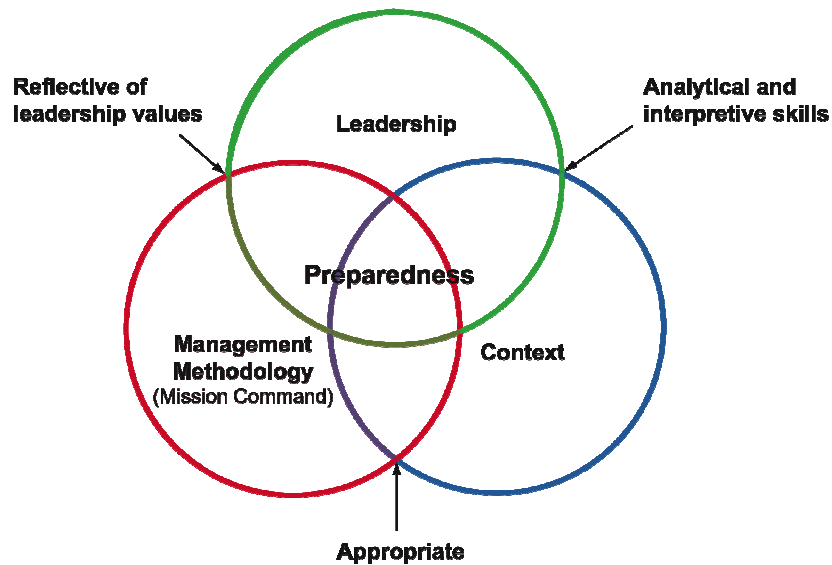
2.3.1 Introduction

Management methods and leadership theories have developed very much hand in hand and later in this thesis the development of leadership theory is examined in historical context in more detail. However, management methodology is instrumental to the leader's effective communications of intent and therefore warrants thorough investigation. There are a number of management texts, which chart the development of management theory. These include, Henri Fayol 'Administration Industrielle et Generale' (1916), Taylor's 'Shop Management' (1903) and 'Scientific Management' (1911), and E.T. Elbourne's 'Factory Administration and Accounts' (1914). Manufacturing theory was developed by authors such as G.P. Bevan (1876), Fredric Smith (1878), J.Slater-Lewis (1896) and H.C.Trip (1892). Later this body of knowledge was considerably expanded through a plethora of management books and papers. These generalised books gave way to theories regarding management practices such as six sigma, TQM, quality control and zero defects, which were born from the scientific management school. Management literature is vast and falls outside the scope of this thesis however many of these theories and practices have come under close scrutiny in recent times.

Figure 5 illustrates the interrelationship between Mission Command, the nature and characteristics of leadership and alignment with the context. The analysis of any form of management methodology cannot be fully explored without

considering these interrelated concepts; it is this lack of linkage that has failed to review the military's methods beyond the organisational confines.

Figure 5 Mission Command as a management methodology



Source: Yardley and Neal (2007)

Academic and business journals have extensively covered the requirements for the successful implementation of business strategies without arriving at a consensus as to how this objective should be achieved. In Nutt's (2002) 20-year research on the decision-making process he found that over 50 per cent of the decisions made by corporate leaders failed. Failed or poor decisions are directly linked to the way those decisions are implemented and therefore change management methodology is a critical business issue.

This chapter now reviews the British Army's implementation methodology known as Mission Command, which has shown extensive versatility in such

circumstances as the Gulf War, the fireman's strike, the foot and mouth crisis and a host of unexpected support operations. This chapter traces the historical roots of Mission Command in order to examine its theoretical development within context. The review highlights key academic fields, which support the theoretical construct of Mission Command methodology. By tracing the origins of Mission Command the author identifies the elements, which make the methodology so effective, and sets the parameters for the research programme to investigate its adaptability beyond the military context.

This chapter highlights how the utilisation of Mission Command enables the practitioner to be better prepared and more able to meet the ambiguity of the demanding environment in which the organisation operates. It poses the question, can the same kind of conceptual approach be utilised in a non-military environment?

Support Hypothesis

Management methods must reflect leadership and organisational values in order to build and sustain trust.

2.3.2 What is Mission Command?

Mission Command can be described as a leadership philosophy, a management methodology and a systems approach to embracing environmental volatility. Mission Command enables an organisation to achieve unity of effort, focus and momentum whilst empowering individuals to use their

own discretion and initiative within the implementation process. Hooker (1993), Lind (1985), Pech and Duren (2003), Samtalaria, Martino and Clemons (2004) Spartacus (1992) and Bungay (2005) have all described the origins and the method of Mission Command within the specific framework of the manoeuvrist approach. Pech and Duren and Bungay in particular have been interested in the applicability of military methods of leadership to non-military organisations but have fallen short of bridging the contextual divide between the military and non-military organisation.

2.3.3 British Military's definition of Mission Command

According to the British Army's field publication, Volume 2, Mission Command is:

"The Army's philosophy of command is described in BMD (British Military Doctrine) and has three enduring tenets: timely decision-making, the importance of understanding a superior commander's intention, and, by applying this to one's own actions, a clear responsibility to fulfil that intention. The underlying requirement is the fundamental responsibility to act (or, in certain circumstances, to decide not to act) within the framework of the commander's intentions. Together, this requires a style of command, which promotes decentralized command, freedom and speed of action, and initiative.

Mission Command meets this requirement and is thus a central pillar of the Army's doctrine. It has the following key elements:

- a. A commander gives his orders in a manner that ensures that his subordinates understand his intentions, their own missions and the context of those missions.*
- b. Subordinates are told what effect they are to achieve and the reason why it needs to be achieved.*
- c. Subordinates are allocated the appropriate resources to carry out their missions.*
- d. A commander uses a minimum of control measures so as not to limit unnecessarily the freedom of action of his subordinates.*
- e. Subordinates then decide within their delegated freedom of action how best to achieve their missions.*

Mission Command is designed to promote a robust system of command and to achieve unity of effort at all levels; it is dependent on decentralization. Historically, this approach has proved to be the most appropriate to contend with the demands, uncertainties, and frictions of command in war. It requires the development of trust and mutual understanding between commanders and subordinates throughout the chain of command, and timely and effective decision-making, together

with initiative (a quality of a commander) at all levels: the key is to get inside' the enemy's decision-action cycle.

(Army Doctrine Publication, Volume 2 'Command' Army Code No 71584, April 1995).

Through a review of the historical roots of Mission Command it is possible to understand why and how the military evolved a grounded approach to developing a new method of management. The context acts as a catalyst for change, which in turn creates the conditions for a radical review of organisational management and one, which takes advantage of a volatile environment to create sustainable competitive advantage. The development of Mission Command was not a simple process of deduction but a wholesale rethink of the way the military selected its leaders, trained its managers and promoted empowerment.

2.3.4 Catalyst for Mission Command

There are many striking examples of Mission Command throughout history but much of the modern literature draws its roots from the early to mid-nineteenth century, where the contrasting practices of two military forces, that of the Prussian Army and that of the French Republic Army, are relevant. The battles of Jena and Auerstedt (14th October 1806) shattered two superior Prussian armies by a relatively unprofessional 'peoples army'. Burgay's (2005) review of the development of Mission Command, published in the British Army Review charts the characteristics of the two military forces. Simply put, the Prussians used an orthodox, highly centralised communication and decision-making

process, which meant that battles were meticulously planned and then the plans strictly adhered to once battle had been joined. The French on the other hand, had far less experienced troops, who were not as disciplined as the Prussian forces but which exercised a decentralised, fluid methodology of decision making, with forces structured as mini armies each capable of acting independently. Although some may argue that this was due largely through necessity, it did have the combined effect of the French being able to seize the unpredictable advantages that any battle produces to exploit success and limit failure through swift local action that did not rely on the production of formal orders. The results speak for themselves; the French time and again inflicted staggering defeats on a range of enemies in a variety of environments through this simple decentralised approach.

Burgay (2005) suggests that the leadership and management of the two armies reflect McGregors¹⁵ (1960) theories, with the Prussians adopting a theory X philosophy and the French a theory Y approach.

Other comparisons between these forces and current academic thinking also exist, such as Cameron and Quinn's (1999) work on organisational cultures which charted and categorised four main organisational cultures: the clan, adhocracy, hierarchy and market cultures. The two armies fit into Cameron

¹⁵ McGregor (1960) in his book *The Human Side of Enterprise* states that, "Managers who make theory X assumptions believe that employees dislike and attempt to avoid work, need direction, avoid responsibility, and lack ambition. In contrast, managers who make theory Y assumptions believe that employees do not dislike work, have self-control and direction, seek responsibility."

and Quinn's cultural classification categories, with the Prussian Army classed as a traditional hierarchy, with high degrees of coordination, monitoring, control with rules applied to maintain efficiency and functionality, and the newer French Army categorised as an adhocracy, where innovation, entrepreneurial behaviour and visionary leaders, who had a thirst for creativity and growth were recognised and promoted.

The field of leadership literature suggests that Mission Command is a leadership methodology, which enshrines the thinking of Drath and Palus (1994) who state that

“leadership is a process in which leaders are not seen as individuals in charge of followers, but as members of a community of practice”. A community of practice is defined as “people united in a common enterprise who share history and thus certain values, beliefs, ways of talking, and ways of doing things”.

According to Horner (1997) this is viewed as a *“variation of organisational culture”*. The French Army, made up of revolutionary citizens was also an army of equals, with the officer being one of the 'community of practice', this was diametrically opposite to that practised by the Prussian aristocratic officer class of 1806. The relationship between the leadership methods, the culture and the performance of these two armies can also be viewed through the work of Fisher (1993) whose work on self-directed teams identifies many similarities

with the French organisational structure. Fisher (1993) describes these teams as

“a group of employees who have day-to-day responsibility for managing themselves and the work they do with a minimum of direct supervision”.

He goes on to suggest that these self-directed teams have higher levels of productivity, performance and profitability.

The comparison between the systems of command used by the Prussians and the French at Jena and Auerstedt in the 1800's provides an example of successful decentralised decision-making. The current academic literature supports the various concepts, which suggest that under certain conditions Mission Command could be extremely useful to a wide variety of organisations.

Although the retrospective analysis of the two forces with modern management practices could be conceived as contentious; what is irrefutable is that on the 14th October 1806, two very different armies stood opposing each other. The current military thinking of the day suggested the Prussian Army would prevail as victors; instead the French Army prevailed and set in motion a series of events that transformed military thinking for the next 200 years.

2.3.5 How Mission Command developed

Mission Command was not a recognised methodology until it began to emerge in the 18th century as a result of a combination of factors, such as structure and culture, supported by the wider social context of the time (1789 -The French Revolution). The defeat of the Prussian armies at Jena and Auerstedt, gave rise to an in-depth review of the Prussian Army by General Scharnhorst (1755 -1813), Gneisenau (1760 -1831) and Carl von Clausewitz (1780–1831). As a consequence of this review a revision to the 1788 Prussian Field Service Regulations was made in 1837. This stated,

“if an execution of an order was rendered impossible, an officer should seek to act in line with the intention behind it” (Oetting, 1993).

This conceptual development illustrates the Prussian acceptance that as the context evolves so linear plans become rapidly outdated. The larger and more fluid the action the greater the number of variables making the adherence to detailed orders useless. This statement illustrates the conceptual move towards articulating the concept of intent. This formal directive was also significant because it legitimises dissent or disagreement, by authorising individuals to think for themselves and analyse the task they have been given within the framework of intent, which allows the individual to interpret context as it emerges. Through the development of the concept of intent, the commander is defining a future state developed from their understanding of the present.

The Prussians had recognised the need for a new form of communications to be created, one in which chaos can be harnessed. This early insight was considerably developed by Field Marshal Helmuth Carl Bernhard Graf von Moltke (1800 – 1891) who is most popularly known for stating that “no *plan survives contact with the enemy*”. His principal role was as the Chief of the General staff and as such he exercised a great deal of influence over the future development of doctrine and officer training. It is in this last point where Moltke had the greatest enduring influence. He believed in the development of a leadership culture, which accepted responsibility and empowered subordinates. This is captured in the 1869 new Field Service Regulations, which stated that senior commanders should

“not order more than is absolutely necessary” but should ensure that the goal was clear. In case of doubt, subordinate commanders should seize the initiative”.

Later Moltke observed that

“a higher intent had to unify action; and realisation that every unit had to have a task or mission of its own to perform which made sense within that context” (Leistenschneider, 2002).

It is at this point that the concept of creating context becomes enhanced since by stating that intent should act as a unifying force we gain insight into a directive, which creates unity of effort. Through understanding what needs to

be achieved, each element can gain direction and through critical analysis of their own mission they contribute effectively to the decision making cycle.

This statement illustrates the recognition of uncontrollable contextual volatility and the replacement of detailed planning by effects planning methodology.

The role of the leader becomes one of shaping the organisation and interpreting context in order to achieve an effect. The conceptual lens has moved from planning to leadership.

The Prussian Army arrived at an intellectual crossroads guarded by two opposing schools of thought known as 'Normaltaktiker' which believed in the detailed training of tactics and standard procedures for junior leaders and the other known as 'Auftragstaktiker' which proposed that each situation was different and no standard formula could be adopted. In fact it believed that

“the army had to learn to live with and exploit chaos, not seek to control it” (Leistenschneider, 2002).

Academic literature relating to chaos theory supports this view. Wheatley (1999) states that

“boldly embracing the void, knowing that out of Chaos' dark depths we have the strength to give birth to order”.

Also Thietart and Forgues (1995) commenting on complex systems state that

“The combination of the forces of stability and change can push the organisation towards the chaotic domain where deterministically induced random behaviour is the rule. Furthermore, because of the dissipative nature of open systems such as organisations, chaos has an underlying order: the strange attractor or the organisational configuration. As a consequence chaos contains the seeds of new stabilities. It is an organising force. Thus, organisations face two contradictions: first let chaos develop because it is the only way to find new forms of order. Second, look for order but not too much, because it may be a source of chaos”

In this statement the dilemma the Prussian Army faced is described. The only way to take advantage of chaos is to embrace the environment by developing a system of decentralised command, which can take advantage of a rapidly developing situation. However, how can effective control be maintained without the entire organisation descending into a chaotic state? As the Prussian Army became the German Army in 1871 a new concept of order emerged,

“discipline did not mean following orders but acting in accordance with intentions. The phrase ‘thinking obedience’ begins to emerge” Bungay (2005).

The debate between the 'Normaltaktike' school and the 'Auftragstaktiker' school continued for a few more years culminating in two key events. The first was in 1877, when General Meckel (1842-1906) wrote

“that a directive had two parts. The first was a description of the general situation and the commander’s overall intention. The second was the specific task” and he goes on to state that *“experience suggests, that every order which can be misunderstood will be”* Leistenschneider (2002).

In this directive Meckel articulates the need for establishing and sharing context thus providing a framework in which the individual can make informed decisions as the situation evolves and becomes more removed from the original analysis and stated plan. In short - chaotic. However the specification of a particular task also gives direction and purpose and the two combined allow individuals the opportunity to understand what they must achieve and why, but is not prescriptive as to how.

This development was enhanced in 1888 with the publishing of the new Field Service Regulations, which gave greater direction to this statement by stating that an officer should consider

“What would my superior order me to do if he were in my position and knew what I know”?

This is a directive for the individual to analyse the situation and interpret their superior commander's directive within the framework of the context that they have been given. The development of shared context generation is supported by Erickson and Schultz (1997) who describe context as

“a mutually constituted, constantly shifting, situation definition of the involved individuals”. “Contexts are not simply given in the physical setting...nor in combinations of personnel...Rather, contexts are constituted by what people do and where and when they do it.”

This illustrates the volatility of contextual understanding; each individual has their own understanding of the context in which they are operating. The requirement for the leader to describe the context of the operation and then to allocate specific tasks or missions to each sub-unit is essential, because the individuals have to place themselves 'in the shoes' of the commander in order to make decisions in-keeping within the intent of the operation. As soon as the directive has been given the context emerges as each individual encounters situations, which are unique to them and their perceptions. At the same time the plan will decay as time passes due to the nature of decisions and implementation cycles. A key factor is the ability for all parts of the community (in this case the military) to socially interact with the directive and the context, evolving the requirements of what must be achieved within the framework of the commander's intent and through an understanding of shared context.

This new Field Service Regulation publication also signalled the full adoption of the 'Auftragstaktiker' school of thinking. This may raise concern over the ability for the military to think and act strategically, however the work by Brown and Eisenhardt (1998) states that

“given the pervasiveness of change, the key strategic challenge is managing that change.... Given this challenge, what strategy is successful in rapidly and unpredictably changing industries? The answer is a strategy that we term ‘competing on the edge’.

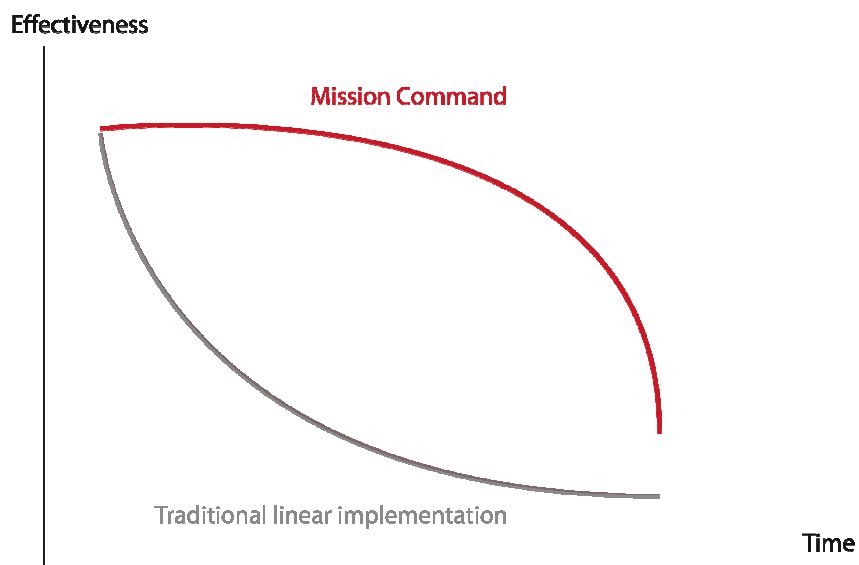
Essentially, competing on the edge meets the challenge of strategic change by constantly reshaping competitive advantage even as the marketplace unpredictably and rapidly shifts. The goal is reinvention through relentless flow of competitive advantage. In terms of strategy, competing on the edge ties ‘where do you want to go?’ intimately to ‘How are you going to get there?’ The result in an unpredictable, uncontrollable, and even inefficient strategy that nonetheless works’.

Mintzberg (2000) would argue that this is a form of emergent strategy and Mission Command is the instrument of implementation, not the formulation of strategy: this is achieved through the formal estimate, another military tool which is embedded doctrinally and culturally within the military methodology.

Figure 6 below illustrates how plans decay over time and how the utilisation of Mission Command can extend the effectiveness of the plan. This is

accelerated with heightened levels of environmental volatility. The linear planning and implementation methodologies commonly used within the private sector degrade rapidly and often the strategy and implementation plan no longer relate to the true operational situation and that this often leads to knee-jerk reactions in order to keep within the original planning assumptions. This is the situation that Mission Command attempts to inflict on an enemy by getting inside their decision cycle.

Figure 6 How linear plans decay over time



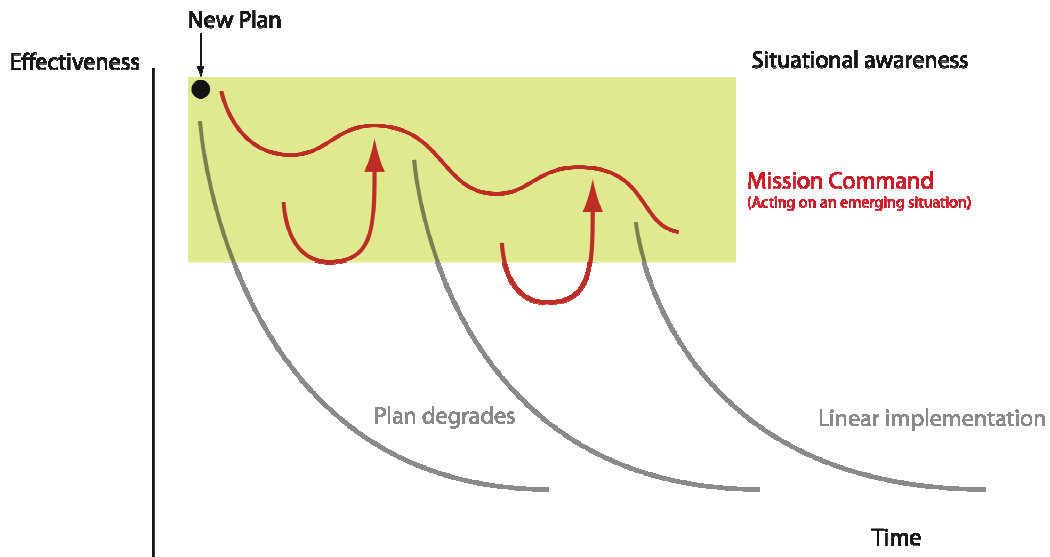
Source: Yardley and Kakabadse. (2007)

In Figure 7 the decay curve is altered through the construct of context and, critically, the sharing of this context. The military term this understanding as

situational awareness¹⁶. It is interesting to note that even through the use of Mission Command and an expanded understanding of context, there is a critical point when the effect begins to decrease dramatically. It is contended that as context becomes more narrowly defined through personal experience the individual begins to act in isolation and it is therefore imperative that knowledge is shared effectively across the organisation in order to maintain operational cohesion through common understanding of context. The military develop situational awareness through 'back briefs' and the commander's interpretation of the operational situation. These reports must be interpreted and trusted for new strategies to emerge and develop competitive advantage on the battlefield. With the increase in operational tempo and the exponential explosion in the availability of information in today's network enabled environment the need for the commander to not only 'back brief' but also to put key information on a repository for appropriate circulation becomes imperative.

¹⁶ **Situational awareness** - The understanding of the operational environment in the context of a commander's (or staff officer's) mission (or task).

Figure 7 The impact of situational awareness on Mission Command.



Source: Yardley and Kakabadse. (2007)

2.3.6 Importance of trust in Mission Command

Both Moltke's and Mecke's comments combined with the amendments to the Field Service Regulations illustrate the changing role of the military leader. The leader is charged with understanding through analysis and acting on emerging context. The methodology represents a number of key challenges; the process of implementation represents risk, both to the organisation and also the individual. As stated in the British military's modern interpretation of Mission Command, the leader has a responsibility to act and to make decisions. No longer can they accept a passive role within the process. The organisation must accept the risk that individuals will make the wrong decisions and develop the organisational culture, which accepts risk-taking behaviours. This

acceptance of risk can only be achieved if there are high levels of trust between individuals and the organisation.

Mission Command is principally a risk taking methodology, which requires high levels of trust between the organisation, the leader and the individual. This concept is thoroughly explored by Joseph and Winston (2003) paper, "A correlation of servant leadership, leadership trust, and organizational trust" which identifies the development of trust through servant leadership (Greenleaf, 1977). The concept of servant leadership is explored later within this section, however, it is important to note that the method of leadership, the culture of the organisation and the levels of trust which exists have a direct association. The leader must build trust in order to exercise Mission Command. According to Nyhan and Marlowe (1997) trust is:

"The level of confidence that one individual has in another's competence and willingness to act in a fair, ethical and predictable manner"

Joseph and Winston (2003) describe trust as a "multidimensional construct" and cite the work of Cufaude (1999), Maren, Wicks and Huber (1999) and Sparks (2000) as supportive of this construct. A composite of the dimensions and supporting sources are listed in Table 1 as compiled by the author.

Table 1 The Multidimensional Construct for building trust

Multidimensional Construct	Source
Interpersonal trust	Davis (1999); Gomez and Rosen (2001); Mikulincer (1997); Omodei and McLennan (2000)
Dyadic trust	Gurtman (1992); Larzelere and Huston (1980); Matthews and Shimoff (1979)
Inter-organisational trust	Bell et al (2002); Davenport et al (1999)
Political trust	Hetherington (1998); Parker (1989); Parker and Parker (1993)
Societal trust	Muller and Mitchell (1994) Oxendinea et al (2003) Shah et al (2001)
Peer trust in the workplace	Ammeter (2000) Holton (2001); McAllister (1995)
Trust between superiors and subordinates	Barling et al (2003); Cherry (2000); Costigan et al (1998) Dirks and Ferrin (2002); Korsgaard et al (2002); Velez (2000)
Organisational trust	Armstrong-Stassen et al (2001); Courtney (1998) Daley and Vasu (1998); Gilbert and Tang (1998); Shockley-Zalabak et al (2000)

Source: compiled by the author

Each of the multidimensional construct components indicate the levels at which trust is developed and maintained. The effective leader needs to be able to operate and communicate within each of the multidimensional contexts.

Joseph and Winston's (2003) work focused on the last two aspects of the construct, namely, trust between superiors and subordinates, and organisational trust; their paper reviewed these aspects through the concept of

servant leadership. The combination of key components of the construct and servant leadership plays a pivotal role within the adaptation and utility of Mission Command and shows correlation with the British military philosophy.

According to Bennis (2002) and DePree (2002) the leader generates and sustains trust through their consistent behaviours and the way they communicate their intent utilising appropriate communications styles and methodologies for the context. Research suggests that the consistency of the leader's behaviour (Gimbel, 2001; Tschannen-Moran and Hoy, 1998; Woolston, 2001 and Simons, 1999) aligned with the cultural norms of the organisation are dependent on the leader's values (Sparks 2000). Culture is explored later within this thesis and underpins the research through the examination of mapping organisational cultures and values and contends that leaders need to be aligned with the organisational culture which in turn needs to be appropriate for the context in which the organisation operates.

The link between trust and leader's values, which are articulated through their behaviours, and attitudes has significant implications for the selection of leaders and the organisations they lead.

The emerging importance of trust and trust creation become a central theme within the adaptation of Mission Command beyond the military. The research programme examines whether the requirement of trust was also fundamental in other contexts and explores the importance leaders perceive the presence of trust to be their own approach.

Mission Command delegates responsibility for achieving the intent of the direction. Research identifies trust as a core principle in successful empowerment. According to Roy and Dugal (1998)

“the importance of trust for sustaining individual and organisational effectiveness (Atwater, 1988; Dodgson, 1993; Gulati, 1995; Korsgaard, Schweiger and Sapienza, 1995; McAllister, 1995; Nooteboom, Berger and Noorderhaven, 1997; Saxton, 1997) Osborn and Hagedoorn (1997) and Tjosvold (1990) report that the complexity and uncertainty inherent in the nature of business today and the amount of mutual accommodation involved make effective horizontal working relationships critical. Under conditions of complexity and uncertainty, sustained effective co-ordinated action is only possible when communication is clear and this only happens when there is mutual confidence and trust (Grey, 1985)”

The British Military’s use of a formula method of orders aids significantly in obtaining a structured method of communications. However, the nature of the communications is also critical. As mentioned previously, inherent in Mission Command is the requirement for wider understanding and it is for this reason that orders contain the superior commander’s (two levels up) intentions. Similarly, understanding how people make decisions is fundamental in establishing and maintaining trust. The British military have developed a common analytical tool, which aids the decision-making process known as the estimate and is used universally throughout the military structure. This gives a

common understanding as to how a decision has been critiqued and it also provides a common methodology for subordinates to conduct their own analysis as required within the philosophy of Mission Command. It is important to note that although the military have evolved a common process for problem analysis and solving, this does not mean that decisions are predictable or standardised. This would be counterproductive in producing innovation in a turbulent environment where competitive advantage is paramount. As Roy and Dugal (1998) state;

“Individuals with flexible cognitive structures are more trusted than rigid counterparts”

It is the framework of the military decision making process that allows for greater freedom and creativity to emerge from the process just as it is the establishment of a broader context with specific objectives that provides the framework for empowerment of individuals. Trust is both an organisational issue and an individual leadership imperative. The deliberate process of sharing the wider context, developing a systems approach to problem analysis and the requirement for developing trust in order to adapt a risk taking methodology (such as Mission Command) are prerequisites for the prior preparation for the event and illustrates a deliberate approach of the military concept of preparedness.

2.3.7 Role of the values based leadership in the application of Mission Command

Values based leadership contends that leaders with strong values systems are better able to build strong, trusting relationships with those around them and enable a risk taking methodology to be adopted. Furthermore, values based leadership allows the leader to make decisions in a complex and volatile environment. Even though the environment contains uncertainty and the information is incomplete, the leader that can give direction through the articulation of intent, with their subordinates understanding the values context from which the decision has been made means that the directive can be implemented more swiftly.

The British Military select their leaders at an early age where they have comparatively little leadership experience. However, many of the assessments are designed to test the character and, it is suggested, to understand the values system of the individual. This is in an attempt to determine if the individual has the same values as the military organisation they are attempting to join. This grounded process of selecting leadership figures contrasts strongly with the commercial sector where leaders are identified through technical and functional success at a previous position. The identification of leadership figures must be based on the selection of leadership qualities and not on technical success. Russell's (2000) paper "The role of values in servant leadership" makes the case for values based leadership and draws together the strands of thinking that aligns servant

leadership, culture, trust and empowerment. Rokeach (1973) defines values as:

“Prescriptive, enduring standards that have cognitive, affective, and behavioural components. Since values are prescriptive, they play an important role in determining the choices we make. Values are enduring standards that collectively form the value systems of our lives”

Therefore, the leader’s values have a significant effect on the relationships they form (Burns, 1978; Deal and Kennedy, 1982; Kouzes and Posner, 1993). Values affect the moral reasoning of leaders, which define how they perceive ethical and unethical behaviour (Hughes, Ginnett and Curphy, 1993) which drives their own behaviours (Malphurs, 1996; Rokeach, 1968) and decision-making. A number of authors have defined desirable leadership values, however, it is contended that the culture, geography and historical grounding of the organisation will significantly impact on the type of acceptable and espoused values of the leader and therefore the individuals who operate within that environment. Similarly, there is a wide range of work, which has investigated the origins of values (Finkelstein and Hambrick, 1996, Massey, 1979, Bass, 1990, Hofstede, 1980), which falls outside the scope of this thesis. As alluded to earlier the values of the leader affect the decisions the leader makes (Kouzes and Posner, 1993, Malphurs, 1996, Finkelstein and Hambrick, 1996) and the level of risk they are prepared to accept, as Deal and Kennedy (1982) suggest;

“The values culture of an organisation can affect the amount of risk that decision makers are willing to undertake”

This statement illustrates the role of the ‘organisation’s values’, which again falls beyond the scope of this thesis, suffice to say that the leaders and the senior elements of the organisation are the custodians of the organisation’s values. The organisation’s values may change and evolve as the organisation develops over time. This is significant in the development of organisational thinking and the rise of the multinational company.

Russell (2001) summarises values relevance as:

“Clearly, values significantly impact leadership. Personal values affect moral reasoning, behaviour, and leadership style. The most critical values of good leaders are honesty and integrity. Values also profoundly influence personal and organisational decision-making. The values of leaders ultimately permeate the organisations they lead. Leaders primarily shape the cultures of their organisations through modelling important values. Ultimately, values serve as the foundational essence of leadership”

The concept of values based leadership underpins the foundations of servant leadership. It is contended that the military have developed a servant leadership methodology, which has enabled them to adopt Mission Command. The British Military have adopted an approach to developing and reinforcing its

organisational values through the formal annual teaching and testing of values and standards of the British Army. The emphasis placed on values supports the key theme of Russell's (2001) paper, with the ever-increasing complexity of current and future operations, the identification and management of leadership and organisational values have increasing significance. The comprehensive approach (reviewed later in chapter) is reliant on the multi-national, multi-organisational response, as the context is widened so too is the breadth of values that organisations may hold.

The relevance of the perception of leadership value is investigated further within the research in order to determine whether the leader's values are perceived as important in the adaptation of Mission Command. It is interesting to note that the leader's values have a significant impact on the way leaders make decisions. A leader will revert to their own values framework especially when the decision is complex, time is short, or when information is incomplete, the leader will make a decision based on what they think is right. As decisions the leader takes are inextricable linked to the values the leader holds, the leader's values must have an ethical basis that promotes trust within the organisation they lead. The legitimacy of the decision must be aligned with the organisational culture and the leader's values, actions and cultural management must be considered before trust can be established and sustained.

The examination of culture and the implications for leadership selection is discussed later in this chapter. However the implications for values based

leadership would be significant for the selection of multi-national organisations leadership for both military and non-military operations.

2.3.8 Mission Command and empowerment

Central to the successful utility of Mission Command is the concept of empowerment. The literature which links leadership theory to empowerment is discussed in a paper by Honold (1997) entitled “A review of the literature on employee empowerment” and specifically refers to the link between leadership, management and organisational effectiveness (Bennis, 1989; Block, 1987; Kanter, 1977; Kanter, 1979; Kanter, 1989; McClelland, 1975), Honold (1997) goes on to explain that empowerment can be divided into five subcategories:

“Leadership, the individual empowered state, collaborative work, structural or procedural change and the multi-dimensional perspective”.

There is an emphasis on the leader creating a context in which empowerment can flourish, Honold (1997) paper explains this:

“Kanter (1977) defines empowerment as giving power to people who are at a disadvantage spot in the organisation. She sees a continuum of power from powerlessness to empowered. Continuing in this tradition (Block 1987), Sullivan (1994) and Sullivan and Howell (1997) also focuses on the role of the manager in empowering employees”

Throughout the historical development of Mission Command the strands of thinking and grounded theory can be traced, which have successfully developed the military to be a robust empowering organisation. It is contended later in this chapter that this empowered organisation only exists in sections of the military and specifically when deployed on operations. This transformation can come at a price and it is suggested that organisational tension exists within the military, which will need to be resolved as the future operational environment widens its perspective and becomes more inclusive as a multi-agency solution.

The work of Honold (1997) supports the servant leadership concept of Greenleaf (1977) through the concept of the supportive leader who mentors and coaches their followers to solve their own problems, Holden (1997) suggests:

“Leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior’s expectations (Keller and Dansereau, 1995)”

Empowerment also promotes the concept of individuals accepting greater responsibility for their own actions,

“Blanchard, Carlos and Randolph (1996) define empowerment as having the freedom to act but also the responsibility for results”

This perspective is central to the development of Mission Command within the military, as reviewed earlier in this chapter. It is important to develop and retain high levels of trust (Joseph and Winston, 2003), which is promoted through the leader demonstrating consistent values and to act within the intention of the directive, which supports Oetting's (1993) observation of the Prussian Field Service Regulations of 1837 which stated:

“If an execution of an order was rendered impossible, an officer should seek to act in line with the intention behind it”

The leader empowers the subordinate to act in line with their intentions, which directs the subordinate to analyse what has been asked of them and why it has been asked. As the context emerges the directive needs to be constantly reviewed and acted on in accordance with the intention of the leader. The more volatile the context the greater the interpretation of the intention and therefore the higher levels of risk to the individual. This in turn supports Holden's (1997) view that:

“There must be an environment of trust and inclusion as well as a tolerance of risk-taking”

The recognition that the emerging context erodes traditional linear planning methodology has evolved an approach, which focuses on the concept of intent. For an individual's intent to be understood it must be described within the framework of a broader effect. The military further underpins this with a

description of how this is envisaged as being achieved (the scheme of manoeuvre) which describes the events that the commander thinks will happen in order to achieve the desired end state (intention). This description can also act to link individual effects. This approach towards uncertainty requires both trust and empowerment in order for an effective management methodology to be implemented and sustained.

2.3.9 Section summary

Mission Command has developed through a grounded methodology, which recognised the diversity of individual interpretation of context. A key point is the recognition that chaotic environments cannot be controlled through mechanistic organisations that utilise bureaucratic planning and overly detailed implementation methods. The acceptance of environmental volatility and the chaotic effect this has on linear planning models has led the military to adopt an effects based implementation methodology which directs individuals to achieve effects within the broader organisations goals. This expects individuals to exercise discretion, to analyse issues themselves and change plans as they see fit. This is a model, which empowers its staff and places a great deal of reliance on the individual's ability. This is inherently a risk taking method of management; one, which impacts on the organisational leadership and culture.

2.4 Leadership, a critical review of culture, methodology and values

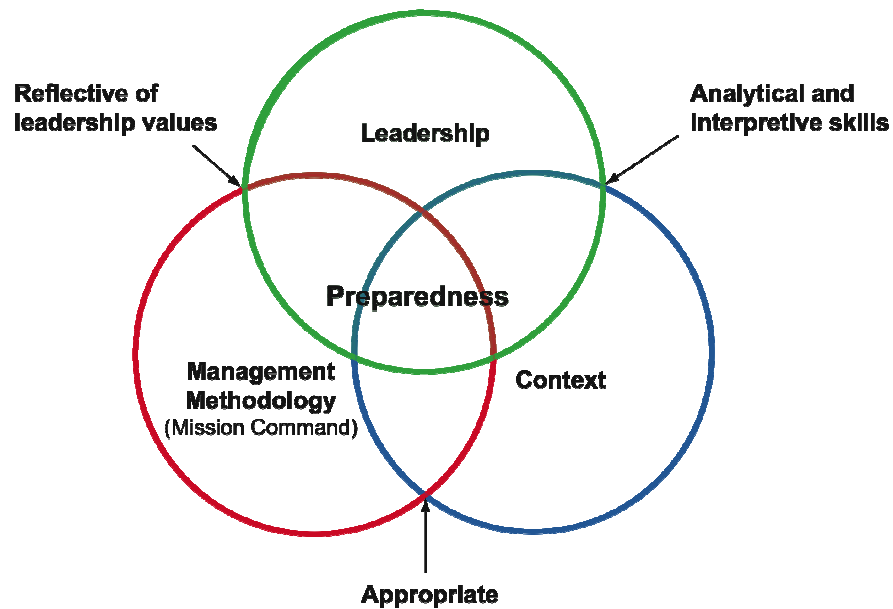
This chapter now outlines key themes that have emerged and influenced our present understanding of leadership theory. The chapter builds on the research of Cameron and Quinn (1999) who worked on identifying and describing the cultural paradigm that organisations have developed.

Leadership and culture are examined through organisational context, which is an emergent critical factor in current leadership theory. The chapter examines the link between leadership values, decision-making and building trust. Figure 8 illustrates the literature and theoretical relationship between leadership, context and management methodology. The development of current leadership theory is examined within the historical context from which key events have driven the theoretical thinking and practical application of these concepts. The ideas within values based leadership have far reaching implications for multi-agency organisations and military operations for the future. The recognition that a leader's values have a significant impact on 'the way they lead,' the decisions they take and the organisational 'culture' which is created is an important aspect of values based leadership. This link may have implications for how leaders are selected for these organisations in the future with greater emphasis being placed on 'values fit' and leadership selection based on values framework assessments. This chapter draws upon the British Army's approach and describes how it views leadership, culture and context and how, over many years, it has adapted to meet its own environmental challenges.

Support Hypothesis

Consistent behaviours and decision making by the leader aids in building trust which in turn enables the development of risk taking management methodologies.

Figure 8 Leadership in context of organisational culture and management methodology



Source: Yardley and Neal (2007)

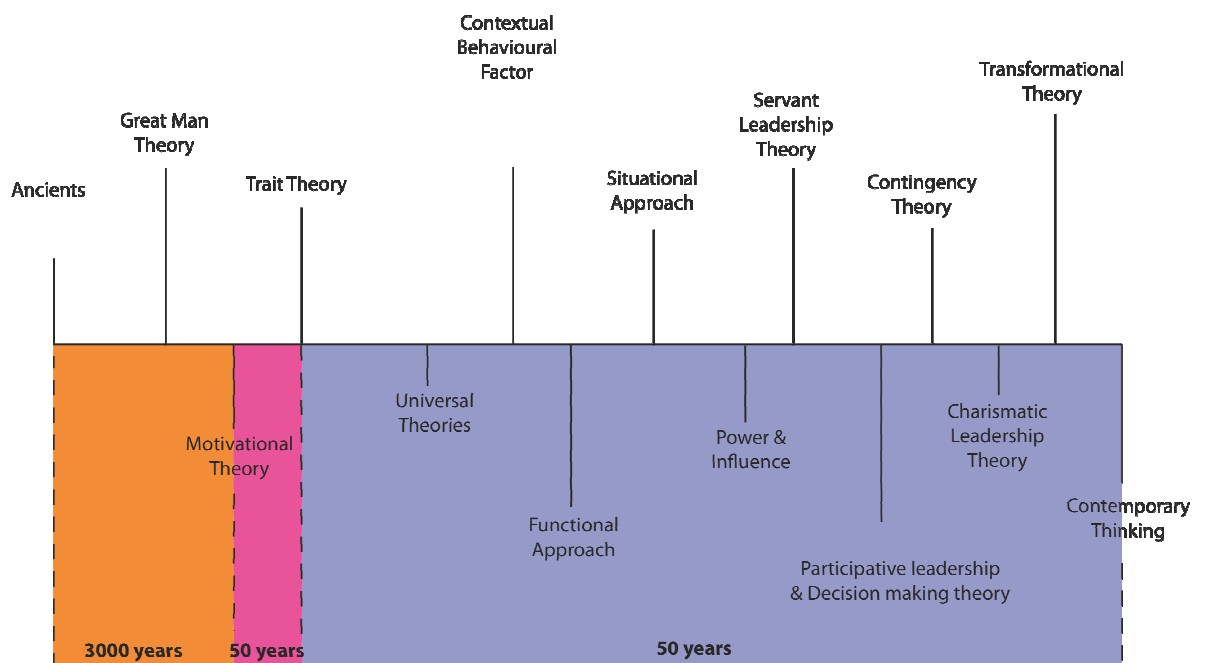
2.4.1 Reviewing the development of leadership theory in context

Central to the development of this thesis has been the examination of military and civilian leadership practices; in order to understand why there has been a

divergence in current thinking and practices it is important to understand the contextual development of the current thinking. It is critical to place leadership theory development in context as it informs understanding of the wider events that acted as a catalyst for key developments. It is important to note that there is very little published literature that reviews the contextual development of leadership theory.

A simple timeline shows the key leadership theories in historical order. It is contended that the development of leadership thinking is directly linked to the evolving historical context. Figure 9 shows leadership key theories.

Figure 9 Historical development of leadership

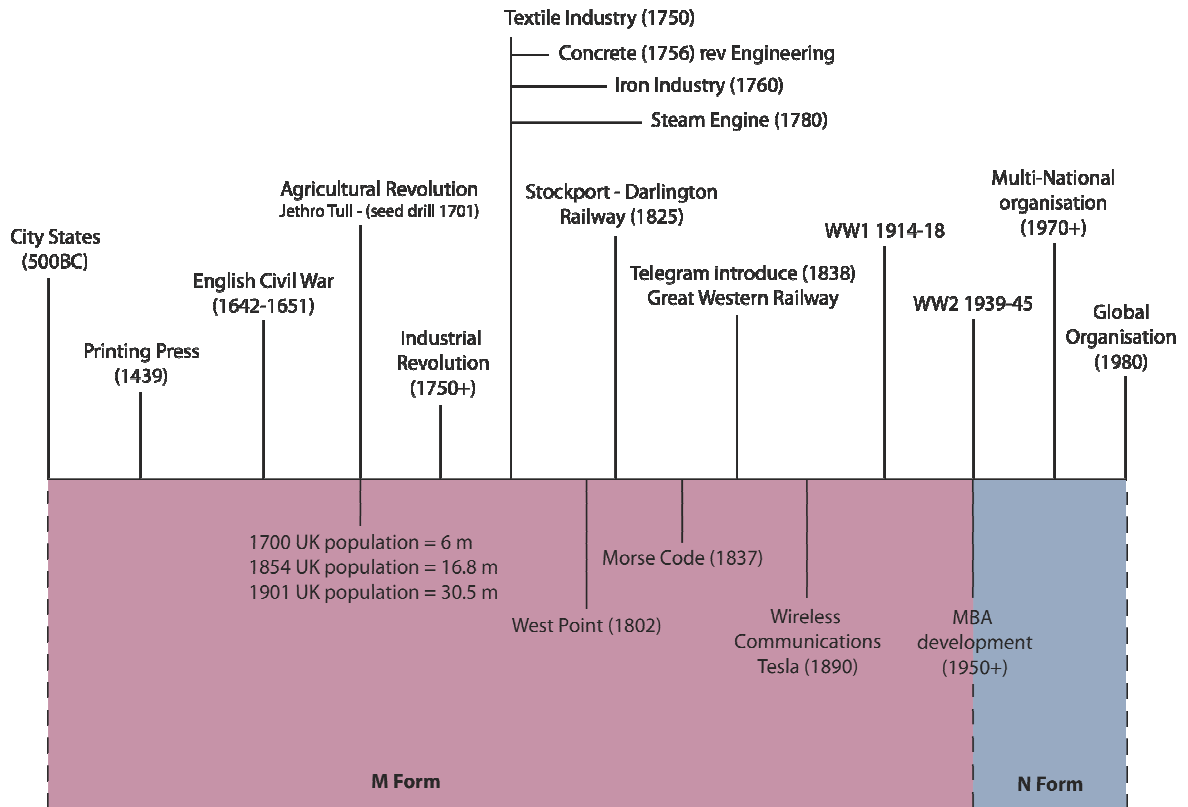


Source: compiled by the author

It is interesting to note that the majority of leadership theories have occurred in the last 50 years or so, whilst only 2 more were added during the previous 50 years, and for over 3000 years the world thinking regarding leadership revolved around “the great man theory”. So why has so much attention been given to leadership in recent times? The answer lies in the context, or history surrounding these events. The early city states of the classic Greek period of around 500BC represents one of the most advanced organisational forms, the military of the time reflected the social structure and when mobilised for war it clearly illustrated the organisational capability of the society of the time. Classical armies (700BC to 500AD) varied dramatically in size with the largest professional army being that of the later Roman Republic which, numbering some 400,000 men (Marcus Aurelius 121-180 AD) which were organised into legions of approximately 4500, were spread across an empire of over 50 million people.

Although much of the organisational knowledge of the classic period was lost to the developing world the basic organisational framework for organising large groups of people were still based on the armies of the day. However, several key events began a chain reaction, which would lead eventually to the divergence of the military and civil organisational model (or form). Figure 10 illustrates the key events of historical significance, and draws a comparison with developing organisational thinking of the time. This concept of military and business organisational development is explored in greater detail in Talbot's (2003) paper “Management organisational history – a military lesson?”

Figure 10 Timeline of events correlated with leadership theory



Source: compiled by the author

The first event was the invention of the printing press in 1439; this had the effect of spreading and sharing knowledge beyond the ruling classes and saw a dramatic liberalisation and advancement of the mass population of much of Europe. The English Civil War acted as a catalyst for dramatic social change in England during the mid 1400's. This coupled with the Agricultural Revolution, and greater food production saw a dramatic growth in population and of life expectancy. 50 years later saw the beginnings of the industrial revolution and the growth of mass industry, notably the textile and iron industries, although it

was not until the creation of the railways in the early 1800's did the mass organisation come into being.

Special note should be paid to the creation of West Point in 1802. It was from this academy that the engineers and managers that designed and built the great American railways, roads and harbours were drawn. The American railway was structured along military lines and so the direct influence of the military metaphor and organisational form embedded themselves in the industrial fabric of the mid 1800's. 1838 saw the introduction of a new form of industrial communications the telegram. First introduced throughout the railways systems it then spread to the many other organisations paving the way for greater management of mass organisations.

The first and second World wars saw the world undergo some fundamental changes one of which was the shortening of communications and the realisation that causes and effects had global significance. The MBA programme had been started in the US in the early 1900's but in 1945 Harvard Business School changed their MBA programme from being defence focused to Commercial Business (it could be argued that this was to reflect the post conflict requirement for reconstruction). In 1957 the MBA programme was first adopted by INSEAD and later in 1965 it was adopted in the UK and it is from this point onwards the divergence in organisational thinking between the military and business takes place. The post war world offered companies the opportunity to expand their operations and many soon became multinational businesses. This development continued through the 1970's to the

increasingly globalised private sector economy that can be seen today. From the early city-states the organisational form that all organisations have based themselves on has been the “M” form (Talbot 2003), which is a basic division structure, organised through function or product type, highly efficient and focussed on standardisation. From the end of the World War 2 the “N” form structure takes over from the traditional M form. This structure is based on the transitional structure seen within the German “Battle group Concept” – this adhoc form allows organisations to develop alliances, outsource relationships and develop according to market forces. It could be argued that this was in response to the diversity found in the countries that the organisation had a presence in, but what is true is the coinciding of this “N” form and the rise in the MBA as the gold standard for professional management and leadership links directly to the interest in leadership research which has taken place in the last 50 years. These factors combined have seen a divergence from the reliance of the military as a prime model for organisation and leadership for the modern business practitioner.

To summarise – from 1945 the MBA as the leadership and development programme for the global business model begins to gather momentum, new models of leadership are developed to manage diverse large-scale business operations and the military were perceived to have little to offer to the debate. It is contended that the requirements of the international / global business organisation had transcended the military organisation form. This could be for many reasons, for example military organisations are largely drawn from a

single country and therefore have a homogenous culture, values, language, history and values that is not true of the international business organisation. New leadership models and methodologies needed to evolve in order to address the looser affiliations of the global framework. With global reach the organisational model and infrastructure needed to adapt to take advantage of the global landscape. This has seen an increased level of complexity in recent times with manufacturing, warehousing, research and development and company headquarters potentially all being located in different countries. Through the drive for increased shareholder return and the scrutiny of the global markets companies are taking advantage of the world's resources enabled by the ever-increasing speed of, mainly, communications technology. As the organisational reach and complexity increases the requirement to manage the wider context in a more intuitive and inclusive manner increases. The international company has a complex internal culture in which it needs to create organisational cohesion, whilst the leadership requires the skills and methodologies to effectively communicate its intent.

It is clear that there are still a number of references to the military, many which can be found in business literature in subjects such as strategic management and marketing, where the foundations still draw much on military thinking and, in-fact, this is reflected in the core readings for many MBA programs. Although much is still drawn from the military in terms of strategy, leadership has fared less well. The kinds of leadership models for the modern world are drawn from contemporary sources and many of these role models are recognised

internationally such as Richard Branson, Jack Welch and Barack Obama. The military leaders of the same period are less in evidence. As the divergence in organisational requirements have accelerated in recent times so to has the search for leadership models and management practices that meet the demands of the new context.

2.4.2 Military leadership in context

The experiences of the Balkans, Iraq and Afghanistan have forced the British Military to review the nature of conflict and the role, which the military play. A greater emphasis is being placed on stabilisation operations and a new theoretical framework is beginning to emerge which is wider in breadth and multi-agency in nature. This is known as “the comprehensive approach” and will be reviewed in more detail later in this section. However, two of Britain’s best-known Generals have very different visions of the future. General Rupert Smith sparked the review in his book, “The Utility of Force” which describes his reflections on the emerging nature of current operations. He states that:

“War, no longer exists.” Violence exists; indeed, it flourishes. But war will not be waged and won between states. Instead we will fight “among the people”. The enemy will be tottering regimes and terrorism. To defeat them, we might even “franchise” the fighting to local warlords (Smith, 2007)

Rupert Smith reviews the emerging nature of conflict post the cold war. His contentious views have been reflected in the current operations with the

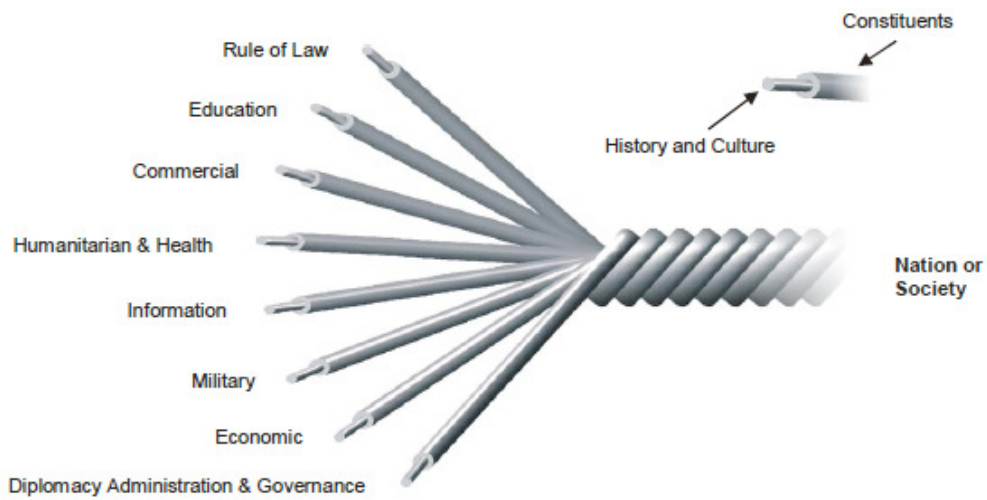
struggle for isolated military operations to achieve the 'effect', which the political actors were intending. This has given rise to long-term intractable operations, which have struggled to create the stable operational context, which is required to withdraw whilst claiming successful intervention. Sir Richard Dannatt (the former Chief of the General Staff) counters this view:

"I do not agree with Rupert Smith when he says: "A paradigm shift in war has undoubtedly occurred....the old paradigm was of interstate industrial war. The new one is the paradigm of war amongst the people" there is no new type of war – we are in a continuum - we have been in that continuum for several generations. What has changed is the distinction between the different types of warfare. We can no longer be prescriptive about taking part in either Major Combat Operations or Stabilisation Operations; the boundary between them has become increasingly blurred. (Dannatt, 2008)

Dannatt's view is that the British Military need to rediscover the kind of military operations of the colonial age which had the capability for high intensity warfare but instinctively had the experience for stabilisation operations. The current debate is exploring the kind of intervention which is required in order to deliver a stabilised environment. Although both views represent the current spectrum of debate it is clear that the current operating context has developed significantly and with the emergence of new technologies a global 24/7 environment has evolved giving individual access and capability to interact on the world media stage. This connectivity has a significant effect on the

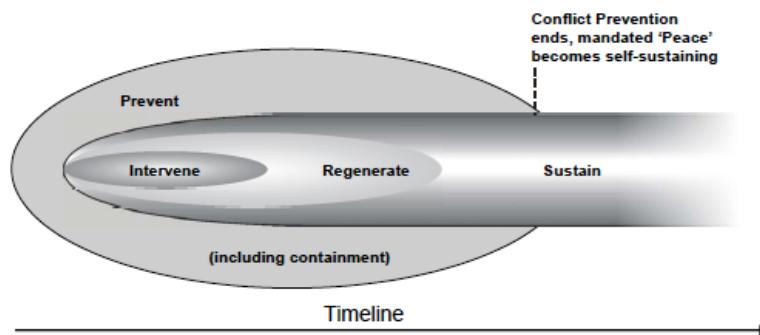
management of context. Through the globalised economy many nation states have evolved a semi-privatised infrastructure which is owned via the stock markets by a number of international organisations or funds. These organisations are primarily motivated by shareholder return and not national interest. When a crisis occurs the interests of the global markets are instantaneously felt, with intense scrutiny being focused on local issues. When these interests are marshalled to protect their investments and limit their liability in an unstable country this can lead to a rapid decline in the situation. This spiralling effect requires rapid, multi-layered intervention; often the primary change agent is a military one. The “Comprehensive approach” attempts to capture this complexity by reflecting the multi-agency approach of stabilisation. Figure 11 illustrates the different strands of the comprehensive approach, whilst Figure 12 illustrates the phases that stabilisation requires, this can be a protracted process involving many years of commitment:

Figure 11 The constituents of a society



Source: The comprehensive approach, Joint discussion note 4/05, January 2006

Figure 12 The concurrent nature of the comprehensive approach



Concurrent activity

Source: The comprehensive approach, Joint discussion note 4/05, January 2006

The key concept of the comprehensive approach is the recognition of multi-agencies combining to provide an environment in which stability can be sustained. The combining of these constituent components is illustrated as a concurrent process.

Although this model broadens the perspective of the military it operates too narrowly at the early stages of conflict prevention. A flourishing, stabile environment is often characterised through an active economy. The involvement of private sector needs to be more fully integrated into the military's early thinking. Although the commercial sector is represented it could be argued that the weight of its influence is not adequately reflected in either this model or in the underpinning literature. The author contends that the military's thinking needs to be more strategic and aim beyond the immediate crisis. Increasingly, capability and knowledge is held within the commercial sector and not the state. This capability needs to be leveraged to provide the effects that are require in order to bring stability to the world stage.

The comprehensive approach emphasis of multi agency working with a reduced focus on kinetic effects has wider implications for the selection of the most appropriate leader for such an operation. In the past the response to an international crisis has often been lead by a military response, however in the future this may only play a small part in the overall strategy and therefore the leader may be required to possess a different leadership framework than that of the military commander.

2.4.3 Leadership theory development

Leadership has been an intensely scrutinized subject over many years and both academics and business practitioners have found value in developing a better understanding of the subject. Much of the original theory centred on identifying the qualities and behaviours of the leader (Bernard, 1926; Blake, Shepard and Mouton, 1964; Drath and Palus, 1994; Fiedler, 1967; and House and Mitchell, 1974). Bernard (1926) believed that it was the internal qualities of the individual that made them a leader; that is an individual is born to be a leader. Others such as Halpin and Winer (1957), and Hemphill and Coons (1957) examined behaviours in an attempt to analyse what successful leaders actually did. This work first linked leadership theory with environmental context and from this research the theory that leadership could be taught was further developed (Saal and Knight, 1988). Coinciding with this work was a broadening of management interest in both people and task activity. Work led by Blake, Shepard and Mouton (1964) developed the proposition that managers exhibited behaviours that fell into either task or people orientated activity and the work of Adair (2003) typified this in the notion that leaders need to recognise three aspects, namely; task, team and individual needs. Later Blake et al (1964) added a third dimension; the interaction between the leader's behaviour, individual traits and the situation or context. The proposition was that leadership could be different in varying situations (Saal and Knight, 1988). Work conducted by Fielder (1967) suggested that context created circumstances in which a preferred leadership style was best suited. Researchers such as House and Mitchell (1974) added to the debate by

developing the 'path-goal theory' which suggests that leaders help develop their followers behaviours in order to achieve specific goals. This work then spread into a host of linked contingency theories, such as Graen (1976) 'dyad linked theory', all of which examined the broader context through relations between the leader and the follower.

Schein (1985) identified leadership's relationship with culture (and specifically the management of change). This focus on culture was expanded by Cameron and Quinn (1999) when they categorized organisational cultures and suggested an optimum leadership style for each. As the management of change became a critical requirement in organisational development so a greater interest was taken in the leadership of change and the subsequent management of culture. Other key issues began to emerge including flexibility, employee empowerment and the desire for greater autonomy, all of which impacted on leadership theory. The emerging thinking began to recognise the requirements for managing context and creating an environment in which the followers began to develop behaviours that achieved desired goals. This thinking is linked to motivational theories such as Herzberg (1964) who suggested that individuals are driven by the need for satisfaction whilst others such as Alderfer (1969), Maslow (1943) and Murray (1938) had espoused the theory that people are driven by their order, or range of, needs which span from basic survival to higher order social needs. These vary from author to author but the basic principle is the same in that individuals have needs which they are motivated to fulfil. Other motivational theorists include Vroom (1964)

(expectancy theory), Adams (1965) (equity theory), Locke (1968) (goal setting) and Skinner (1959) (reinforcement theory) all of which develop the concept of the leader developing the context and sub-culture to motivate followers to achieve goals.

New theories of leadership have emerged based on the requirement for managing change and motivational theory and a concept of transactional versus transformational leadership has developed. Transactional leadership (Burns 1978) is a more traditional view of coercing followers through a transaction form of reward which is often most effective at satisfying lower order needs. On the other hand transformational leadership (Bass 1985) aims to motivate individuals to satisfy higher order needs and fully engages them within the change process, often involving culture and organisational change. This is taken further by Drath and Palus (1994) who describe leadership as being part of a community, which is

“people united in a common enterprise who share a history and thus certain values, beliefs, ways of talking, and ways of doing things” (p.4).

This view argues that the leader should be more tightly integrated into the team, changing the role and responsibility of leader from command and control to facilitation and coaching and managing relations outside of the group (Fisher, 1993). The general thrust of current leadership theory suggests a very different role for the leader of the future but Wilson, George and Wellins (1994) state that

“no matter how advanced the team is, there is still a need for leadership to enable the team to be successful”.

As the concept of team development and empowerment became more popular, the idea of self directed teams began to emerge. These are defined as

“a group of employees who have day-to-day responsibility for managing themselves and the work they do with a minimum of direct supervision” (Fisher, 1993)

This thinking has led to an examination of the kinds of behaviours these ‘team leaders’ must exhibit. Authors such as Kozlowski, Gully, Salas and Cannon-Brown (1995) have suggested that the behaviours need to include:

“developing shared knowledge among team members, providing information, mentoring, instructing others, facilitation of group process, providing information, monitoring performance, promoting open communications, providing goals and allocating resources”.

Brown (1995) adds the behaviours of challenging ideas and promoting risk taking, whilst Kolb (1995) states that leaders must avoid the team’s objectives being compromised.

Quinn (2005) presents an alternative perspective on leadership with regard to high-performing organisations where he distinguishes between a ‘normal’ and

'fundamental' state of leadership. Table 2 lists the distinctions between the Normal and Fundamental states.

Table 2 Two states of fundamental leadership

Normal State.	Fundamental State.
Comfort centred	Results centred
Externally directed	Internally directed
Self focused	Others focused
Internally closed	Externally open

Source Quinn (2005) Harvard Business Review, Jul-Aug 2005.

Quinn (2005) argues that in situations of great pressure in private or professional life the individuals may find themselves asking basic questions about the factors in Table 2. When we decide to move out of our comfort zone, listen to our inner most concerns about our own value sets, take a greater interest in making decisions for the good of the others instead of ourselves and being willing to take guidance from our external environment rather than trying to control it, then and only then, Quinn (2005) argues, are we in a 'fundamental state of leadership'.

This concept fits well with the notion of Level 5 leadership proposed by Collins (2005) and defined as,

“builds enduring greatness through a paradoxical combination of personal humility and professional will”.

Key aspects of the ‘fundamental state’ equate to humility and a willingness to be open and transparent in the style of leadership. Collins (2005) also notes that within the dimension of humility great leaders often attribute their success to that of being lucky. Equally, great leaders will look out of the window to apportion credit and into the mirror to take criticism whereas Level 4 leaders (and below) will do precisely the opposite.

So where has the debate regarding leadership theory led? It appears that there is a general academic consensus proposing a more inclusive leader who promotes self directed team behaviours. Through manipulating group culture the leader can evoke change in behaviours and achieve goals. However, many of these assumptions can be challenged as many organisations achieve optimum performance through a highly directive style of management and a bureaucratic structure that thrives in non-volatile environments and is optimised for efficiency. Alternatively, a faster moving industry may require more fluid and dynamic structures that can regroup and restructure to perform specific tasks. These concepts are linked to organisational structures which are in turn linked to their environments and maturity as businesses. It is contended that the optimum leader is an individual who can understand context, manage change through appropriate communications methodologies and portray consistent sustainable values that the culture identifies with. The question still remains, are leadership values universal or specific to context? It

is also interesting to note that this context can be multi-layered with the leader playing different roles within each element. The British Military have developed a culture and specific sub-cultures that promote group directive behaviours whilst creating teams that are highly self directive and autonomous. According to Yardley and Neal (2007) this flexibility is supported by a highly developed command and control methodology. This sounds simple but when culture is examined it becomes clear that the boundaries, sub-cultures and influence of the leadership role becomes far more complex and it is the interplay between organisational context, leadership styles and management methodology which must be in balance and appropriate to handle environmental volatility. The ability for the leader to interpret context and develop the organisational conditions to meet the environmental volatility are fundamental to success. The context (in this case a volatile military context) demands individual actors to make decisions therefore the leader must promote an empowerment philosophy. For empowerment to be sustainable both risk and trust must be present and acceptable. Both the individual and the organisational culture must accept risk and for this to happen the individual must trust the leaders and the organisation and this trust must be reciprocated. The concept of servant leadership (Greenleaf, 1977) enshrines the fundamentals of leadership, which promote this kind of commitment and empowered culture.

2.4.4 Articulating leadership through servant leadership

An organisation that needs to empower its staff, build and maintain high levels of trust and enable strategic direction through implementing continuous

competitive advantage strategies forms a difficult dilemma for its leaders. The military have developed a leadership style which is captured through the adage of 'leading from the front'. The essence of that leadership style is enshrined on the cap badge of every officer cadet at Sandhurst - 'Serve to Lead'. From an academic perspective the work of Robert K. Greenleaf (1904-1990) promoted the servant leadership concept among modern organisational theorists (Spears, 1996). Leadership, according to Greenleaf,

"must first and foremost meet the needs of others" (Greenleaf, 1977; Lloyd and Spears, 1996).

In addition to Greenleaf, various other writers espouse servant leadership as *"a valid, modern theory for organisational leadership"*. For example, Covey (1998) said,

"the servant-leadership concept is a principle, a natural law, and getting our social value systems and personal habits aligned with this ennobling principle is one of the great challenges of our lives" (p. xiv).

These views are well known within the military as they are central to the selection of potential officers and are fundamental to an officer's decision making. The very nature of military life is linked to serving the country and promoting its best interests.

The fundamental motivation for leadership should be a desire to serve (Baggett, 1997; Batten, 1997; Block, 1993; Briner and Pritchard, 1998; Covey,

1990; De Pree 1997; Fairholm, 1997; Gaston, 1987; Greenleaf, 1977; Kouzes and Posner, 1993; Manz, 1998; Oster, 1991; Pollard, 1996; Rinehart, 1998; Snodgrass, 1993; Snyder, Dowd and Houghton, 1994). According to Neuschel (1998),

"it is not the lot of the leader to be served but rather his/her privilege to serve" (p. 135).

Servant leaders value human equality and seek to enhance the personal development and professional contributions of all organisational members.

"Servant leaders give up personal rights to find greatness in service to others" (Wilkes, 1996, p. 15).

It is these qualities that are fundamental to the identification of potential leaders. By fulfilling these principles the team build confidence and trust in the leader. This values based methodology is a key difference between the military and the non-military organisation. The military first select individuals that have the fundamental traits for leadership. The organisation then invests in teaching them the skills of management. Much of this selection process is based on characteristics and value sets. Values are enduring standards that collectively form the value systems of our lives. It is for this reason that the leader's values must be in keeping with those of the organisation. It is the consistent demonstration of values that builds trust and enables complex management systems to be accepted and encourages empowerment and earns legitimacy.

However, it has been noted that leaders often default to type or their basic, characteristics or beliefs especially under pressure. This has wider implications for the identification of universal truths relating to effective leadership and also how best to select leaders for our organisations. The British Army look for values which are aligned to the servant leadership model, this provides the basis for risk taking methodologies such as Mission Command to have full utility. The transparent articulation of values and the consistent demonstration of those values through everyday transactions builds a community, which develops trust, understanding and a common acceptance of standards, which are required throughout the organisation. Organisational unity is developed through the consistent actions of the leader, which prepares the organisation to exploit the opportunities that a volatile environment presents. This approach is a risk-based model that depends fundamentally on trust, the leader must be able to build and sustain trust across the organisation especially in times of great pressure. The reverse is true in the commercial sector where managers (and organisational leaders) are identified and promoted on the basis of technical capabilities. It is assumed that technically competent individuals will have leadership qualities but unfortunately this is often not the case.

2.4.5 Aligning organisational culture, leadership and management methodology.

Cameron and Quinn (1999) wrote a book 'Diagnosing and Changing Organisational Cultures – Based on the Competing Values Framework' based on research that they had conducted into many businesses and they identified

the types of cultures that existed, what defined these cultures and what kind of individuals would make the most effective leaders.

The thrust of the research was centred on the need for organisations to manage cultures effectively and to manipulate change of cultures in order to survive. Cameron and Quinn state that,

“of the largest one hundred companies at the beginning of the 1900s, only sixteen are still in existence. Of the firms in the Fortune Magazine’s first list of five hundred biggest companies, only twenty-nine firms would still be included. During the last decade, 46% of the Fortune’s 500 dropped off the list” (Cameron and Quinn, 1999, p.6).

They have suggested that this phenomenon is due to the inability to manage organisational culture effectively. Cameron and Quinn (1999) offer a useful definition of what culture is:

“an organisational culture is reflected by what is valued. The dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that make an organisation unique”.

According to Foster-Fishman (1995) the culture of an organisation must be appropriate for an empowerment methodology to be adopted. The leader influences and shapes the organisational culture to create the conditions for achieving organisational objectives. The understanding of different kinds of

organisational cultures gives insight to how a leader may operate and use the organisational culture to best effect. It also suggests that the interaction with organisational culture is not limited to the type and nature of leadership but extends to the type of management methodology which can be used. It is contended that the management methodology employed within an organisation must be aligned with the organisational culture and the style of the leader.

It is recognised that organisations, especially large organisations, often have sub-cultures. These are described as 'sub-unit cultures' which

"also contain core elements of an entire organisation's culture in addition to their own unique elements" (e.g. Alpert & Whetten, 1985).

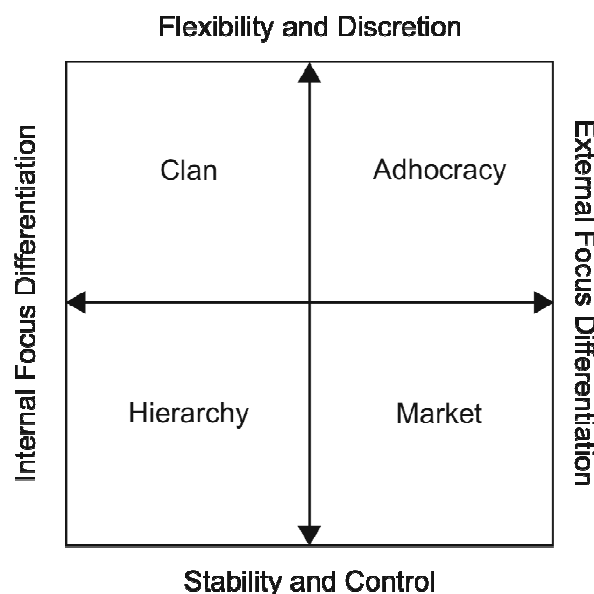
There is always an underlying glue that binds the organisation together (Schein, 1985; O'Reilly, Chatman, & Caldwell, 1991).

Cameron and Quinn (1999) tried to identify what made organisations effective. They set about this by developing a set of indicators which were later refined to four main clusters. These four clusters, shown in Figure 13, divide into two separate dimensions so forming four boxes. The first dimension differentiates effectiveness criteria that emphasise flexibility, discretion, and dynamism from criteria that emphasise stability, order, and control. The second dimension differentiates effectiveness criteria that emphasise an internal orientation,

integration, and unity from criteria that emphasise an external orientation, differentiation, and rivalry.

These quadrants represent what people value about organisational performance. They define what is seen as good, right and appropriate; they define the core values of the organisation. As mentioned, in this leadership theory a greater emphasis is placed on managing culture in order to effect organisational change. Therefore to be effective, leaders must be able to understand the organisational context and effect change through changing cultures and behaviours.

Figure 13 The competing Value Framework



Source: Cameron and Quinn 1999

Cameron and Quinn (1999) discovered that the four quadrants that emerged

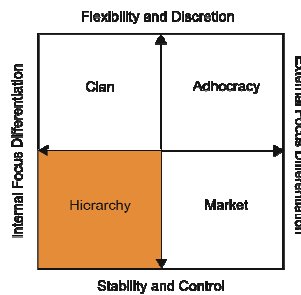
from this analysis match precisely the main organisational forms that have developed in organisational science. They also match key management theories about organisational success, approaches to organisational quality, leadership roles and management skills. Moreover, in past research on child development (Piaget, 1932), cognitive maps (Hampton-Turner 1981), and information processing (Mitroff, 1983), similar dimensions have emerged that have helped organise the way in which the brain and body work as well as the way behaviour is organised.

2.4.6 Culture within the British Military

Examination of each quadrant given in Figure 13 will illustrate how an organisation can transit from one state to another and draws on the practical example of the British Military migrating from a training hierarchical state to an operational adhocracy state. However, before entering into this debate it is important to recognise some subtle differences that exist within the British Military. Whilst all elements of the military (Navy, Army & RAF) have many common areas in terms of culture they also have points of difference. Although the academic argument being presented in this section has relevance to all three services it is particularly pertinent to the Army. The reason for this is that the Army's structure is based on Regiments that each has a sub-culture and thus the Army finds itself in a broader range of contexts than the other services. This situation places particular leadership demands on the commander that are consistent with the findings of Cameron and Quinn (1999). Consequently, the arguments developed in this section are based on

the way the Army operates rather than the other services.

2.4.6.1 Hierarchy culture

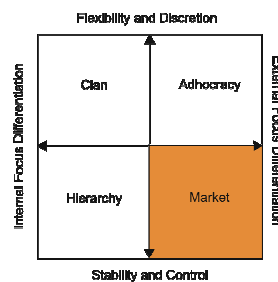


This is based on the work of Max Weber (1947) and his work with government organisations which mapped seven characteristics that have become known as the classical attributes of bureaucracy (rules, specialisation, meritocracy, hierarchy, separate ownership, impersonality, accountability). These characteristics were highly effective in accomplishing their purpose. They were adopted widely in organisations whose major challenge was to generate efficient, reliable, smooth flowing, and predictable output. Until the 1960s this was classed as the ideal form of organisation because it produced stable, efficient and highly consistent products and services. As long as the environment was relatively stable, tasks and functions could be integrated and co-ordinated, uniformity in products and services maintained and workers and jobs controlled. Clear lines of decision making authority, standardised rules and procedures, controls and accountability mechanisms were valued as the keys to success (Cameron and Quinn, 1999).

It is this culture that many observers would most readily see within the British Military, especially in peacetime. Through its size and complexity, the military

form of organisation gravitates towards the characteristic traits of the hierarchy culture. Many of these characteristics are to be found in most large organisations to some degree. However, on closer inspection many of these characteristics derive from rites and rituals which form part of the organisation's fabric and contribute towards a framework of stability in which the organisation can develop more fluid and flexible characteristics, almost the foundations on which a more creative structure can be built.

2.4.6.2 The Market culture



In the late 1960s organisations were faced with new competitive challenges such as the growth of international industrial competition. The market culture relies on a fundamentally different set of assumptions than those attributed to a hierarchy, and was based largely on the work of Williamson, (1975) and Ouchi (1981). They believed that organisational effectiveness lay through controlling transaction costs.

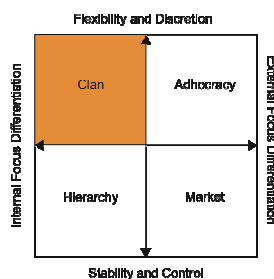
The term 'market culture' refers to a type of organisation that functions as a market itself. It is orientated towards the external environment instead of internal affairs. It is focused on transactions with (mainly) external constituencies including suppliers, customers, contractors, licensees, unions,

regulators, and so forth. And, unlike a hierarchy, internal control is maintained by rules, specialised jobs, and centralised decisions. The market operates primarily through its economic mechanisms, mainly monetary exchange. The major focus of markets is to conduct transactions with other constituencies to create competitive advantage. Profitability, bottom-line results, strength in market niches, stretch targets and a secure customer base, are primary objectives of the organisation. Not surprisingly, the core values that dominate market type organisations are competitiveness and productivity (Cameron and Quinn, 1999). The military and many Government organisations have adopted this culture within specific areas of operations. The military contracted out many of its support functions, from accommodation management through to transport and security services. The Government has contracted out many social service functions including training and welfare services such as job centre activities. This approach is set to continue for the foreseeable future as organisations try to find cost savings within their operations.

The basic assumptions in a market culture are that the external environment is not benign but hostile; consumers are choosy and interested in value; that an organisation is in the business of increasing its competitive position and that the major task of management is to drive the organisation towards productivity, and profit. It is assumed that a clear purpose and an aggressive strategy lead to productivity and profitability. In the words of General George Patton (1979), "I'm not interested in holding on to positions. Let them [the enemy] do that. [We] are advancing all the time, defeating the opposition, marching constantly

towards the goal”. Cameron and Quinn (1999) comment: “this aggressive form of culture, where only the fittest survives would appear to be synonymous with the military”, however, many of the subcontracted services have become heavily criticised. The apparent weakness of the outsourced relationship would appear to come from culture conflict. An example of this can be seen when the military (who have contracted services during peacetime) find they have to deploy on operations rapidly. No service level agreement could cater for such extreme circumstances or, if it were attempted, the cost would be prohibitively expensive. This has led to a perceived deterioration of capability, with a general dissatisfaction within the military. However, could this apparent failing be due to a clash of culture and management styles?

2.4.6.3 The Clan culture



After studying Japanese firms in the late 1960s and early 1970s, a number of researchers observed fundamental differences between the market and hierarchy forms of design in America and the clan forms of design in Japan (Ouchi, 1981; Pascale & Athos 1981; Lincoln, 1990). Shared values and goals, cohesion, participativeness, individuality, and a sense of ‘we-ness’ permeated clan type firms. This seemed more like an extended family than an economic

entity (Cameron and Quinn, 1999). The military have the Regimental tradition, which is very similar to the Clan culture. The Regimental family is a small unit of troops, (normally a group of Battalions, each of which comprise approximately 600 personnel) who share traditions, beliefs and identity. They are loyal to each other and find external criticism very hard to accept. The concept of the Regiment¹⁷ is designed to allow rapid assimilation of new recruits, to make them feel part of a team that will support and encourage them, look after their needs, create an identity that is worth fighting for and potentially worth dying for. These structures are found in the front line units called 'teeth arms' (infantry, artillery and cavalry).

According to Cameron and Quinn (1999) it is often found that "instead of the rules and procedures of hierarchy or the competitive profit centres of markets, typical characteristics of the clan type firms were teamwork, employee involvement programmes, and corporate commitment to employees. These characteristics were evidenced in semi-autonomous work teams that received rewards on the basis of team (not individual) accomplishment and that hired and fired their own members, had quality circles that encouraged workers to voice suggestions regarding how to improve their own work performance and

¹⁷ The original basis of the Regimental structure was linked to the restoration of the Stuarts to the throne, when the modern British Army was born by Royal Warrant on 26 Jan. 1661. The Army was then expanded and contracted over many years to meet the needs of the nation. This was achieved through fostering small units with unique characteristics, often sponsored by a single individual (the Colonel of the Regiment). It was through this individualism that the Regimental system was born.

that of the company, and enjoyed an empowering environment". Again these similarities can be found in infantry sub-units, where teamwork not individual performance is recognised as a measure of success. It is often the case that a junior leader will be chastised if he/she succeeds and their team fail. Leaders are encouraged to involve the team in planning and individuals are given authority to carry out tasks without supervision. The level of empowerment is high within these sub-units and individuals are expected to act without asking permission and conduct their own analysis of what needs to be done.

The military spend a great deal of time in training and developing their staff, ensuring that they understand what is required and how they should conduct themselves. It is important to equip the organisation with the basic tools for self-management and effective decision-making. Cameron and Quinn (1999) have stated that, "the basic assumption in a clan culture is that the environment can best be managed through teamwork and employee development, customers are best thought of as partners, the organisation is in the business of developing the human work environment and the major task of management is to empower employees and facilitate their participation, commitment, and loyalty." This links closely with the concept of Mission Command (non-directive control) which is the management system employed by the British Military, whilst servant leadership is the leadership style which has been developed. The linking of management methodology and leadership style will be returned to later.

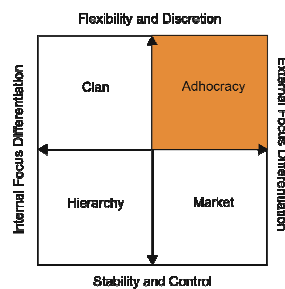
Many writers within the field of human relations have advocated the clan

approach (McGregor, 1960; Likert, 1970; Agyris 1964). However, it took the highly visible success of Japanese firms, which had adopted these principles and applied them successfully after World War II, to help US and Western European organisations catch the message in the late 1970s and 1980s that clan cultures can make good business sense. For example, when rapidly changing turbulent environments make it difficult for managers to plan far in advance and when decision making is uncertain, it was found that an effective way to coordinate organisational activity was to make certain that all employees shared the same values, beliefs, and goals. This could be associated with the loss of infrastructure and social architecture systems that were present within Japan and Germany prior to and during World War II. During reconstruction, resources were scarce and the need for a clan approach was paramount for organisations to develop quickly. Later this inclusive culture was needed to retain the best people. Also the leaders had grown up within the culture and felt that this approach was the norm and had distinct benefits. It is also interesting to note that the military had more direct involvement in post war reconstruction in Germany and Japan than in other countries.

Cameron and Quinn (1999) define the clan culture, as assessed in the Organisational Culture Assessment Instrument, as typified by, “a friendly place to work where people share a lot of themselves”, it is like an extended family. Leaders are thought of as mentors, perhaps even as parent figures, and the organisation is held together by loyalty and tradition. Commitment is high. The

organisation emphasises the long-term benefits of individual development with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organisation places a premium on teamwork, participation, and consensus. These qualities are important requirements for military units deployed on operations. The external threats that are constantly present require a culture that is inclusive, supportive and loyal. The author would argue that many organisations exhibit these cultural characteristics when under threat from external forces.

2.4.6.4 The Adhocracy culture



According to Cameron and Quinn (1999), “as the developed world shifted from the industrial age to the information age a fourth type of organisation emerged. It is an organisational form that is most responsive to the hyper-turbulent, hyper-accelerating conditions that increasingly typify the organisational world of the 21st century. With the rapidly decreasing life of product and service advantages, a set of assumptions was developed that differed from those of the previous three forms of organisation. These assumptions were that innovation and pioneering initiatives lead to success, that organisations are mainly in the business of developing new products and services and preparing

for the future and that the major task of management is to foster entrepreneurship, creativity, and activity on the cutting edge. It was assumed that adaptation and innovation lead to the attraction of new resources and the improvement or maintenance of profitability. Emphasis was placed on creating a vision of the future embracing organised anarchy and disciplined imagination". This culture can be more closely aligned with military units on operations where, often, new situations require a fundamental re-examination of processes, systems and structures. The military's ability to adapt in the face of adversity is often seen as a major competitive advantage. The communication and implementation methodology that the military use leads to short rapid decision and implementation cycle times. This speeds the ability of the organisation to adapt and learn from its environment.

The root of the word adhocracy is ad hoc referring to the temporary, specialised, dynamic unit. They have been characterised as "tents rather than places" in that they can reconfigure themselves rapidly when new circumstances arise. A major goal of an adhocracy is to foster adaptability, flexibility, and creativity where uncertainty, ambiguity and/ or information overload are typical. The military use this flexibility to reorganise formations and sub-units and is based on the German *kampfgruppen* or battle groups. These are specifically designed for the task in hand and are temporary organisations. The culture and process must be coherent to ensure the unit's ability to perform its task. Frequently, units will display a mix of clan culture in their approach towards day-to-day duties and employ an adhocracy culture within

their decision making and planning processes whilst on operation.

According to Cameron and Quinn, (1999) “a high emphasis on individuality, risk-taking, and anticipating the future exist as almost everyone in an adhocracy becomes involved with production, clients, research and development, and so forth”. As mentioned earlier, the military spend a great deal of time in training all ranks in the processes of analysis, communication and implementation. The military use ‘Mission Command’ which has been designed to allow for calculated risk taking throughout the organisation. Leaders are trained to be bold and daring whilst understanding that they are accountable for their own actions. This level of commitment requires trust and belief in the organisation and between members in the organisation.

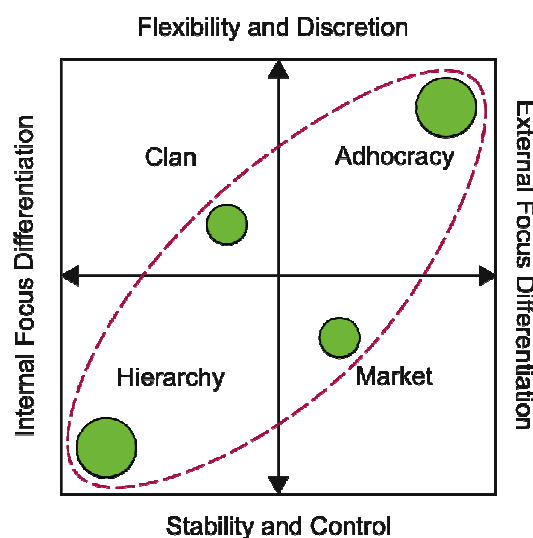
The adhocracy culture, as assessed in Cameron and Quinn (1999), is characterised by a dynamic, entrepreneurial, and creative work place. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk orientated. The glue that holds the organisation together is a commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and/or services. Readiness for change and meeting new challenges are important. The organisation’s long-term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services. Although much of this terminology seems strange when applied to the military, it is the culture that is displayed within units on operations when new challenges are presented that are outside the collective experience of the unit. The military

leadership and training emphasises the need to adapt and overcome adversity. In times of war huge steps in experimentation and innovation can be identified.

The Cameron and Quinn (1999) model can be used to plot an organisation's profile. Many large organisations sit in several quadrants of the model, with sub-units or divisions displaying different culture characteristics. The author believes that the military display a predominantly two-dimensional bias as shown in Figure 14.

The ability for the organisation to transit from one task or operation to another is linked to its cultural state.

Figure 14 OCAI applied to the military organisation adapted from Cameron and Quinn (1999)



Source: Adapted from Cameron and Quinn 1999

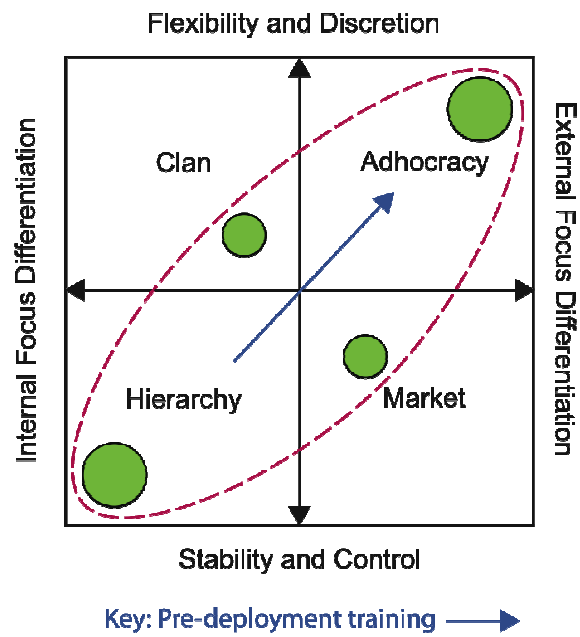
This model illustrates the organisational transitions undergone by the military during deployment. The military spend the majority of its organisational life within the hierarchy state, as this is the most effective command and control structure for a large organisation. The cultural traits described by Cameron and Quinn (1999) would be easily recognised by any visitor to a military establishment. However, deployment to operational duties often sees the temporary organisation develop a sub-culture that is underpinned by a clan culture. It plans and implements within an adhocracy methodology. The forces (political economic, resources etc) and the task (operation task or mission to be achieved) combined with the limitations which are applied to the organisation or force are usually the determining factors as to the mix of the cultural forms the deployed forces assume. These factors not only shape and influence the culture of the deployment force but will also determine the leadership style of the force.

The transition from one state to another (e.g. hierarchy to adhocracy) is often managed through a culture change programme that is developed within pre-deployment training as shown in Figure 15. Commanders and subordinates are trained under operational conditions to induce the circumstances where the cohesion and co-operation can be developed that will be required for the operation. This can involve a series of scenarios that the unit has not faced before. They force the group to recognise the challenges and reflect on their present processes and procedures. Adaptation and culture change take place as the team develop shared experiences and knowledge of new ways of

working. The greatest achievement will be the readiness and flexibility of the unit to adapt to local conditions within a rapidly changing environment. The shift from proven procedures and rules to an acceptance of chaos and uncertainty is a fundamental requirement. It should be noted that different cultural needs have a direct impact on the leadership styles and methods that are required. At this point the leader is part of the team, developing culture and empowering individuals to make their own decisions within a decision framework that promotes unity of effort. The individuals must identify so strongly with the team and its values that they are willing to subjugate their own needs to the good of the whole. For this to be achieved the leader must exhibit traits which personify this enduring quality, that of servant leadership. This line of development fits very well with the 'action centred leadership model' used to develop officers at Sandhurst which is based on the Adair (2003) model of three dimensions (task, team, individual) as shown in Figure

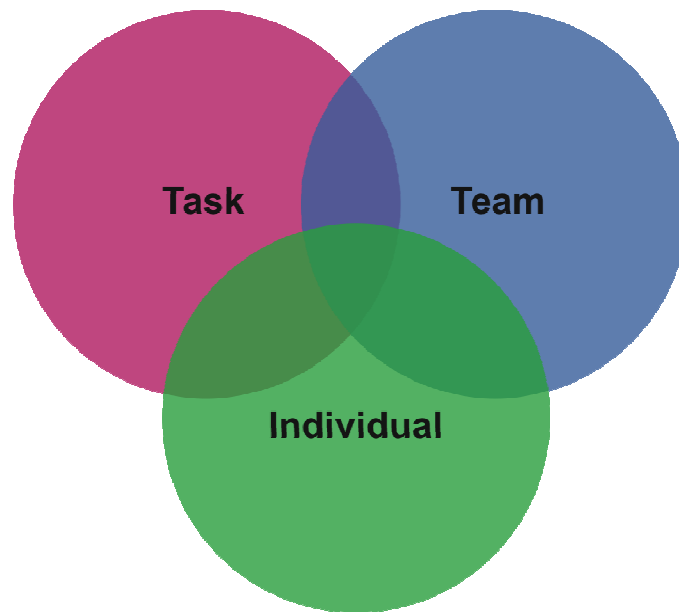
16

Figure 15 The dynamic movement of culture within the Army.



Source: Adapted from Cameron and Quinn 1999

Figure 16 The Action Centred Leadership Model.



Source, J Adair (2003)

The move towards outsourcing and contracting of support services can similarly be identified as an organisational change between the hierarchy and the market culture. The catalyst or pre-deployment training is often facilitated by an external training team that will set the training conditions required for the task and often leads to greater innovation and empowerment of junior leaders with the organisation. This operational flexibility is often lacking when the military tries to engage with external resources such as management consultants that identify and contract support services. There have been many high profile accounts of equipment debacles, which illustrate this failing to work together effectively. Where contracted services have been utilised, friction has often been created in the relationship between the military and contracting organisation when the military moves into operational deployment. The

contractor is not prepared for the flexibility that is required for this kind of transition. The system can function due to the comparatively little and limited time that the main bulk of the military organisation spends on operational deployment. However, these relationships have been problematic when sustained operations have been required such as the Gulf II operation. The key issue that the military faces is that the organisation is geared for war fighting capabilities - a requirement that is seldom needed. The new age of military operations has seen a greater emphasis on conflict intervention and management and as such calls into play different skills and processes.

The military have developed a communication system that enables the organisation to analyse, communicate and implement decisions rapidly. This has been in keeping with the contextual requirements of the organisation's terms of reference. This may well be changing in the future where communications and virtual structures are required to fulfil the new types of task that future operations may hold. This suggests that as the organisation's context becomes more complex it has a direct effect on the management methods and styles of leadership employed.

Arguably there may well be leaders who are fit for purpose; that is they exhibit the types of leadership qualities that best fit an organisation within a given stage of its development. However, leaders may be specialists in change and this would introduce another style to the four previously mentioned. Kanter (1985) has advocated the crucial importance of leaders being change agents, stating that all leaders must develop an understanding and high degree of

competence in creating and managing change so that their organisations can survive. This statement would imply that all leaders would need to have change capabilities as a core competence. Wheatley (1992) notes how change is the essence of the new global environment, and new leaders need to manage, not control, chaos. The author recognises that through any form of implementation process change is an inevitable factor, and forms an important consideration within any such programme.

Although this section has given prominence to the interactions between leadership, context and management processes and the dynamics associated with the changes from hierarchy to adhocracy/clan cultures the military also has to contend with another scenario. In order for the military to conduct operations it also has to define, procure and support equipment and services to the Front Line Commands (FLCs). The military, as part of a much larger MoD, has to be able to transit from an operational culture (together with its systems, processes and imperatives) to a business space¹⁸ culture that needs to be responsive enough to support military operations. Clearly, in terms of the over riding culture the MoD can be described as a bureaucratic, risk averse organization. However, in order to help overcome a slow and methodical

¹⁸ Whilst the terms 'business space' has been used in the past to define the activities of the MoD that support the military fighting capability, more recently this term has been replaced by the phrase 'deep operations'. The term has not been used in this paper as it also has connotations of covert military activity and may cause confusion to a non-military reader.

approach to equipment procurement the MoD moved to a structure of Integrated Project Teams (IPTs) where innovation, teamwork and autonomy were the defining characteristics. In effect this approach is a move to the clan culture with the IPT as the base unit. Whilst this approach may seem like second nature to the Army officer it does not fit so well with the other service personnel and certainly does not fit the traditional Civil Service culture. More recently it has become apparent that the delivery of operational effectiveness relies on a number of IPTs working collaboratively in order to deliver a military capability and that this is producing its own set of challenges. Not least of these is that the reward system favours success at the base unit level rather than at the level of delivering the desired final state.

Over and above the MoD day to day business it is also the case that when the military are on operations they find that they need the MoD machine to work at a much faster tempo. This leads to the term, Urgent Operational Requirements (UORs) and in this case the MoD is able to slip into the adhocracy mode in order to deliver equipment upgrades, solutions to problems and in some cases new equipment very quickly. Often however, this is achieved at a cost premium but, it is argued, that cost is acceptable when the lives of service personnel and mission success are at stake.

When the operational emergency is over the military staff find themselves having to manage the frustration of operating in the slow, risk adverse MoD machine. The only consolation they have is that their posting is likely to be for a maximum of two to three years after which they will be able to return to their

Regiment where they are more comfortable with the tempo and modes of operation.

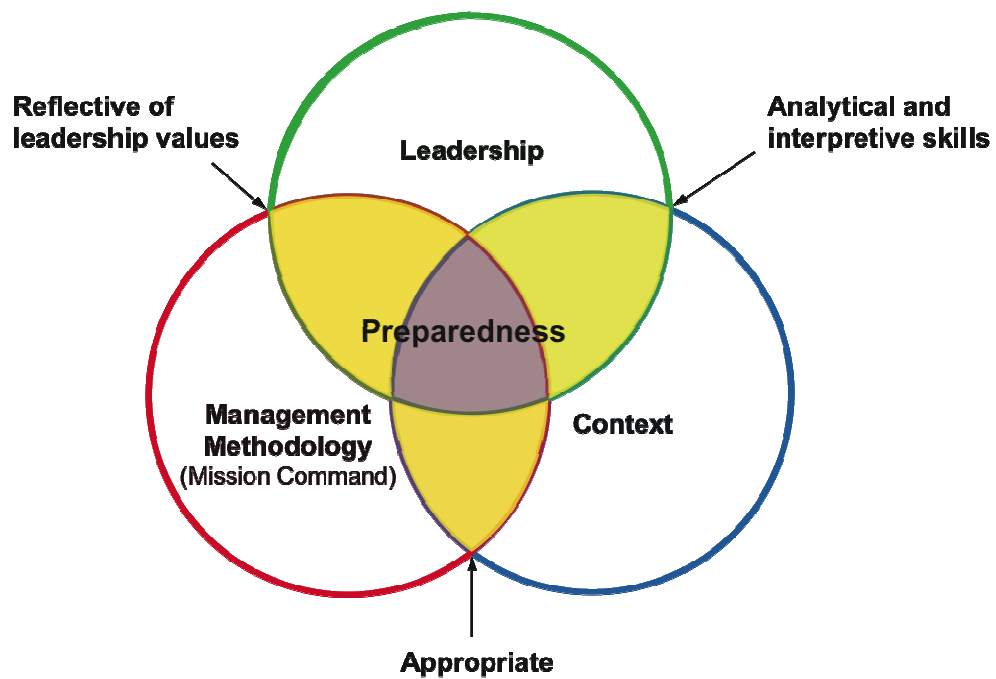
2.4.7 Section summary

What is clear is that research indicates (Horner (1997)) that the requirements of leaders are changing, that organisations are becoming more complex with multiple cultures and different maturity stages to be coped with. The organisation itself is set within an operational environment which impacts on the volatility of the subsystems that are utilised to communicate the leader's intention (management methodology). Figure 17 illustrates how these factors inter-relate, forming a dependent interlocking relationship and also mirrors the Adair (2003) leadership model discussed earlier. This would suggest that successful organisations are not those that just have the right leader, but those that have developed the right culture and employed an appropriate management methodology, with leaders that understand the intersects of organisational context, complexity and communications.

Through understanding the operational context the leader can assess the organisational culture and determine what needs to be done in order to achieve effect. The manipulation of culture can promote individual behaviours that help to achieve organisational goals. The nature of organisational culture is directly influenced through the selection of the leader. The literature suggests that leaders make decisions (especially when information is incomplete such as is often the case in volatile and complex environments)

that are reflective of their inner most values, what they believe to be the right thing to do. Therefore the values of the leader directly affect organisational culture. The research of Cameron and Quinn's research illustrates the importance of the right culture for the context, therefore the selection of the leader in keeping with the context and culture becomes an organisational imperative.

Figure 17 Effectiveness, the three dependent principles



Source: Yardley and Neal (2007)

2.5 Chapter Conclusions

This chapter has reviewed the current literature as it relates to the underlying concepts of Mission Command. It is clear that leadership, management methodology and context all must be aligned for an organisation to be effective. As the business environment is becoming more volatile the traditional linear planning models are becoming less appropriate. Effective leaders are those that fully recognize and understand the context of the organisation and the type of organisational culture that is operating. The understanding of the dynamic nature of context is a key underpinning concept. The nature of interpretation and the rapid re-evaluation of the plan has led to the development of effects based planning which defines 'end states' or given points of the plan. It paints a picture and describes 'what that place would be like'; it gives justifications and links effects together, all of which is critical for individuals navigating the shifting realities of context. The literature has discussed much about leadership characteristics, and how they need to adapt to new methods of interaction, becoming part of the team and creating the environment in which self-directive decision-making can take place. For this kind of transformation to take place a high degree of trust must exist within the group and also have strong bonds of trust with the leaders or architects of such a transformation. It is also important to note that organisations vary so much that many styles of leadership will be involved. However no matter what the development stage of the business or what type of organisational culture exists the effective development of the team will always require some degree of risk taking which fundamentally requires trust. The British Military have a

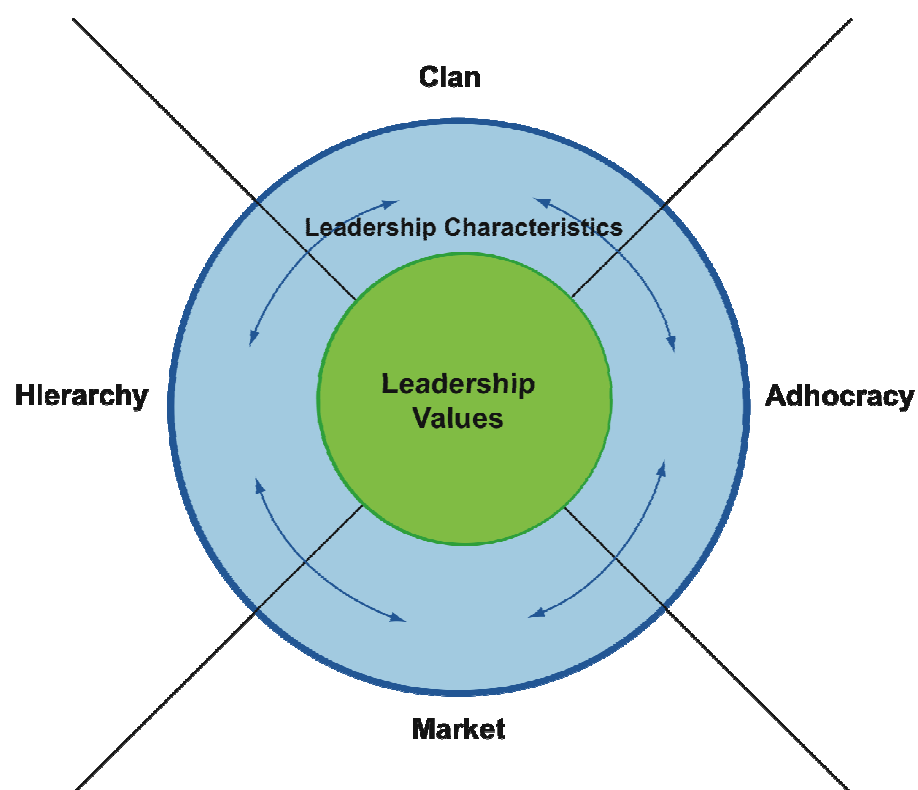
lengthy history of controlled risk taking. They have developed a very specific set of values that they encourage all members of the organisation to uphold and the custodians of the values of the British Army are their Officer Corps¹⁹.

The literature recognises the increasingly complex cultures and environmental volatility, from which the British Military have developed leadership through a values based philosophy that creates and sustains cultures that in turn produces self directed behaviours to achieve goals. As the operational environment becomes more complex the need to build virtual teams and bring together organisations that do not share a common culture and language is becoming an ever-increasing requirement. It is important that such organisations operate within a decision framework, a concept of intent, that is a shared understanding of what is trying to be achieved, not a prescriptive dogma which stipulates how the task should be conducted. Mission Command provides the intellectual framework for such a management methodology. This powerful combination of leadership values and context (culture) needs to be bound together through effective management methodologies i.e. effective communications, measurement systems and reward criteria, which are reflective of the culture and in keeping with the leadership style. For the leader

19 This concept has been encapsulated in the handbook for the British Army "Values and Standards of the British Army". This book is a guide to the core requirements of every officer and soldier. It acts as a central point of reference and its intention is to remind each individual of the key requirements and expectations of the organisation. It may seem strange that an organisation needs to articulate its values in such a prescriptive manner but committing these views to publication demonstrates the enduring nature of core leadership values as seen by the British Army.

to be effective (achieving results, targets and goals) he/she needs to possess leadership qualities, which are then augmented with specific characteristics as summarised in Figure 18.

Figure 18 Values based leadership, augmented with characteristics for relevance to environment.



Source: Yardley and Neal (2007)

In summary it is contended that the key to effective leadership is through enduring values that transcend individual style, that resonate in all environments, and where risk is a requirement for transformation. Mission Command's key concepts would appear to have a great deal to offer and the

author has developed a research programme to identify whether Mission Command has been adapted and applied to the business environment and if so what is the nature of the adaptation? The next chapter outlines the methodology that has been developed in order to conduct an academically rigorous evaluation of Mission Command 's utility beyond the context of the military. The glue that holds Mission Command together is the culture and values of the organisation. As Bungay (2005) states,

“they needed a common operational doctrine and shared values. The organisation had to have a high level of trust”

Mission Command is inherently a risk taking management methodology that empowers individuals to analyse directives, question their relevance as the situation unfolds and to take executive decisions when required. This can only be achieved within an organisation that has a high level of trust.

If organisations are to thrive in the ever increasingly turbulent business environment, they need to develop business methodologies that embrace chaos and deliver sustainable competitive advantage. The dynamics of the business cycle indicate that the traditional financial model and systems of controlled implementation i.e. those of the annual budget are now under severe pressure. Many organisations have adopted quarterly planning, but underpinning this methodology is still a deep-rooted need to maintain tight centralised control. The lessons of Jena and Auerstedt should be heeded: competitive advantage is often to be found in narrow margins and innovative

solutions rapidly developed and brought to market. Organisations will only survive if this culture of innovation and controlled risk taking can be fostered and sustained as an organisational imperative. It is suggested that this kind of organisational transformation can only be achieved through visionary leadership of the kind that can create and sustain trust, empower employees and create a will to succeed. This will require a change from the traditional transactional employee/employer relationship to a community of practitioners motivated with clear direction and focus. Through the adaptation and adoption of Mission Command the volatility of the business world could be harnessed and embraced through the empowerment of organisations' most valuable assets - their employee.

This research programme examines the wider utility of Mission Command through the identification of an underutilised research community that provided rich insight as to how, and to what effect Mission Command is used in a non-military context. This research framework provided a bridge between the military and the non-military context and examined with academic rigour the benefits of military practices in a non-military environment, so augmenting existing knowledge.

3 Methodology

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

3.1 Introduction

The aim of this chapter is to describe the method of research utilised within this thesis and to articulate the reasons for choosing this approach over other methods of research.

A methodology may be defined as a description of methods used in an activity, but more commonly refers to the concepts and principles of reasoning in a discipline (Bullock, 1977). It is important to note that the selection of research methods and techniques may often influence the nature of the results obtained. The researcher’s perspective of knowledge and understanding is also examined through the philosophical underpinning of the research techniques; therefore any methodology is also reflective of the author’s views of knowledge and understanding.

3.2 The author’s role and the research focus.

The author is an active member of the Territorial Army, has attended Staff College and has commanded an infantry Battalion. He is also the managing director of his own company. By reflecting on his own experience within both military and non-military organizations the author argues that the military’s approach to its task is more robust and resilient, adapting easily to many

unforeseen circumstances, and that this is due in no small measure to its Mission Command methodology being at the heart of its decision-making processes. The literature review suggests an inter-relationship between context, methodology and leadership. Building on the experiences of Territorial Army Officers, this research examines the inter-relationship of these three key topics beyond the previously published literature by researching across contexts. That is, identifying where military leadership, methodologies or contextual components have been transported across the divide and evaluating what, if any, success these have had.

Many Territorial Army Officers have adapted key concepts of the military's approach sometimes very deliberate and sometimes subconsciously. The author has used reflective practice throughout the research programme adopting a grounded approach towards theory development. The researcher acknowledges that due to service within the military the officers may have predisposed ideas and concepts regarding the key elements of this work and that experience could potentially become a source for research bias within the research programme and in an attempt to counter this additional checks have been added within the research process. These include the development of a pilot study and the utilization of an interview schema. The research findings have been analysed through thematic analysis, which has identified key themes and trends.

For research to be valid it must be underpinned by a scientific paradigm - that is by methods and processes that are recognised methods of research. The

programme of study and the methods of data collection must be academically rigorous so that the output can be analysed developing theory and adding to the body of knowledge. This chapter outlines the processes and methods utilised throughout the research programme.

3.3 Nature of the research context

This research programme is grounded in social interaction. The phenomenon is observed within tightly defined contextual parameters: that of the British Military. Mission Command is articulated through the discourse and physical interaction of individuals set within a task environment within which the phenomenon is observed. This is by its very nature a social research programme, set within the real world, based on practical day-to-day experiences. The question of adaptation and transference is both a conscious and sub-conscious process and one, which the research programme has to explore fully within the complexity of management practices, environmental volatility, leadership methods and organisational culture.

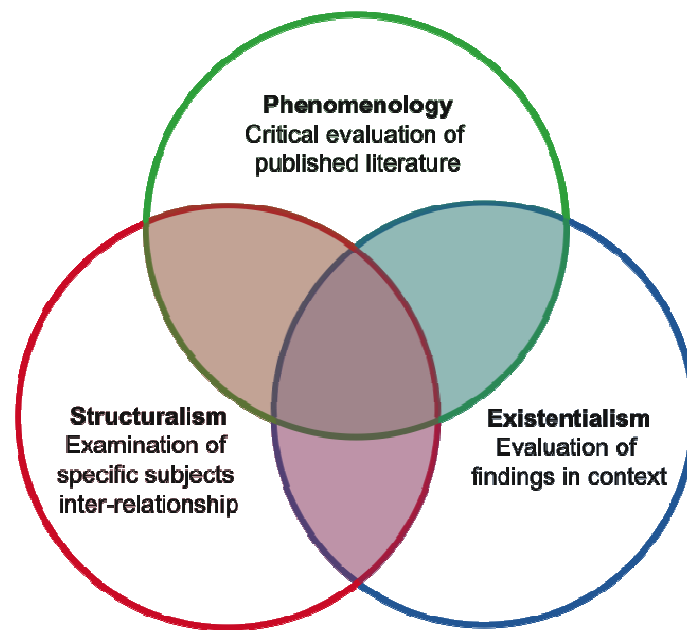
3.4 Selection of methods of enquiry

The nature of the field of study (social science) and the nature of the inquiries (analysis of a system) shaped the initial investigation. It would be true to say that the methodology grew out of the literature review. As the complexity of the phenomena and the identification of the focus of study began to take shape the nature of the inquiry developed. When research is conducted it is important

to keep its purpose firmly in mind. As human beings we strive for understanding, knowledge, truth and insight, however each of these realities can then be challenged with the question what are they? These issues are dealt with by philosophy; any methodology is grounded within an understanding and acceptance of a philosophical perspective. The subject area and the institution in which the research is conducted are all anchored within a Western Christian Philosophical framework. In recent years the search for insight and understanding has somewhat overtaken the necessity for proof or factual evidence (scientific method of enquiry), as this method of enquiry produces results which are transcendental in nature and in the social context of little value. The method of enquiry is anchored from several philosophical perspectives. Firstly the existentialism (Heidegger, 1889-1976 and Sartre, 1905-1927) view of the need to understand the self as engaged with the world. This is true of the author and the research subjects, sharing context and the search for insight. Secondly, phenomenology (Edmund Husserl, 1859-1938), which strives to understand the consciousness and external realities through perception. The subject nature of the military methodology is understood and analysed through our consciousness and not through any physical manifestation of form. Thirdly structuralism, which suggests that understanding, can only be achieved through the wider analysis of the context and understanding the inter-relationship of structures and systems. This approach can be seen as a reaction against the 'self' approach of the existentialist view. The synthesis of all three philosophical approaches is summarized in figure 19. The inter-relationship of the three philosophical

perspectives is fused together by the method of enquiry and the perspective of knowledge generated.

Figure 19 **Structure of philosophical underpinning of thesis**



Source: compiled by the author

3.5 Social research

This thesis is a study of the relationships and manifestation of cause and effect within context. The concept of Mission Command utilized beyond the confinements of the military environments is analyzed and studied through observation and enquiry. Due to the interpretive nature of the research a scientific perspective would be inappropriate. The research context prohibits the sterile methods of enquiry promoted through a scientific methodology,

however understanding the influence that the scientific school has produced on research methods is important. The scientific approach or 'standard view' Robinson (2002) gave rise to **positivism**, a position that remains at the heart of the scientific position that suggests that knowledge (facts) can be gained through experimentation and observation. It is value free and is based on the development of empirical data gained through repeated experimentation. This form of enquiry develops hypotheses but the author contends that it does not provide insight into real world social phenomena. The scientific approach is of little value in this research thesis due to its necessity to control the research environment and its assumption that the researcher produces outcomes that are value free. The requirement for the researcher to interact with the research environment ensures that all phenomena will be translated through the researcher's perceptions; therefore a scientific approach would be unsuitable for this research. The author rejects a positive perspective as an appropriate research methodology for this thesis.

Social research has been influenced by **relativists**, who adopt the position that knowledge and understanding can only be deduced and that reality exists within the mind. This stance has influenced several qualitative approaches. The relativists approach has also developed other labels such as constructivist, naturalistic and interpretive all of which embrace the view that 'truth' cannot be derived through natural science due to the subject matter. 'People, unlike the objects of the natural world, are conscious, purposive actors who have ideas about their world and attach meaning to what is going on around them' Robinson (2002) p24. Therefore phenomena must be

understood through the motivation, perception and behaviour of the actors whilst the researcher observes and interprets the phenomena and is subject to the same limitations. The key is recognition of the limitation, reality is based on the observer's perception and language is central to the articulation of the phenomena and is therefore interpretive. The relativists approach has had significant influence in the development of social research methodology, the development of **constructivism**, which proposes that the role of the researcher is to understand the multiple social constructions of meaning and knowledge has developed from the relativist tradition. Constructivism uses interviews and observation to explore the different perspectives of reality, through the interaction of the researcher and the subjects.

Realism is a significant contribution to the social research debate. In short realism proposes that 'the outcome of an action follows from mechanisms acting in particular contexts' Robinson (2002) p30. This perspective is closely linked to systems theory and does have some synergy with the experimental (laboratory) control, however the realism method of research identifies linkages or 'consistent conjunction' (Robinson 2002, p31), a change in one variable leads to a change in another and this phenomenon constitutes a law. Realist experimentation is concerned with triggering a system, controlling the context in order to establish the relationship between the dependant variables, this is very much an active participating role of the researcher and can be criticized as only providing insight into linear, simple problems. However, realism acknowledges a world beyond observation and recognizes that observed phenomena is necessarily incomplete, stratified by the limit of our

understanding, Robinson (2002) uses the analogy of table salt to illustrate the point. Table salt is made up of not just sodium and chloride but also a number of other chemicals although in very small quantities. Through experimentation the research can understand the interaction of the two chemicals however at another level the elements are made up of electrons, neutrons etc much of which may not be known or fully understood at the time of experimentation. In much the same way people in societies often act in unexpected ways, operating at different levels and complexity. It is the task of the social scientist is to establish the existence and properties of these interactions through experimentation and observation.

This research programme studies the social interaction of people in specific contexts therefore the realism of the social interaction must be recognized. Realism recognizes the variables which are injected through the unpredictable interactions of people, it recognizes both a subjective and objective stance, with the subjective approach consisting of action theory, phenomenology, ethnomethodology and interpretive sociology, all of which suggest that action is meaningful and intentional. Objective approaches such as structural functionalism emphasize the reality of society but deny the role of agency. These two views are synthesized to develop the view that social research can be both subjective and objective as through the use of language people can be purposeful and deliberate regarding interaction with unintentional consequences.

The phenomena in question may well form a mechanism and be identified as part of a series of events and conditions that produce a given result. However, this must be seen in context or in its embedded state. As stated previously many social interactions are inherently unpredictable due to the numerous variables present in any context, it is therefore important for the research to understand not only when a mechanism works but also under what conditions does the mechanism not work. Both mechanisms and embedment form the basic principles of systems theory. The two main approaches are closed and open systems. Closed systems are systems where the variables are controlled by the researcher whereas open systems have variables beyond the control of the researcher. This research thesis recognizes the open nature of the system in operation through the human interaction of Mission Command methodology.

3.5.1 The importance of the spoken word.

In any method of enquiry the researchers own perspective on knowledge will be examined through the methodology that is developed. A key influence is epistemology, which is a theory of knowledge that contends that the only reliable source of knowledge is generated in our own minds and not through our senses (which can prove to be misleading). This is a philosophy that is based on reason and logic and embraces the rationalist perspective of all knowledge starting in the mind.

Epistemology embraces enquiry through experience and reflection, leading to analysis and theory generation. Ontology is a method of analysis based on the logical deduction of language and is utilized heavily in linguistics. This in turn

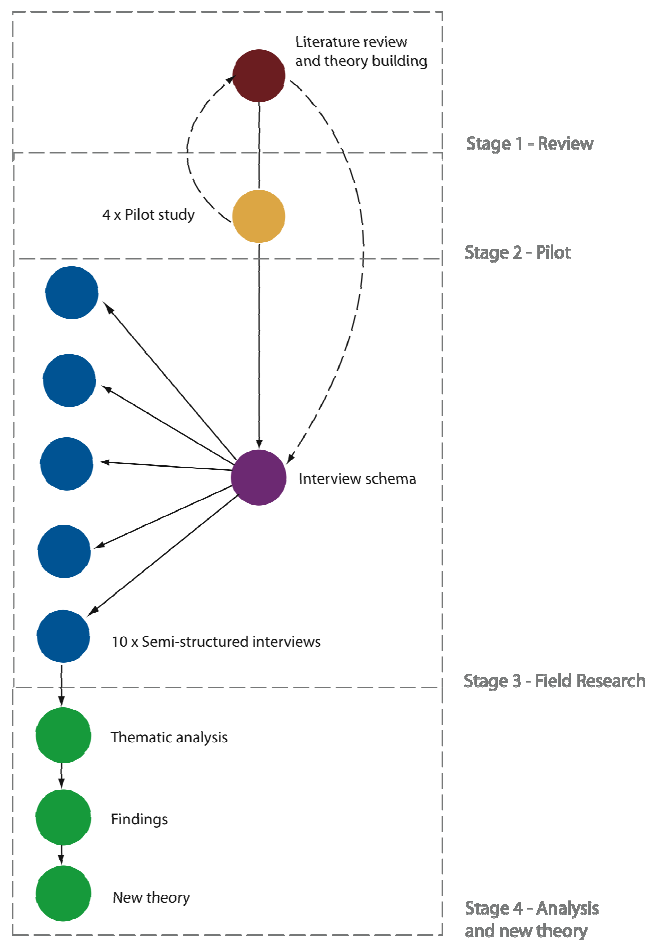
leads to two key derivatives: analytic statements (which are true by definition) and synthetic statements (proved true or false with reference to experience). Both epistemology and ontology are utilised within this research methodology combined with an analysis of interview data via a thematic framework that identified both analytical and synthetic statements. Key authors within this field are Ayer (1910 – 1989) who promoted logical positivism that, like synthetics and analytics centred on statements that were justified by themselves or needed to be validated through experience (empirical hypothesis). Science and mathematics use analytics as the basis for analysis and insight but when this is examined in greater detail any method of enquiry based on experience requires a high degree of interpretation because of the perception of what has been observed or experienced. Linguistic philosophy developed by GE Moore (1873 – 1958) and JL Austin (1911-1960) looked at analyzing speech to deduce meaning and knowledge. This could not be done solely through analytics but had to rely heavily on synthetics as a basis of investigation. Throughout this work meaning has been derived through analysis of the spoken word during semi-structured interviews and theory has evolved and been modified through reflection and deduction.

3.6 Structure and framework of the research programme

The research framework followed a simple four-stage process that was adopted to give control and flexibility. The relationship between the four stages are represented in Figure 20 and are as follows:

- Literature review
- Pilot study
- Field research
- Codification, analysis and findings

Figure 20 Four stages of research



Source: Yardley (2009)

Each stage of the process was iterative with critical reflection and grounded approaches adopted early in the research process.

3.6.1 Techniques utilised

The techniques used throughout the research programme are summarised in table 3.

Table 3 Summary of research techniques

Technique	Function
Literature review	To review established body of knowledge and draw conclusions and theory generation on author's field of research. This is acknowledged as part of both the research phase and a critical element of the methodology as one informs the other.
Pilot study	A small sample of the research community was selected to test and evaluate initial findings and perspectives based on the literature review. This test process helped inform the author not only about the structure of the interview schema but also as to the method of enquiry and ethical considerations.
Field Research	The main body of research. The author ensured separation between experimentation of interview schema but encouraged adaptive responses and iterative theory generation.
Analysis and findings	Thematic analysis was adopted as the most appropriate method of codification and analysis of the data. Although subjective in nature it was regarded as the most insightful method of analysis available. The various computer codification methods that are available were rejected as being too narrowly focused on key words and void of understanding of context and interpretation for such an exploratory research programme.

Source: compiled by the author

3.6.2 Contexts of the Research Environment

Both business and military environments operate in an increasingly turbulent environment. The impact of technology and the potentially disruptive implications of mass communications are setting the agenda for change within our management practices. The debate regarding the value of an organization's human capital is well understood, however the articulation of tangible programmes and practices that deliver the operational capability that is increasingly being required is proving to be as elusive as ever. This research programme investigates the potential for transference of methodologies between the military and non-military organizations in order to establish best practice examples.

3.7 Scientific paradigms

There are two major approaches to theory development, deductive theory testing and inductive theory building (Bonoma, 1985; Parkhe, 1993; Romano, 1989). Deductive theory testing is concerned with designing a hypothesis and then testing the theory in practice. Inductive theory testing in contrast is the development of theory through research. This is a grounded approach towards theory development. Table 4 summarises the key attributes of deductive theory testing and inductive theory building. Through examination of the published literature the author has framed the research interviews by identifying key subject areas that needed to be investigated (a deductive starting point) but, through the grounded approach of the research

methodology the author accepted an inductive / discovery approach, where theories emerged from the work building insight and identifying further areas of research.

As Perry (1998) explains, “the difference between the two approaches can be viewed in terms of scientific paradigms, with the deductive approach representing the positivist paradigm and the inductive approach representing the phenomenological paradigm (Easterby-Smith *et al.*, 1991, p. 24). More precisely, the phenomenological paradigm can be divided into three: critical theory, constructivism and realism (Guba and Lincoln, 1994). “

Table 4 A conceptual schema of these four paradigms, using three columns that allow the evaluation of each paradigm

Paradigm	Deduction/ Induction	Dimension Objective/subjective	Commensurable/ Incommensurable
Positivism	Deduction	Objective	Commensurable
Critical theory	Induction	Subjective	Commensurable
Constructivism	Induction	Subjective	Incommensurable
Realism	Induction	Objective	Commensurable

Source: Guba and Lincoln 1994

3.8 A qualitative and quantitative methodology

Methodologies are either qualitative or quantitative in nature. While many researchers such as Babbie (1992), Bailey (1987) and Best (1989) support the

virtues of empirical research, other prominent researchers (for example Bryman, 1988; Denzin, 1989; Jick, 1983; Strauss and Corbin, 1990) indicate the benefits of combining qualitative and quantitative techniques within a research method, not only for developing or extending theory and testing its application, but also to achieve method triangulation through enhancing the quantitative output with rich, one-on-one interview data . This mixed approach was appropriate for this research due to the 'how' and 'what' nature of the questioning approach. Due to the complexity of the subject matter and the requirement for subjects to reflect on their own working practices the total number of subjects needed to be carefully managed to ensure that the research programme was an attainable objective. The utilization of phenomenology, structuralism and existentialism locates the method of enquiry in the inductive approach but the author has introduced a number of research interviews in order to develop emerging theories and also to introduce a scientific, limited quantitative deductive dimension. This approach provides insight and also academic rigour to the research findings.

3.9 Alternative methods of research

When considering the type of research that needed to be utilized for this research the author considered a purely qualitative methodology. The reason why this was not sufficient is due to the potential for too narrow a field of investigation. This method of research is excellent for answering a specific question but is less robust at supporting 'how' questions. As the hypothesis

and supporting research questions that emerged from the literature review were more investigative in nature they needed a mixed or adapted methodology to investigate the contextual complexities that were involved. Also critics of empirical research (for example Blalock, 1991; Willer and Willer, 1973) have suggested that the deductive nature of the quantitative process and the preoccupation that researchers supporting quantitative process have with statistical analysis acted to the detriment of quality data production. They claim that this narrow approach forces researchers to work within theory, rather than challenge or extend it. "Qualitative research is often cast in the role of the junior partner in the research enterprise, and many of its exponents feel it should have more clout and more credit" (Dey, 1993, p. 4). It is this theory development, which is critical in this research methodology but the utilization and adaptation of key tools and processes, first needed to be surfaced and clearly identified. Then through critical reflection the researcher needs to understand the subconscious processes at work in order to discover the utility of key concepts and articulate learning.

Supporters of qualitative research designs (for example Layder, 1993; Piore, 1983; Stainback and Stainback, 1988; Strauss, 1987; Strauss and Corbin, 1990; Van Maanen, 1983) stress its potential for theory development through rigorous coding and interpretive procedures. Strauss and Corbin (1990, p. 19) identify the tasks of qualitative research as "to uncover and understand what lies behind any phenomenon about which little is yet known" or "to gain novel and fresh slants on things about which quite a bit is already known". They also claim that "qualitative methods can give the intricate details of phenomena that

are difficult to convey with quantitative methods” (p. 19), indicating the usefulness of qualitative data in interpreting quantitative findings. As Strauss and Corbin suggest, qualitative research is excellent for drilling down into a subject area. In this research thesis it is imperative that we understand the key attributes of the methods that have been adopted. Supporters of a qualitative approach claim that a deductive methodology constrains researchers within current theory whereas an inductive method encourages theory development or theory extension. It is this concept of theory development that makes this methodology appropriate for this thesis, especially in the early stages of the programme. The author suggests that an integrated approach between qualitative and quantitative techniques would provide the insight and also the academic rigour required to validate the emergent theory.

3.9.1 Integration of qualitative and quantitative techniques

As previously mentioned, many academics see qualitative and quantitative techniques as being diametrically opposed as theoretical methods of research. However, many more researchers are accepting the need for a mixed methodology to achieve real insight into the issues. Any single methodology has the danger of only answering very specific questions and this can lead to a type of research myopia, producing deductions that may not be accurate reflections of the actual situation. Jick (1983, p. 135) suggests that qualitative and quantitative methods should be “viewed as complementary rather than as rival camps”, but states that those who support “mixing methods” fail to provide

adequate guidelines on how this should be accomplished. Data triangulation, described by Denzin (1989) as combining methodologies to study a specific phenomenon, can be either “between-method” (providing cross-validation of outcomes) or “within method” (using a variety of techniques within a stated method to gather information about an aspect of the research that will confirm the outcome). Jick (1983) describes the integration and blending of data and methods (triangulation) on a continuum of simple to complex designs.

Simple combination designs are identified as the “quantification of qualitative measures and the use of field observations to strengthen statistical data”.

Triangulation in its extreme however can “capture a more complete, holistic, and contextual portrayal of the unit(s) under study” (Jick, 1983, p. 138).

Examining the same phenomenon from a variety of perspectives. Jick (1983) provides a practical example of how the concept of “triangulation” or combination of research methods can be implemented. “In all the various triangulation designs one basic assumption is buried. The effectiveness of triangulation rests on the premise that the weakness in each single method will be compensated by the counter-balancing strengths of another” (Jick, 1983, p. 138). The research method described by Jick (1983) combined multiple viewpoints and approaches, gathered through direct and indirect reports, observation, surveys and semi-structured, probing, interviews. This research programme will use limited quantitative methods through interviews to validate qualitative theory generated from a pilot study and subsequent semi-structured interviews, so providing a mixed methodology of triangulation. The aim of the interview was to establish whether Mission Command methodology had been

adapted successfully in the non-military environment. This research provided deep insight into the utility of key concepts identified within the literature review. It challenged accepted methods of management and organizational leadership through the translation of British Military practice.

The research started with a pilot study to test interview questions and validate key topic findings from the literature review. This determined key themes that were then subsequently explored in interviews. The pilot study also aided the author in developing a sound ethical approach, ensuring disclosure, confidentiality and transparency were all addressed in the main body of research. The interviews identify individual practices, styles, context and the level of conscious or subconscious adaptation from previous experience.

Issues or areas of interest identified were then investigated through successive interviews. Although the interview schema was adhered to throughout the research programme the subsequent probing questions became more focused based not only on the individual interview but also on the emerging information based on previous interviews.

3.10 The use and positioning of literature reviews within the qualitative research design

Only by understanding the body of research that has already been discovered and researched can an investigative programme be designed that will be academically rigorous. This understanding has a significant impact in the research design phase, and in developing a robust methodology. Authors such

as Yin (1989) argue that the researcher must understand the theoretical issues as judgements have to be made during the data collection phase, and Simon (1994) actively supports a review of the literature as an integral component of the exploratory phase of data collection. The author contends that the choice of literature that is reviewed is the beginning of the methodology as it is inextricably linked to the justification of the research question and leads the author to a chosen course of research design. Knowledge of the literature is defined by Strauss and Corbin (1990) as one source in gaining “theoretical sensitivity”. They define theoretical sensitivity as “a personal quality of the researcher” indicating “an awareness of the subtleties of meaning of data” (p. 41). By reviewing literature the researcher is able to reflect (a research technique in itself) and pose new questions of the existing theories and accepted models. It is only through the process of enlightenment and learning that new theories can be developed and only through research can these theories be qualified and tested. However Strauss (1987), only a few years earlier, indicated that “for the most part, grounded theorists, when developing substantive theory, have tended not to begin their researches by following through the implications of previous theory. Perhaps they have been overcautious in looking at other people’s theories, once the lineaments of their own have evolved” (p. 307). In this research programme, the author would argue that there is no existing theory to be extended, rather a collection of fragmented research programmes that do not deliver a connected perspective of Mission Commands adaptability. Even the military model used as a basis for investigation in this programme is not underpinned by academic theory, rather

it has evolved or been grounded in practice. Much of the academic literature that has been investigated has not been conducted in relation to the holistic practices that the military have developed. Strauss (1987) does go on to qualify this remark by indicating that, as long as the extant theory has itself been carefully grounded in research, there is no reason why it should not be used from the outset. The military approach has been grounded in practice and under extreme conditions and that therefore it stands up to academic rigour.

3.11 Grounded Theory

In this research programme the author adopted a method of research based on **grounded theory**, (Grounded theory is a method for analysing data. It is most commonly employed on naturalistic field data but has also been used on historical and documentary data (c.f., Clarke, 1990; Star, 1989). It was developed in the 1960's by Glaser & Strauss (1967) and allows for the collection of mainly qualitative research data. As the name suggests, it is a method of research that allows theory to emerge and be justified through the process of research and therefore is grounded in the process. It is argued that the military have been using a grounded approach to develop the key concepts and methodologies such as Mission Command. It is only through research into a subject area that has undergone the contextual transfer that the utility of the military approach can be evaluated through a grounded methodology. By utilizing the British Military model as a grounded practice model the component

issues can be analyzed in turn to identify the interconnectivity of the subject matter. By examining one grounded practice model in context it becomes a useful tool to benchmark similar practice models in other organizational contexts.

3.12 Conducting qualitative interviews

The author had to pay special attention to the construction of the interview schema that was used within phase 3 of the research programme. The concern related to the nature of questions, that is the answer you get from a question is always dependent on the question asked and this means that the nature and structure of an interview protocol could predetermine the answers one receives. Ericsson and Simon (1984, p. 27) state that the “accuracy of verbal reports depends on the procedures used to elicit them and the relation between the requested information and the actual sequence of heeded information”. It was decided to try and remove the researcher’s pre-determined potential bias in the construction of the interview protocol by involving elements of the research target group. The use of a pilot study helped to develop the interview protocol that would be exploratory in nature and would investigate the holistic nature of leadership, methodology and context. The main aim of this stage was to produce questions that would provide meaningful replies, allowing the respondents the ability to develop points or suggest areas that they thought were important and in so doing expanding the learning on how these individuals had adapted practices in their everyday management

lives. The pilot study also provided some early indication to key information that was subsequently built into the field research questions. As Ericsson and Simon (1984, p.36) state, "When subjects are asked to recall instances, investigators have found the retrieval information to be valid" Thus, qualitative interviews should encourage the respondent to describe the phenomena under investigation.

In-depth interviews allowed the researcher to cover a specific list of topic areas, with the time allocated to each topic area being left to the discretion of the interviewer. The open structure ensures that unexpected facts or attitudes were easily explored (Sampson, 1972). This is particularly relevant as this research brought together several key themes that are topic related and then explores a contextual adaptation. Therefore the utilization of an approach that helps combine verification with insight was particularly useful.

3.13 Action learning

Implicit within this research programme was the utilisation of action learning that promoted group understanding and learning as key components. Whether through the utilisation of the thesis supervisors, the various people the author used as sounding boards or the individuals that actively took part within the research programme all have learnt and developed understanding and insight that previously they did not have. Revans (1997), architect of action learning, believed that it is difficult to describe because it is so simple. McGill & Beaty (1995) defined it as "a continuous process of learning and reflection, supported

by colleagues, with the intention of getting things done". Similarly, Inglis (1994) defined action learning as "a process which brings people together to find solutions to problems and, in doing so, develops both the individuals and the organisation". This key element of learning through doing is key to action research and the very process of conducting research is action orientated. The development of generative research is a grounded approach, and helps to tie the research phases together, underpinning the structure with a philosophical approach to understanding and analysis of the inputs and outputs.

This kind of research is change orientated. By the very process of asking a question or encouraging an individual to reflect or question practice the research runs the risk of changing the individual or the context forever. This has an ethical dimension that must be considered within a broader framework.

3.14 Identification of sample

The research group was comprised solely of TA officers who were successful civilian managers. The TA were identified as the only source of research candidates that would have already potentially adapted Mission Command within their working practices and therefore provided the only credible source for researching the transference. They also were identified as being a rich source of conscious data that could provide insight into how the military would benefit from civilian practices.

3.14.1 Criteria for sample size and profile

The key factors in identifying sample criteria were serving or recently serving members of the Territorial Army who had attended Staff College, were familiar with key military practices and who had attained a managerial post with a non-military organisation. The selection process also identified whether they had been directly involved in a project and change management as this gave the basis of the study some kind of context synergy beyond the military.

As the selected sample was comprised solely of senior TA Officers, all of whom were currently in command or were post command, the total size of the community of TA officers was very small. The research programme also called for the interview of individuals who were senior in an organisation, had managed a change programme and had direct line management responsibility for a number of subordinates. The combination of both military and civilian attributes defined the number of available research candidates that could be identified to less than 30 individuals. To identify, contact and interview this sample size proved to be extremely challenging but it was imperative that the size of the interview group was reflective of the total research community

The pilot study was drawn from the main field research group however they were nearly all Majors (slightly more junior than the main body which were all Lieutenant Colonels or above) due to availability and access.

Summary of selection criteria of main research group

- a) Commissioned Officers within the TA
- b) Lieutenant Colonel or above

- c) Attended Staff College or had minimum of 10 year service
- d) Managed civilian teams of three or more people in the work place
- e) Had managed a new project or programme that had involved change
- f) Were employed for over one year with present employer
- g) Were familiar with key terminology

Pilot study

- h) Commissioned Officers within the TA
- i) Major or above
- j) Attended Staff College or had minimum of 10 year service
- k) Managers in civilian work place
- l) Had managed a new project or programme that had involved change
- m) Were employed for over one year with present employer
- n) Were familiar with key terminology

All participants were written to outlining the nature of the research programme and provided with a copy of the interview questions.

3.15 Interview protocol

An interview protocol was developed based on the themes emerging from the literature review. This was then reviewed by colleagues and academics to initially evaluate its appropriateness and independence of bias. The pilot study greatly enhanced the protocol both in terms of structure and also in the

delivery. All interviews were taped and transcribed later; all interviewees were offered the opportunity to review the transcripts.

3.15.1 Interview questions

The list of the interview question were developed and refined throughout the pilot study, which proved to be extremely helpful in selecting the questions that elicited the best response. The question are listed below:

Can you describe your private sector job and the role you play within the organisation?

Can you describe a project that you have led or been involved in?

Are there aspects of your military training that you find or have found to be of value within your personal and business life?

Do you feel that Mission Command Methodology had a role to play within this project?

Are there wider areas of your role that you feel Mission Command would be of use?

How do you feel others perceive your approach?

Can you describe your leadership style?

Is this style of leadership typical throughout the organisation?

What part do your personal values play in your private sector role?

Do you feel your values are important to your approach?

Do you feel trust is important, if so why?

Do you adapt or utilise any elements of your private sector experience in your TA role?

Note: A number of clarification and exploratory questions were asked depending on the interviewee's response.

3.16 Pilot study

The pilot study took place over a three-month period and was more informal than the main research interviews. All the interviewees were Majors and were known to the Author. The interview protocol developed during this period and therefore cross-referencing would be subject to bias, none of the data from the pilot study is included within the findings of this thesis.

A total of five interviews were conducted within the pilot study phase over a three-month period. Between each interview some adjustments were made to the interview schema the approach and method of interview. The individuals were asked if they had felt comfortable with the process, the data capture methods and the future use of the information. The subjects were encouraged to contribute to how to improve the process and significant adjustments were

made prior to conducting the main research. The author also reviewed the process of evaluation based on the pilot study interviews. This led to a greater review of analysis software and techniques. The study highlighted the requirement for interpretation based on the knowledge of the context from which the comments were made and in turn determined the adoption of a thematic analysis technique as the most appropriate method of evaluation. Later, the data was recoded using NVIVO software, as the questions asked of the data became more complex in the development of inter-relationships within the data. This multiple coding technique aided the triangulation and robustness of the data analysis.

3.17 Research study

The main research phase took place over a twelve-month period and consisted of a four-phase methodology summarised in table 5

Table 5 Research Phases

Phase	Action	Purpose
1	Introductory letter	Gain permission and explain terms of reference for the research. This outlined process, questions, time requirement, ethical safeguards and established confidentiality.
2	Interview introduction	Explanation of the data capture, analysis and findings process, reiterated the terms of reference outlined in the introductory letter and gave the interviewee an opportunity to ask questions.
3	Interview	Conducted in strict accordance with the interview protocol and schema.
4	Analysis	Transcription, codification, reduction, modelling and theory generation

Source: Compiled by the Author

3.18 Research interviews

Ten research interviews were conducted with serving members of the TA. The conduct of the interviews was of significant importance as it aided uniformity of response and so limited the bias that could be introduced due to environmental or process variations. Prior to the interview each candidate received a letter, which contained a brief introduction, the author's background, the nature of the research, what the research purpose was and also how the information would be used. The author decided to include a list of the questions which would be asked both as a matter of disclosure and confidence and also to initiate individual reflective practice. A time and date was agreed at the interviewee's

convenience and often at their place of work. The author described the process and confirmed the uses of the data and source confidentiality and offered complete disclosure of interview notes, transcripts and findings. The interviews each lasted approximately one and a half hours and were all tape-recorded. The first part of the interview followed the interview schema and this was followed by a more unstructured interview that explored some of the key themes that surfaced during the first part of the interview. The interview data was then transcribed and codified.

3.19 Choice of Analytical techniques

After considering several methods of analytical software such as QSR NVIVO it was decided to adopt a hand coding approach to the codification, reduction and thematic grouping of the interview data (Perry, 1998, Perry et al, 2002, Petrovic 2006). This methodology was adopted because the words and the context are fundamental to the understanding, gaining insight into the 'how' nature of the phenomena. The key themes were drawn together and examined from the perspective of the research question as advocated by Ramsay (1998a), Trace (2001), Vallaster and Koll (2002) and Rowley (2002), building insight and understanding as the research analysis developed. Eisenhardt (1989) and Yin (1989) suggest a two tier case analysis, first within individual cases in order to establish themes specifically to the individual context followed by a second cross case analysis to allow general themes to be identified and a theoretical model to be developed (Voss et al 2002). In this

research the recommendations of Eisenhardt (1989) have been further enhanced with a regressive comparison of the generalised theoretical model to more fully understand the contextual adaptations and therefore gain insight as to how the phenomena are adapted according to specific context.

Once the initial hand coding had been completed key themes had emerged and a theoretical model built which supported the themes explored during the literature review. However, the requirement to further analyse the rich data material became difficult and time consuming using the hand-coding method and there was a danger of falling into what Gilbert (2002) and Richards (1998) term “the coding trap, bogged down in the data, and unable to see the larger picture”, therefore the decision was made to cross code the data using NVIVO software. Although the coding was completed using clean transcripts the correlation of the hand-coded and electronic data was not surprisingly very similar. The ability to hold coded data electronically allowed for greater freedom to explore concepts and themes, which had been identified during the hand-coding phase.

3.20 Electronic codification - NVIVO

The utilisation of electronic codification became increasingly beneficial throughout the data analysis phase. Although the initial re-codification was extremely time consuming and frustrating the process allowed for greater critical reflection of the data content and inter-relationship of key themes. The ability to “re-cut” the data allowed for greater curiosity of the emerging themes.

This process supports Marshall's (2002) "it is easier to approach data with curiosity – asking " what if I cut it this way?" knowing that changes can be made quickly". The ability to retrieve data and examine it 'in context' (Richards, 2002) was critically important in the development of the wider application of the findings and proved to be extremely useful in subsequent publications and presentations.

3.21 Limitations of research

The requirements of the research programme defined the scope and depth of the interview programme, both of which were very much limiting factors. The method of data capture and post interview evaluation also made the interview size quite limited. The nature of the questions and the social context of the research ensured that there would be many variables and focus became an ever-increasing dilemma. The diversity of the subjects' civilian employment also led to some difficulties of standardisation of quality of feedback, however, to counterbalance this criticism the variety also allowed for effective triangulation of findings.

3.22 Ethical considerations

All research has a significant ethical consideration and the author ensured full disclosure throughout the process and went to all practical lengths to maintain interview confidentiality. The approach was deliberately impersonal to allow the 'opt in' approach rather than pressing individuals to take part. The author

ensured that all subjects had full information and the necessary checks were in place to ensure they felt comfortable and confident with the data. The author has disclosed his own involvement within the research context and acknowledged the potential bias that this may introduce.

3.23 Summary of Research method

The research phase consisted of a four-phase approach. The literature review developed key themes and hypotheses that were further developed in the pilot study. The pilot study was a critical validation phase of the research that allowed the conduct of the field research with confidence. Phase four was the codification of the data and drawing together the key findings. This simple research methodology is based on a philosophical underpinning of what is knowledge and truth, the quest for insight into social phenomena. The systems context of the research question lends itself to a complex evaluation of intertwined factors that needed to be detangled in order to establish a perspective of transference and utility of Mission Command beyond the military.

4 Data Collection

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

4.1 Introduction

This chapter will describe the data collection, codification and analysis of the research material and it will examine the analytical techniques used throughout this research programme and explain the choices made during the research process.

4.2 Process of Data Collection

The data collection was split into two distinct phases: the pilot study and the main research interviews. The pilot study's purpose was to test the appropriateness of the methodology and inform the interview schema to ensure the research question could be adequately explored. The whole process took place over an 18-month period.

4.2.1 Number and selection of cases

There are a number of theories regarding how many case studies need to be conducted in order to give adequate data to build theory. According to Eisenhardt (1985) between four and ten cases are adequate as more provides an unwieldy amount of data whilst less than four provides insufficient data from which theory can be generated. The key lies within the richness of the data produced during the interviews. The initial pilot study suggested that ten

interviews would provide sufficient quantity and quality of data from which a rich understanding and interpretation of the research question could be examined.

4.2.2 Interview Schedule

The interview schedule was compiled based on the availability of the individual interviewees and the location and setting were also largely dictated by availability. Table 6 summarises the interviewee context.

Table 6 Summary of interviewee context

Case Number	Military Rank	Business Occupation	Seniority within business	Project / context
I1	Colonel	Estate agent	Business owner	Acquisition of new business
I2	Colonel	Credit Card Company	Director	Sales Training
I3	Brigadier	Day-care centres	Owner	Training staff
I4	Lieutenant Colonel	Engineering Company	Operations Director	New Projects
I5	Colonel	Building Society	Director	Restructuring team
I6	Colonel	Energy Company	Director	Establishing new division
I7	Colonel	Pharmaceutical Company	CEO	MBO
I8	Brigadier	Technology Company	MD	Restructuring of company
I9	Brigadier	University	Course Director	Establishing new course
I10	Lieutenant Colonel	Education IT	Senior Contracts Manager	Running contracts

Source: Compiled by the Author

4.3 Data Analysis

4.3.1 Transcription from recording and notes

The interviews were all taped and a number of informal notes were taken during the course of the interviews. Each interview was transcribed and then

checked against the original recorded interview to ensure accuracy. This process also allowed for additional notes and observations to be added to the transcripts that were significant in the analysis of the response. This gave greater richness and a further dimension to the data because the process allowed non-verbal responses such as long pauses or stammering to be recorded and placed in context. Kvale (1996) illustrates the issue of transcription:

“Transcribing involves translation from the oral language, with its own set of rules, to a written language with another set of rules. Transcripts are not copies or representation of some original reality, they are interpretative constructions that are useful tools for given purposes. Transcripts are decontextualized conversations...living, ongoing conversation is frozen into a written text. The words of the conversation, fleeting as the steps of an improvised dance, are fixated into static written words.”

The transcripts were read through and then coded using coloured highlighters and side notes to add both a visual and a coded method of interrogating the data. Due to the length of time the interviews were conducted over this process was repeated several times across all the interviews to ensure consistency of coding and reflective time to consider the meaning that lay behind the spoken word.

“Transcription from tale to text involves a series of technical and interpretational issues from which, again there are few standard rules but rather a series of choices” Kvale (1996)

Although the development of transcripts from recorded interviews were part of the initial research design the re-examination of the source material and the layering of different coding techniques gave a greater conscious and sub-conscious feel for the data. Becoming intimate with the data and the analysis process allowed for greater insight to be drawn from the interviews.

4.3.2 Coding data

Examination of the research question and the literature review informed the initial coding themes. However, both the initial pilot study and the main research interviews formulated the data coding structure through the emerging themes within the data. The defining of what needed to be coded became an iterative process as data examination gave way to theory building. As Strauss and Corbin (1998) suggest,

“A code is an abstract representation of an object phenomenon”

The understanding of what needed to be coded and what did not was a subjective process however one which was based on the experience of the researcher. Although this is influenced by the bias and history the researcher brings to the process, it is inevitable that the researcher constructs their own

“lens and conceptual network” Kelle (1997). The grounded approach to coding the data gave rise to both a descriptive and thematic interpretation of the data. This mixed approach allowed for the underlying complexity of the phenomena to be ordered in a naturalistic process, allowing indexing of key events and themes to be retrieved and examined at a later date.

“Text then can be viewed by category as well as by source and so, as well as facilitating data management, classification of text using codes assists conceptualization” (Coffey and Atkinson, 1996; Miles and Huberman, 1994; Ryan and Bernard, 2000)

The process of coding to conceptualization posed more questions of the data and required recoding of within coded data in order to further examine the linkages that exists within the data themes. As Tesch (1990) explains:

“Recontextualization of the data, through which data is seen afresh, assists the researcher to move from document analysis to theorizing”

The process of coding data can be seen as a reductionist process, the use of NVIVO software allowed for a broad-brush approach to coding that was further refined with within coding. The retention of the original data in context allowed for data to be linked to themes and an overall examination of phenomena within context. Bazeley (2007) explains,

“As well as linking to data, codes link to each other. As you code, patterns of association between codes will become apparent. You gain

value, therefore, not only through identification of relevant concepts but also in establishing and thinking about the linkages between them (Coffey and Atkinson, 1996)

Bazeley (2007) goes on to suggest the linkages between data become more important than the data as the analysis process moves from a categorisation and documentation method to an examination of the underlying themes and an interpretation through theory building.

4.3.3 Cross case and within case analysis

The research aimed to gain insight to and explain 'how' phenomena, therefore the researcher employed qualitative techniques (Eisenhardt, 1989; Miles and Huberman, 1994; Vallaster and Koll, 2002) in order to interpret the data. The use of within case and cross case analysis is documented in some detail by Petrovic (2006) in her thesis "Balancing the multiplicity of different international joint ventures (IJV) partners". This method was critical to the thorough examination of the data partly because of the small number of interviewees but also because of the richness of the data interviews. The examination of a complex social phenomena that had been adapted in different context posed a dilemma of identifying key themes that were common in all cases and therefore a fundamental requirement for Mission Command utility in a non-military organisation. The interpretation of language and terminology meant that the data analysis needed to be conducted several times to fully understand the context and therefore ground the data's meaning.

4.3.4 Experience and history with data

A theoretical framework was constructed based on the literature review that was further enhanced and developed during the pilot study. The reflective process of emerging themes, underlying relationships and extant literature, continuously supported this iterative process. The literature itself was revisited several times as emerging themes were cross-examined and a conceptual model developed. Past experiences and grounded knowledge were examined through an abstract process of reflection of both the data and personal experiences. The process of reviewing literature provided a foundation of knowledge and developed perspectives which needed to be recognised throughout the process of data analysis, as Strauss and Corbin (1998) suggest:

“Insights do not happen haphazardly; rather they happen to prepared minds during interplay with the data. Whether we want to admit it or not, we cannot completely divorce ourselves from what we know. The theories that we carry in our heads inform our research in multiple ways, even if we use them quite unselfconsciously”

Utilising a methodological approach to the interpretation of the data recognised the personal experiences of the researcher. This became more apparent with critical reflection and the use of a research diary became a useful tool in recognising the process of theory building and the academic implementation of a research programme. As Kelle (1997) suggests:

“Qualitative researchers who investigate a different form of social life always bring with them their own lens and conceptual network. They cannot drop them, for in this case they would not be able to perceive, observe and describe meaningful events any longer – confronted with chaotic, meaningless and fragmented phenomena they would have to give up their scientific endeavour”

Exploring the phenomenon of Mission Command required an understanding of the military and the non-military context. The examination of the phenomenon required experience and understanding in order to interpret the data.

4.3.5 Identification of themes and fragmenting themes

As mentioned earlier the literature review combined with the research question informed the development of the initial themes. The three categories of existing academic literature were leadership, management methodology and context. The research question gave focus to an exploration of the existing knowledge and informed the construct and nature of the research programme. The two stage research programme allowed for a grounded approach to data capture whilst the cross examination of the data developed an emerging recognition of the phenomena. The insight as to how Mission Command is applied in a changed context drove the data analysis to look beyond the factual articulation of Mission Command to an exploration of the complexities of the underlying phenomena. The suspension of thematic structure in the early stages of data examination was a difficult and complex process as the

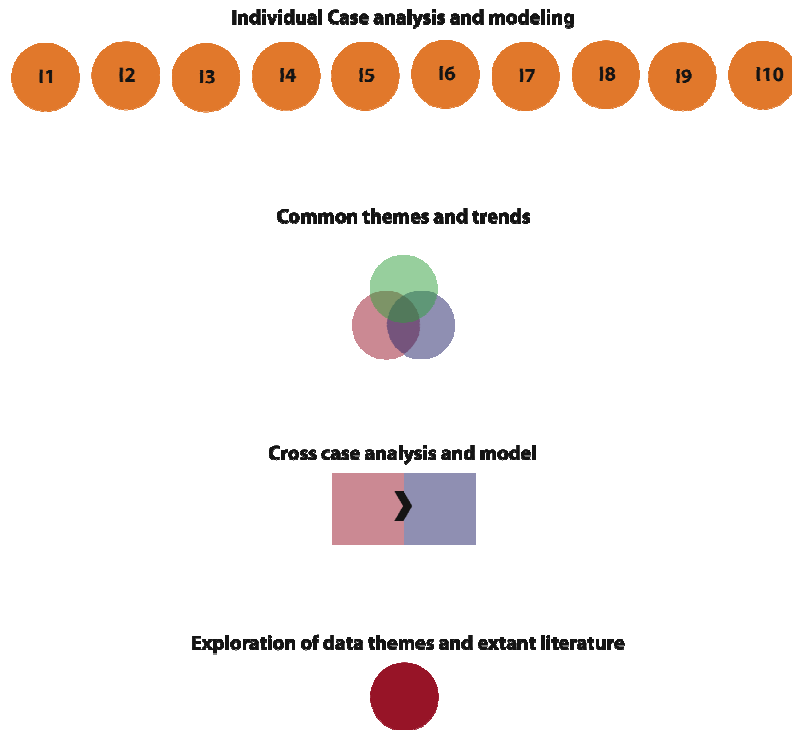
researcher had to feel comfortable with the ambiguity of the developing themes. The familiarisation of the source data and the process of critical reflection allowed for a more intuitive development and allowed the data to tell its own story. The electronic capture of the data allowed for the exploration of the underlying themes as apposed to the data itself, this ensured that theories could easily be explored through identification of linkages across case and within case analysis. The process of developing theory based on the data was significantly enhanced through the electronic retrieval process and the ability to place theory back in the original context.

4.3.6 Data framework

This developing framework is advocated by Hartley (1994) and is a grounded, emergent qualitative process. The analytical framework reflected the themes that were examined within the interview schema. The transcripts were read through several times and carefully annotated for thematic and contextual relevance. As Huberman (1994) suggests, the data can then be reduced into key themes, however the preservation of the original data ensured there was no loss of data or distortion of context. This process of codification was cross checked by recoding the transcripts using an electronic coding tool (NVIVO) which allowed for greater analysis and modelling, which in turn enhanced the hand coding that initially took place. The re-examination of the data allowed for 'a better understanding' and insights of the themes as the research process became more intimate and familiar through cross-examination of the same source data through multiple coding techniques. Although the key themes from

the hand coding thematic analysis process and the NVIVO coding were identical the electronic coding allowed for greater examination of the themes through the cross-examination and modelling aspects afforded by a computer. The in-case analysis identified specific contextual examples of adaptation and transference of Mission Command methodology. A cross case analysis of the data was conducted to identify themes which were common in all cases. The inter-relationship of the themes was further examined through the production of a theoretical model. This process of theoretical modelling and testing allowed for greater insight into the adaptation of the methodology across context. The individual interviews were analysed and a model was developed to illustrate the key themes. The individual interviews were then cross case analysed to identify the common themes and a new theoretical model was developed to capture common themes across all the cases. The cross case analysis and model was then explored through a comparison with and critical analysis of the extant literature and a new insight was developed. This process is summarised in figure 21.

Figure 21 Data Analysis Process Modelling



Source: Compiled by the Author

4.4 Initial themes and further data coding

This chapter reviews the emerging themes and maps them to the academic fields identified with the literature review., A number of anomalies were identified along with observations regarding the relationships between themes. The key themes were sub-sectioned into three levels of analysis, high frequency themes²⁰, frequent themes²¹ and low frequency themes²². The

²⁰ High frequency theme is a theme which has been referred to by 100% of respondents as being important or critical in their working practice.

identification of the numerical boundary of the themes was a subjective measure which guided the reflective process as well as the within case subsequent data coding. The banding of the themes helped to give an early framework from which models and relationships could be constructed and tested. The themes were mapped onto the basic conceptual model that was developed during the literature review which provided a useful insight into interconnectivity and supporting extant research fields.

Each theme was examined across cases, building a rich insight into the interpretation and adaptation of the theme. The combining of the themes created new theoretical models, which were developed and further examined. The development of new themes and relationships as part of the grounded approach of data coding enriched the initial theoretical framework, which had been constructed from the extant literature. The codification and categorisation of the basic themes gave rise to an 'in theme and cross theme' data codification which in turn allowed for new relationships within the data to be surfaced and explored. The ability to retrieve and cross-examine coded data became increasingly important in the validation process of cross-examination of the developing models.

²¹ Frequently occurring themes are those that 70% or more respondents believed to be important or critical to success of their business practice.

²² Low frequency themes are those, which were mentioned by fewer than 70% respondents.

4.4.1 Triangulation of data

The combination of existing literature, hand coding and electronic coding allowed for the phenomena to be explored through a variety of perspectives. The cross examination of the data across cases and within cases provided a rich picture and provided effective triangulation of data.

4.5 Reflections on data collection and coding

Although the choice and structure of the data collection and analysis was informed by the methodological requirements and the social, qualitative basis of the semi-structured interview the iterative process did evolve a two-layered cross examination of the data through initial hand coding and subsequently through the electronic coding utilising NVIVO software. The duality of the codification aided triangulation and validation of the data collection process. The initial hand coding of the data provided initial thematic insight and according to Perry (1998) is considered to be adequate for establishing initial qualitative insight. The emerging nature of the research started to ask a greater number of questions of the data and it became apparent that the hand coding needed to be supplemented by the recoding of the data using NVIVO as advocated by Voss, Tsiriktsis and Frohlich, (2002). The utility of the constructivist tool became increasingly useful in later theory building and testing. The time intensive nature of the hand coding required initial decisions to be made regarding reduction of the data. The utilisation of electronic coding ensured the original data stayed intact and in context ensuring the data could

be examined through re-cutting the data that allowed the underlying relationships between the data to be fully explored.

The utilisation of NVIVO could have been extended to the literature review, which would have been useful for linking extant theory with emerging themes, however this was not considered at the literature stage.

5 Findings

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

5.1 Introduction

During the hand coding and subsequent NVIVO electronic coding key themes began to emerge, although a number of themes were identified throughout the process the in-case analysis focuses on three key themes, which are based on the research question. The first established the background and context of the individual in their civilian context. The second was the attributes of the individual that were identified as key to their own approach. The third was the application of Mission Command in context. These themes are discussed in more detail in the following chapter that expands the themes through the construction of a series of subjective models that are based on these emerging themes that act in turn as a framework to explore the data in more detail.

5.2 Within case analysis

All ten interviews were examined from the three key themes to explore the research question.

5.2.1 Interview 1 within case analysis

Interviewee 1 was a senior officer within the Territorial Army; he had commanded a major unit²³ at a point of significant reorganisation. I1 was a farmer by profession although he had held a number of posts including an estate manager until he established a property management company.

5.2.1.1 Background I1

Interviewee 1 came from a traditional farming background, however with the difficult marketing conditions that farming has experienced in recent years he decided to diversify the farm and focus on deer farming. This allowed for greater freedom to expand his business interests and capitalise in the growing interest in property. Originally the interviewee's wife started to explore the property letting market through a number of local private letting agreements. This interest was then developed when both decided to invest in a franchise operation that would give instantaneous brand recognition and an established business methodology. He described his current business operation as:

*“We run **a property management agency** that deals mainly with property investors, it's all residential property, no commercial, we also have a farm but for the purposes of today it will be the property business”.*

²³ A major unit is a Battalion or Regiment, it is considered the most important Lieutenant Colonel's job in the British Army

The husband and wife team invested into the franchise operation and over the years have focused on buying local estate agents and turn around business operations. The benefit of investing in a franchise operation is that it delivered an established business methodology allowing for easier expansion through acquisition. The interviewee describes their focus as establishing direction:

*“ I am the **Managing Director** of the business and my wife is one of the other directors. Effectively we are a **franchise organisation** that we run and the direction of our own offices is pretty much up to us within a business plan that is established.”*

The context was described as the acquisition of a new business and the subsequent development of a new business plan and the integration of staff and processes into the new corporate culture. It is interesting to note that the change process is viewed in terms of how the interviewee could bring ‘value’ to the expanded business operation and the identification of ‘a group ethos’. It is the separation between the leader and the organisational effect that begins to allude to a sense of wider responsibility.

*“We recently **acquired another business** which was an existing third party estate agents and that was a case of working out **a financial plan**, seeing how they were positioned within their **market sector** and how we could affect **and bring value** to that and then bring that business into our own, re brand it and bring the staff in to our **way of doing things** and update the whole business within the group ethos.”*

The acquisition of a new business had a number of change connotations. During the interview it became increasingly apparent that the change process focused on people, changing the culture and empowering the staff, leading from within and building trust. The interviewee was the leader and the catalyst for change, using the process of acquisition to initiate the change.

5.2.1.2 Attributes I1

During the course of the interview a number of attributes were continually mentioned and identified as being fundamental to the individual's leadership approach. Some were directly ascribed to the association with the military.

*"I think **personal discipline and drive** are two that have certainly been enhanced by the military ethos it's the ability to **see a project through** even when it becomes quite difficult either things don't go as planned or other peoples' way of doing things becomes slightly frustrating but still gives you the confidence to **keep going** with an end **target in mind***

The description of both a military ethos and personal confidence were mentioned in association with managing adversity. When traditional planning fails, the visualisation of an end target (or effect) which can be shared and developed across a wide spectrum of individuals with different agendas and personal motivations is an essential component of the individual's change strategy. This is further illustrated through the individual's drive.

*"I think that I have always been a fairly **driven person** in terms of everything I have done whether it's sport or business life or the farm. It's*

*really the aspect of doing a job and doing it **properly**, giving **value** and doing what we say on the tin”.*

As well as drive and commitment the individual alluded to a leadership style that was transparent, leads by example and is actively engaged in the change process. The interviewee described their own attitude to risk taking through how mistakes were dealt with. This is seen as a key opportunity to develop staff and promote empowerment through promoting trust and a culture of ownership and commitment.

*“We wont get everything right all of the time but we can **learn from our mistakes** and make sure that they don’t happen again. People appreciate the **honesty** of that so it is the **honesty and integrity**. I just want people if they have made a **mistake** to put their hand up and not try to cover it up, not to get upset about it. We just review what’s happened and try to ensure that it doesn’t happen again. So it really is **direction and integrity and initiative leadership** to give people the **confidence** to **drive** everything forward”.*

This statement highlights direction, integrity and innovative leadership as key tenants of the individual’s approach. The interviewee also ascribed the ability to remain focused and determined to overcome setbacks as key attributes that they had acquired or developed through military experience.

*“I think the value of the military back ground and training is the ability to both **think** outside the box and **accept set backs** with a much more **calm** manner than a lot of people who would throw the teddy bear out of the cot”.*

Interview 1 discussed the development of trust and how it was utilised within the change process. Frequent and meaningful communications were identified as being fundamental in the development of trust.

*“It’s really if you’re making any **promises** you need to be able to deliver on these, two key points: don’t promise what you can’t **deliver** on and if you do promise it you must deliver on it. But also it’s really the ability to **liaise** and **talk** with them all the time so they have 100% **trust** in your business **decisions** and you can have trust in them”*

5.2.1.3 Application of Mission Command I1

The interviewee described not only the change process but also the approach they took. There were many examples of how the individual had utilised key attributes, applied them in context demonstrating both a conscious and subconscious adaptation of Mission Command. A key aspect of military thinking and a fundamental of Mission Command is the sharing of the end state (effect or aim) within the context. The interviewee consciously recognised the limitation of the staff and undertook a change programme that involved the inclusion of the staff in the planning process, developing an understanding of the wider context and how their role had an effect on the outcome.

*“The staff were long serving staff but they’d had absolutely **no knowledge** of the financial side of the business or how their day to day work impacted the business other than the obvious things such as getting property on to sell or to rent. What we have done is **turn that around** and involved almost all the staff in the financial aspects of the business so that they are **aware of the impact** of work that they do, the implication of a job done well or occasionally if they make a **mistake** the impact on that, that gives them much more **focus** and much more **appreciation** and in particular they have an understanding of the business and they are able to contribute to the business in the way it’s run and developed which wasn’t the case in the past. They were very much told this is what’s going to happen get on and do it. They were **under resourced** they didn’t have as much **training**”*

Although the last sentence alludes to the control of resources, development of capability and investment, there is also the broader issue of preparation.

Sharing the context, determining what needs to be done and preparing the staff to achieve the aim. These aspects are key to Mission Command; not only does this approach demonstrate investment which builds trust and team working but the process itself creates a culture of commitment and inclusion.

The conscious application of a Mission Command methodology can be seen in the following extract:

*“Mission Command would normally **enable** giving people the direction and then just tweaking the tiller as necessary as they go **adding training**”*

*in if we need to and adding support in if we need to but **giving confident** people the ability to grow in confidence and do what they know they can do although it was a slightly sensitive start for one or two of them because they weren't used to having the ability to go and **make decisions for themselves**".*

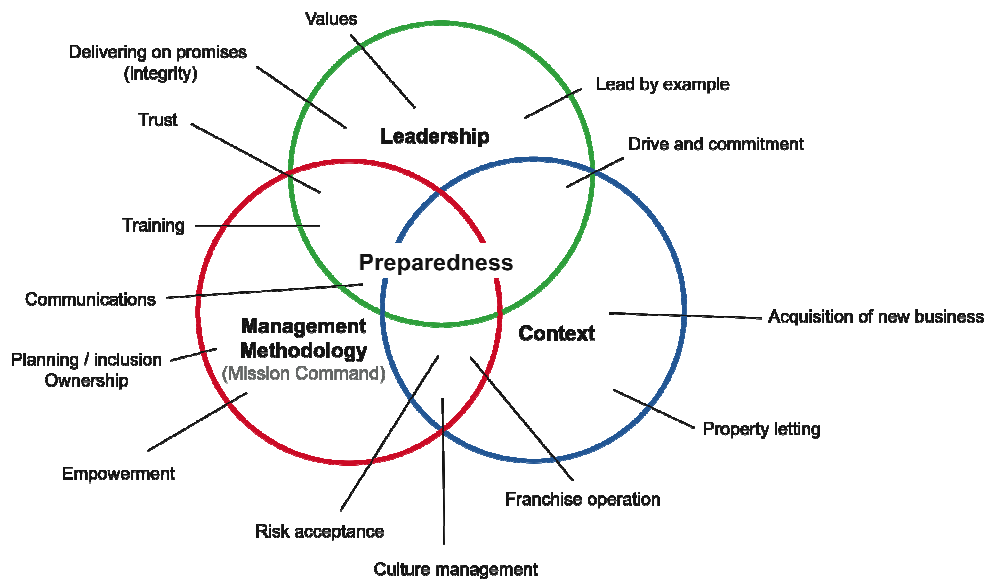
The development of individuals is key to the process. It is clear from the research that individuals were not expected to adopt Mission Command without a considerable amount of investment. The leader has developed the fundamentals which were required for Mission Command to be utilised and it is through the consistent application of key attributes that the foundation of trust and commitment were built in order to deliver a risk taking methodology which was inclusive and shared. The interviewee had a multi-site business and had developed a business approach that engenders individuals to make decisions for themselves and whilst individuals are accountable for their decisions, risk is accepted as part of the approach.

*"I think there are difficulties especially as we run the business over two sites now where, as traditional in this business, it would be a single office with a single person in there providing leadership on a daily basis. Because of my continued TA Career and the commitments over two offices with another sales office as a separate business I'm not there all the time so people are driven to **thinking on their feet** and you get the comments occasionally that it's been a pretty rough day people haven't had time to do things but they keep coming back to me now saying they are solutions not*

problems and they are starting to learn and think for themselves. So, it is working and I think it's the fact that there is not someone to fall back on all the time that is the key driver. If they have got confidence I'll back them up whether they make a mistake or not but they know if they made a mistake they will learn from it".

The interviewee has consciously adopted key attributes that he ascribed to military exposure with the concept of Mission Command being applied within the change process of an acquisition and the assimilation of a new business. The change was focused very much on people and not systems to develop a culture and an approach to achieving a future objective. Figure 22 illustrates the key aspects of I1 approach.

Figure 22 I1 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

It is interesting to note that much of the interviewees approach focused on preparation and investment in individuals, managing the culture in order to allow for an empowered risk taking methodology to be adopted. The success of the acquisition is reliant on the individual members of staff not on direct action of management. The role of management is to change individuals, to facilitate organisational change. The leader sets the scene and directs the performance leading from the front initially, encouraging others to develop the confidence to make decisions and act on their own initiative. This methodology prepares the organisation to embrace environmental volatility by 'front loading' decision-making, allowing for greater organisational agility.

5.2.2 Interview 2 within case analysis

Interview 2 was conducted with a senior Territorial Officer who had commanded a major unit²⁴ and now is responsible for leadership development within the TA. He holds a senior managerial position in a large banking organisation and has been responsible for numerous managerial leadership programmes.

5.2.2.1 Background I2

The interviewee had conducted a number of significant change programmes. His role covered a wide remit and a number of countries and involves cross-cultural recognition.

*“I work for Bank of America, which is obviously the world’s largest bank. Currently I work for MBNA, which is European banks credit card division and I’m **head of insurance** which is around about a £220 m business across Europe which includes Ireland, UK, Spain and one or two other markets.”*

Within this role he had developed and run a number of senior level leadership programmes, where he had clearly utilised his experience of networking gained from his military background.

²⁴ This is a Battalion or Regiment consisting of a body of troops with a specific role. The post of Commanding Officer is only given to the most capable and accomplished officers.

*“Upwards **60 to 100 people** have gone through a number of exercises that I have run myself or with TA colleagues who come in to the bank on a contractual basis. In Ireland and the UK we’ve run upwards of 10, 15, 20 people at a time over 3 or 4 exercises which are basically **leadership and team building exercises**”*

The interviewee had a significant level of day-to-day responsibility within the bank but what is also interesting to note is that his employer has recognised his leadership skills and utilises them to deliver leadership training across the organisation.

5.2.2.2 Attributes I2

Throughout the interview a number of change programmes were discussed. These were mixed with rich data regarding processes and attributes and the examples of conscious application of Mission Command and wider military principles were very evident. The interviewee felt that he had a values framework that was established before joining the Army. He had been a successful sports man and captained a number of teams. It was clear that both teamwork and competitiveness were central to this individual’s personality. He commented on the development of his own values through the development of his own leadership approach.

*“I think I would have had the style anyway but I’m a very **hands on leader**. Equally I think through what I have learnt in the TA it’s how do I achieve whatever I’m being asked to with the **resources** that I’ve been*

*given and with the timescale and whatever **limitations** are there and so I would look at my leadership as very **mission orientated** and I use the word in the bank very '**goal-driven**' - we're a very goal driven organisation"*

The ability to define the problem, identify limitations and innovate to achieve the aim became more apparent as the interview developed. It is clear that the established culture of the bank was very much in keeping with the interviewee's style. The individual made the point that he had already developed his own style before joining the military, which begs the question whether the military develops leaders or simply attracts them?

The interviewee did go on to align the articulation of his own values and the values of the bank with the stated values of an officer. This crystallisation of values defined within a comprehensive framework gives focus and clarity to the identification of the importance of values in an individual's leadership style.

*"My **personal values** and I take it that one really reads into that they are the values of an officer because my personal values have been that of a relatively **traditional person** but within that and the reason that I've stayed in the Territorial Army is because I enjoy the **values of being an officer** and the values and ethos of the Army. What I'm trying to do is to make sure that those personal **values are embedded** within the role and the **influence** and the **mentoring** that I do".*

The concept of values based leadership was made when the interviewee recounted his own personal experience of running a call centre for the bank. He believed that through applying his own interpretation of standards it gave greater clarity to the staff. He made the point that other managers who did not set standards based on their own values did so due to a lack of moral courage. The interviewee lists a number of values that he felt were important and again the mention of the generic 'doing the right thing' becomes a powerful all encompassing statement. It is contended that doing the right thing needs to be grounded within an unambiguous framework of understanding of a values framework.

*"I've got I think 6 for 7 people I mentor in the business and It is quite apparent that in one of my previous roles there's a very large call centre but a lot of the young people that were coming in really didn't understand what the rules of the organisation were and there were a lot of the managers and junior managers who wouldn't actually tackle people if something was required to be done even though morally you felt that they should do it. They didn't necessarily have the **moral courage** to stand up and say that is wrong and you should do it this way. So what I've tried to do is to embed that within the teams that I've worked with and within the management structure that I have a direct influence on and I think that the personal values that I have and the values which Bank of America has you will find that, **doing the right thing, trusting and teamwork,***

***inclusivity meritocracy, winning and leadership** values, are the core values of the ethos of the British Army and certainly being an Officer”*

The interviewee expanded on the concept and described how the framework of common understanding was developed, the concept of training and investment built mutual understanding and developed and improved communications built trust among the team.

*“Trust in the ability of people around you within a threatening environment is absolutely paramount and that trust is **built around training** and appreciation of other people’s skills, a preponderance of a particular skill or a lack of your own. Making sure that within your team you can underpin any weaknesses that you may have or other people may have and both in the military and in business that word **trust is absolutely fundamental**. Without it and certainly I would use the word integrity, without it you have nothing. Without trust, people trusting you and you trusting others, you build in mistrust, you build in complacency, you build in a lack of understanding and before you know where you are you’re probably like West Ham and despite the fact they’ve got 11 fantastic footballers they are **failing to achieve anything because they are not working as a unit**, they don’t trust each other and they don’t understand what they are trying to do. So I think trust is absolutely fundamental, it’s fundamental in relationship building; it’s fundamental in the command process within the military and it is involved in business as well. I do find*

*it quite important that within the military people tend to be a little bit **more honest** and a **little bit more blunt**”*

This statement illustrates the importance of the team not the individual. The leader was a mentor and facilitator of team performance, and the team culture must be strong for individuals to subjugate their own personal interest for the benefit of the team. This kind of team performance needs a leadership style which is part of the team, a servant leadership concept that encourages and serves the wider interests of the team and is not self serving. The focus on building strong teams developed individual capability and engendered a culture of measured risk taking. For teams to innovate risk must be accepted, the interviewee’s perspective of risk is illustrated in the following extract;

*“I think risk aversion is potentially where business is and I think there are times when **you have to take a risk** that you do take the risk and it’s through the drive and the commitment of the leaders within an organisation as well as within the military that will actually decide whether it’s going to be a success”.*

The character of the leader, his commitment and drive is emphasised in the above comment and although the leader develops the team the leader’s personality and philosophy play significant roles in positive change outcomes.

5.2.2.3 Application of Mission Command I2

The interviewee described not only the adaptation and application of Mission Command but introduced other key military concepts such as the decision making process known as the seven questions²⁵ which gives a process or framework for analysing problems and arriving at robust decisions. This process gives a common approach to decision making within the military and in theory gives an audit trail to how decisions are arrived at. The decision making process is then formally communicated through the orders process. It is clear that the interviewee felt that this formulaic process aids communications and therefore improves understanding. The application of the plan is underpinned with a Mission Command methodology that empowers staff to utilise their own initiative and engenders a culture of commitment.

“Mission Command’s estimate process and the seven questions I turn in to fairly simple civilian questions which one would utilize on the basis of a business plan. Equally one finds it a little difficult to apply the orders process so what I’ve done is to turn that into again civilian speak, looking

²⁵ The seven questions are as follows:

Question 1. What is the enemy doing and why?

Question 2. What have I been told to do and why?

Question 3. What effects do I want to have on the enemy and what direction must I give to develop a plan?

Question 4. Where best can I accomplish each action/effect?

Question 5. What resources do I need to accomplish each action/effect?

Question 6. When and where do the actions take place in relation to each other?

Question 7. What control measures do I need to impose?

at the aims of the mission and I have literally taken a part of that orders process, execution, groups and tasks and then utilized the various other headings to make sure that what we are trying to achieve is achieved. Civilians again don't write things down particularly well and although they might be good at verbal briefing what I found especially in a very, very large organisation such as ours which is multi-site it's actually very difficult to get communication across you've got to influence a lot of people, lots and lots of people in different positions and if you can actually provide them with a meaningful power point or simple instructions so that they know exactly what you're trying to achieve and then use the various headings and at the end of it they seem to actually like the format."

The application and adaptation of Mission Command appeared to be dependent on size and complexity of the change programme. The smaller projects are managed through experience, which illustrates the importance of experience in complexity where a situation could be 'framed', and experience applied to solving the issue. This process speeds up decisions but does not necessarily make them better decisions. The process of implementation becomes critical in the successful outcome of a change programme, and the interviewee describes how concepts and methods are transferred from the military and non-military environment through a subconscious transference and adaptation.

*“I have used Mission Command in terms of its practical and it’s theoretical process and I tend to use it for larger projects. For smaller projects I’m afraid I tend to use expertise and experience which I have gleaned over the years both from a military and a civilian aspect. And I think actually as one develops both within the TA and business the boundaries become **very blurred**. I will utilize quite a lot of my negotiating skills and some of my other management skills, which I use in Civy Street, which I then import to the various jobs that I’ve had in the TA and vice versa. It’s mainly the structural aspect that I would use, the planning tools which is what I’d use from the TA and in to business”*

The individual valued the process of implementation and completion. He had adapted a Mission Command methodology as a management implementation process that was seen as flexible and adaptive. The interviewee alludes to the process of changing roles and meeting new challenges having prepared them better for being successful in their current project role.

*“What businesses are looking for more and more are people who can lead who actually stand out, who are looked at as **role models** and who people can perceive as leaders who will actually **get things done**. I’m known for getting things done and my leadership style is **inclusive** but with a fair amount of **direction** and I believe that certainly in a number of very large organisations there is lots and lots of time for talk but I think part of what the civilian organisations are not good at is actually when to*

*make the decision and when to execute the plan. It's the key area of execution of the plan that a lot of people tend to fall down on a bit. **Being flexible** the ability of being flexible and having huge amounts of change management, moving my TA job every two to two and a half years means despite the fact you might love it you're moving on and It's exactly the same as one would hope you would get in civilian life. My leadership style is based around me driving teams, reviewing in the normal process but **very much part of the team environment and**, team role, achieving what we're set to do and reviewing it, looking at it again and taking on the next mission."*

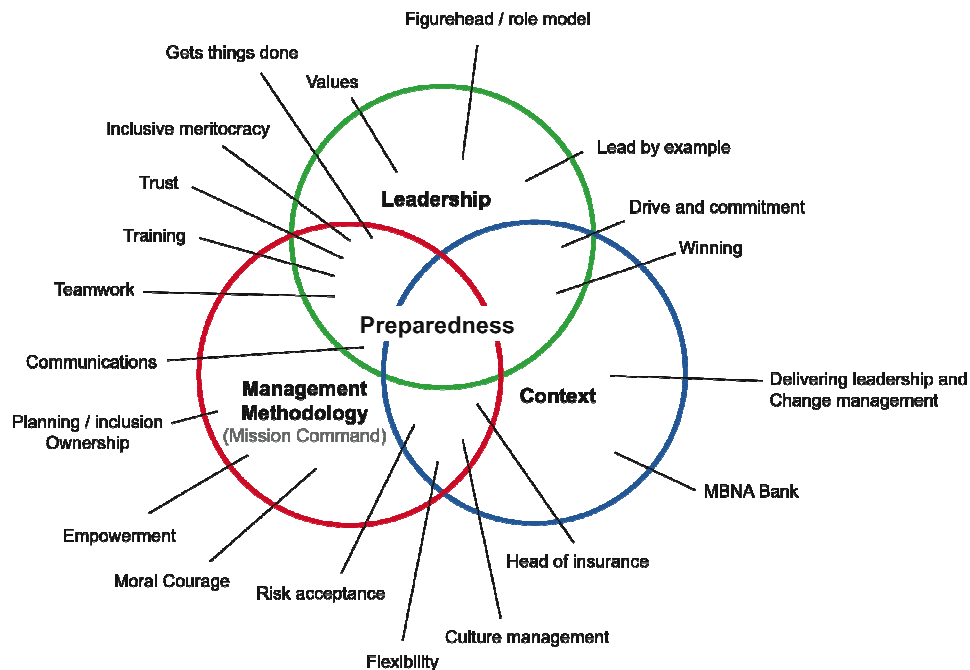
The interview concludes with the interviewee giving his own view as to utility of Mission Command and he offers an example that illustrates the shortfalls of empowerment as it is practiced in the bank as opposed to a true Mission Command philosophy.

*"I think Mission Command in its purest form is if people practice it correctly, a brilliant way to actually **implement** and drive forward. I think one of the issues within **Mission Command is trust** and we talked about it earlier on. Do you trust the sub-ordinate? I've got a brilliant example. I won't use too much information but I've been examining a number of organisations that come in here and deliver extra sales training. I was asked by the CO to do this and the various other directors were informed so therefore in terms of Mission Command, I'm given my mission and I go on to it, do all the research, come back with the answers. One of the*

issues then is that one of the directors will say well hold on a minute you've got your team and I've actually delegated part of my team to your project but I actually want to be involved in the decision-making process which is fine, that's fine. But in true Mission Command terms if he **trusted the person he had identified to make the decision, he would support the decision although at some stage he would review it** - but does that person then need to be involved in the nitty-gritty decision-making process It's the **letting go** and saying actually it's part of **developing my people** that Mission Command also does. Hopefully not too many failures but within the success failure rate as long as you've got **more successes than failures** then hopefully what people will do is develop their own skills and make sure that they are practising Mission Command, making sure that they are giving people around them their ability - whether they are sub-ordinates or peer groups, to actually develop their projects or what ever is required of them. I think the word **trust is fundamental** in all of that."

Figure 23 summarises the key aspects of interview 2 as mapped against the literature framework.

Figure 23 I2 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.3 Interview 3 within case analysis

Interview 3 was a very senior officer who had held a variety of posts. As well as commanding a major unit he also went on to become the most senior TA officer in the Army where he was in charge of reviewing and setting policy for the organisation as a whole.

5.2.3.1 Background I3

He has worked in both the private and public sector and recently he set up a business that provides nursery care for under 5 's. The business is spread

over several sites and has undergone a variety of change programmes as part of the acquisition.

“Having been a teacher for 28 years, 4 years ago I left teaching and I’m now the Managing Director of a Limited Company, which looks after Nursery Nursing and Nursery schools.”

The interviewee discussed a number of programmes that were change orientated in the development of the new business. He discussed his previous experience as a senior teacher and drew examples based on experience from both environments.

“The most obvious project more recently is probably the transference of a partnership company in to a Limited Company and at the same time applying a lot of business acumen to the whole question of recruiting, retention and occupation levels within the business.”

Although the individual had a great deal of practical experience it became clear that the commercial venture provided new challenges that would require leadership and skilful management for which the individual did not have the necessary background experience. The task of leading a team and providing direction whilst having little practical experience of the commercial world provided a valuable insight as to how the principles of Mission Command may be applied without contextual technical knowledge.

5.2.3.2 Attributes I3

The interviewee described his approach to developing staff and retaining people over a long term. He also illustrated a process approach towards developing a common culture of understanding that provided a number of organisational benefits, not only retaining staff but also in reducing operational friction.

*"I do **feel very strongly** about the **development of the employee** because it's in everybody's best interests. It affects retention, so if you keep that person there for longer you get more benefit from **their performances**. It **encourages** and improves output to whatever the company is and it also means that there is a **modus operandi** within the business that people feel comfortable with as opposed to a series of methods that might exist within each individual practitioner that can sometimes **lead to conflict**".*

The interviewee described his business philosophy from a personal perspective and often refers to his own beliefs; he talked about views that he felt strongly about. The individual espouses the virtues of personal credibility in terms of standards and values. This baseline view of leadership is an interesting perspective which again supports a values based servant leadership concept that operates from within the team and sets broad directions but facilitates individual performance with a group culture. The concept of consistency is important as it supports a values system of decision-making especially when the environment is highly pressurised or complex and

decisions cannot be worked out in every detail. It is then that the decision maker needs to refer to a framework of reference as the greater the level of innovation the more the individual must rely on doing what he thinks is the right thing.

The interviewee described the problem of compromising his own standards as “a crime against your own personal integrity” - which is an interesting use of language and gives some insight as to how strongly the individual feels about integrity of his own values. Perhaps this is not surprising as he ascribed so much importance to values in relation to developing trust.

*“I believe that the one thing that undermines these individuals is if their **personal integrity** is called into question. Standards have to be realistic but **standards** once achieved have to be developed and moved to the next level up. But from a personal point of view, your **personal conduct, your personal appearance, your personal integrity, your approachability, your reliability** and by that I don't just mean by turning up for work every day but the reliability that people can become comfortable knowing that you will **behave in a consistent way**, no matter what the given situation is you'll behave in a consistent way. If they know what really aggravates you, what really annoys you they'll strive not to go into that area. If they know that you feel strongly about something and you will assist in them achieving that given thing then they will approach you because they will see you as part of the team. I don't believe that you would achieve anything if you were inconsistent or if*

*you'd committed a **crime against your own personal integrity**. It's better to fall on your sword in certain circumstances than try and carry on because it's a very difficult thing to get back I think. But **values and standards to me are the very foundation to the whole question of trust**, which I believe then, is similarly the whole foundation and the whole question of building structures and relationships and development."*

The importance of drive and commitment to success and winning became increasingly important throughout the interview. The individual was competitive but identifies winning through the team performance not through personal achievement. The process of honest and open communications played a significant role in developing individuals and recognising performance in context, establishing direction and providing support in order to improve organisational performance appear to be a common themes throughout the interview. The interviewee describes why he became both a teacher and an Army officer. It would suggest that the individual had strong views before becoming an officer and would indicate that this style of leadership exists in individuals who are then drawn to a military environment.

*"I really do **hate failure** but the failure I'm talking about is the failure of the individual and how it feels to fail when you're that individual. So if what you need to feel is some sort of academic inadequate that is a terrible cross to bear. I would do everything I could to actually alleviate that in a given situation to take that pressure off that individual and invariably it revolves around **not telling lies** or re-inflating the given*

situation but by being honest with the person and having established the statement of the problem then to indicate the direction of travel from it.

To me I became a teacher because I was aware that it was a given teacher that turned my light on and made me aware of the power of the spoken word. **I became an army officer because I believe that what they did was great and good it was for the greater good and when I associated with other people it made me realise that they were people who had well established personal codes of conduct which then had a marked effect on the way they operated because they worked from, what some people call now, the internal compass. That's the way I feel. I know where I am and I know where I'm not and operating in any given situation I would be true to myself and my internal compass because that's the only way I think you could assist people** whether it be in development or education or business or in doing business between two people. I don't think you could, I personally, accept any other way of doing business, and I wouldn't do business with somebody I felt was insincere. So when I'm dealing with people I deal with people the way I would like to be dealt with. It certainly stems from the fact I don't like failure and I dislike people failing. I do like people to feel that they are one of the best and it's my responsibility to actually generate that, it's not just individuals it's up to me as the Managing Director of the company or the Company Commander or the Battalion Commanding Officer to actually infiltrate and generate that feel so that people can follow it"

During the interview the importance of trust was often mentioned. It was central to the individual's understanding of being a leader and illustrates what the individual perceives as fundamental to sustainable leadership.

*"I don't believe I could be an Army Officer for example unless I was **trustworthy** and if I look at my commission and scroll up I would find the word trustworthy in there quite a few times I would imagine. It's more important that the followship feel that I'm consistent and typical of my breed, I'm an Army Officer and **you can trust and Army Officer**".*

The individual was clear as to his own personal attributes that provided the foundation for successful leadership. He illustrated how success was achieved through the combination of leadership and team performance. This statement implies that the role of the leader is to facilitate group performance.

*"I keep coming back to the terms **honesty, sincerity, trustworthy** they to me are the foundation styles of leadership and how you apply those in any given different situation is imperative to success and I've glorified the term success, **success for people not just success for you**".*

5.2.3.3 Application of Mission Command I3

Interviewee 3 described the adoption and utilisation of Mission Command from an empowerment perspective. His earlier comments suggest that this is deeply embedded from a values perspective.

*“Mission Command has been a very important tool to me personally and it’s something that I **encourage and train** and develop with the employees of the company as well so that the various offices are now thinking in a Mission Command way and one particular point is where they are **taught to think in their own boundaries** so that they don’t have to keep coming back for more information or another set of instructions”.*

The style of leadership is inclusive and advisory, managing the culture and investing in individuals. The application of Mission Command had more to do with the leader’s personal attributes and developing the individual and team culture to deliver an empowerment methodology.

*“Instead of being out in front I think you have to **work from within the body of the people** that you’re working with and it’s all a question of **encouraging, showing and building the trust**. Your particular capability, we talk about headship and leadership we very rarely consider follow ship but the people are going to be following you. **Once you’ve established that trust with people and they know that you’re not going to make them feel inadequate** by your upfront sabre rattling pose but that you are approachable and that you’ll give them time to develop or you’ll let them bounce that question off you, you inherently feel then that the whole thing gains momentum. People are quite ready and quite comfortable in fact and quite keen to come and learn more from you. So it’s all about switching on*

the followship to you as opposed to leading them from the front and sometimes leaving them behind if you're advancing too quickly".

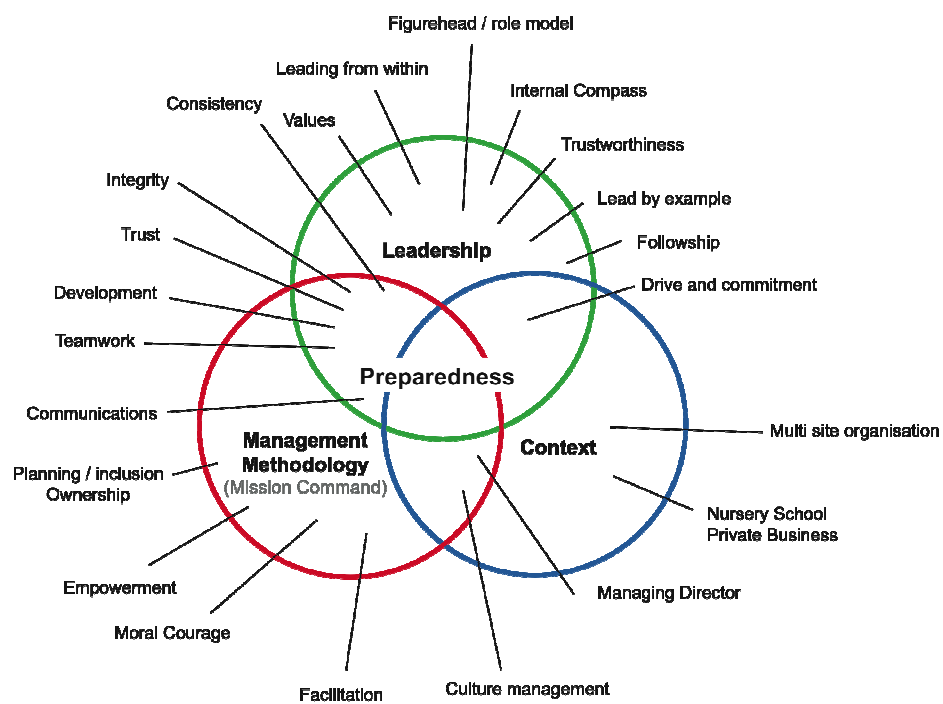
The interviewee felt that the adaptation and application was very much that of managing the culture, creating trust through setting and maintaining consistent standards that people could identify with. The development of a cooperative and cohesive culture that supported and promoted team performance was critical to the success of the individual's approach.

*"I think it's all about your leadership style it is about **facilitating and empowering**, you **create the environment** in which people operate which is to be warm, which is to be professional, which is to be **listening**, people have to be able to feel that they can gain **personal development** from working alongside another colleague, but at the same time you are **empowering people** to have the confidence to be the leader of the day and be the leader in their sector, their department, their project and that's where the momentum of the company picks up if everybody can actually seize on to that".*

The leadership was personified from a role model perspective, setting the standard for others to follow, the empowerment methodology enabled individuals to take decisions and act as a leader when required. The organisational culture became important is supporting and sustaining this culture of empowerment through the high levels of trust that had been established.

“What I felt my style needed in the particular of leadership and what I gave it was to some degree lead from the front almost as a **role model** and **encourage staff** to lead from the front; they were the leaders in their classrooms but they had to be the leader on the corridors of the school, in the meetings etc. What I needed to do was to **indicate the direction of travel**”.

Figure 24 I3 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.4 Interview 4 within case analysis

Interviewee 4 had held a number of senior staff appointments and is currently a second tour Commanding Officer within a training establishment.

5.2.4.1 Background I4

Interviewee 4 worked in a senior management role in a manufacturing organisation. The company produced specialist ball bearings and was undergoing a considerable amount of restructuring. As the organisation was quite small the interviewee needed to perform a number of tasks and posts within the normal running of the company. During the interview it became apparent that he was used as a project manager developing a number of new capabilities that extensively utilised change process.

*“I work for a small engineering company. There are about 50 people that work in the company. We manufacture white metal bearings which are a special type of bearing that go into power stations and large industrial plant. The role I have in the company is, it says Business Development Manager on my card but I’m actually a Chartered Engineer or Foundry Engineer but I get involved in all sorts of things that require a bit of brain or a bit of ability to think outside the box. I get all the **odd projects** so if we want marketing and we have **never done it before** I’ll do it, if we need a website I’ll do that. I get involved in design; I get involved in contract management also IT and manufacturing. So a whole range of things you’d expect in a small company but I get a lot of the things **that***

are new to the business, I bring new technology in to the business and I make it work for the business. New things that have to be dealt with, whether its quality standards whether it is business continuity management. I get the stuff that people are looking at a blank sheet of paper and don't know what to do about it.

5.2.4.2 Attributes I4

Although the interviewee did not discuss his own personal values he did allude to the aspect of capability that he felt his approach brought to the management process. The extract below demonstrates the perspective of change, and being able to bringing order from chaos. The systematic approach of military analysis and communication clearly has value in his current business position.

*“Being able to **bring order from chaos**, that’s the principal thing if there is whole load of issues trying to untangle a problem that tends to be where I see a strength by the experience that I got in the TA because you bring order from chaos and that’s what you have to do, it may take a long time but its **incremental steps** and a **structured approach** is often handy”.*

Interviewee 4 sees his own leadership style as being inclusive and mentoring, encouraging people and only giving direction when necessary.

*“**Leadership style is collegiate** I think is the word and this applies to my style in the TA as well in that if I’m in a leadership position particularly*

*amongst officers I would view myself as **the first amongst equals** rather than somebody who imposes will on people, I only would do that if it became absolutely necessary in other words if people were going completely down the wrong way it would be sort of “no, stop!” And re assign posting them, it would be more coaxing them and pink fluffy stuff than directive”.*

Again interview 4 thought that his personal values played an important part in his own leadership style, which also transferred across his personal and professional life.

*“The **core values** of **honesty** and **integrity** and so forth I find very important in my home life and work”*

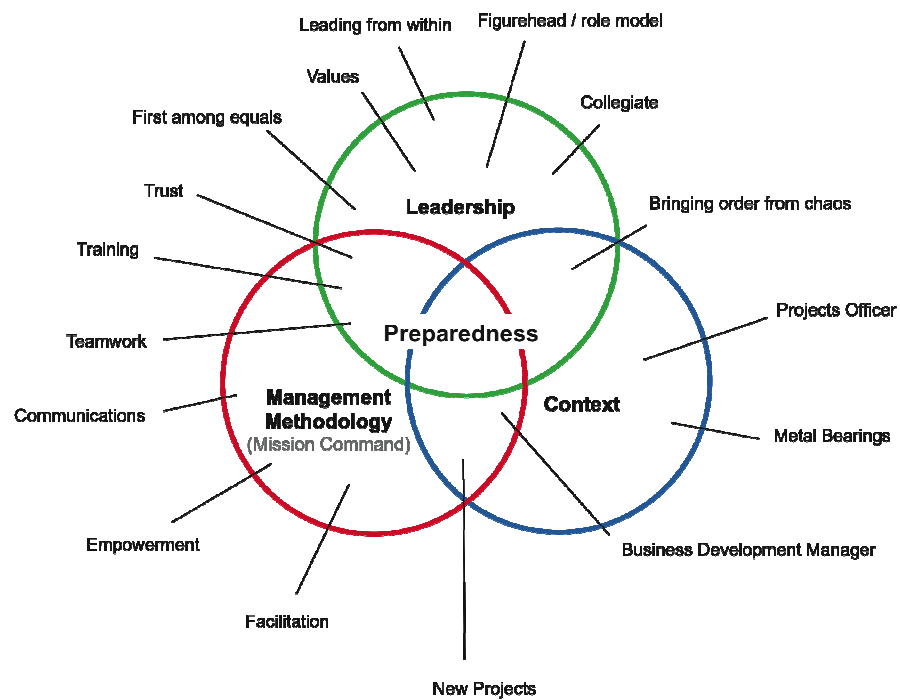
5.2.4.3 Application of Mission Command I4

Interviewee 4 had applied an adapted form of Mission Command to a number of his own business projects; however, he articulated Mission Command in a looser form of delegation and direction giving. The abstract of the interview below illustrates the facilitative method of leadership that he employed.

*“I’d say to that was knowing where we wanted to be and where we are now and telling the guy that was going to do the job, what needed **solving** what his **resources** were and the **time scale** to do it. Doing some **training** with him to equip him to do the job and then letting him*

loose to solve it in his own way. He came back to me occasionally with questions so that was in many ways perfect Mission Command ”.

Figure 25 14 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.5 Interview 5 within case analysis

Interviewee 5 was a senior officer who was employed as a deputy commander of a Brigade at the time of the interview. As such he had a wide role and significant influence on the Brigade and input into the role and structure of regional forces.

5.2.5.1 Background I5

He was a senior director with a local building society that had undergone a great deal of transformation and reorganisation in the past 15 years. He had a track record of innovation and change management and the outcomes of his leadership had clear benefits that could be identified and measured. It is interesting to note that he had multiple job roles in key areas of the business that was undergoing significant change.

*“I am one of eight directors of the West Bromwich Building society, which is the largest Building Society in the country. We have £7 billion in assets and are **growing rapidly**. The eight of us (divisional directors) run the business basically and report to 3 Executive Directors who are responsible for the business in all senses. It’s all split down into different roles in the society and I’m divisional director for **property** and that involves being a managing director of one of the subsidiaries of the group which is West Bromwich Homes, which is £110 million residential investment portfolio with about 870 houses all over the UK which is a full time job in itself, trust me! We derive around 5-6 million pounds profit a year which goes straight in to **the bottom line** of the Building Society so I actually deliver about a 7th of the overall profits of the Building Society from my little subsidiary. I also look after all the **Building Society’s infrastructure** with **Head Office**, that’s all its branches, warehouses and all the rest of it and we’ve got 50 branches and 2 administration offices and a warehouse. I have a facilities team and a number of outside*

*companies looking after that and I also do another role in the company where I am responsible for the **risk and security** risk on all valuations of property with which we then advance a mortgage.”*

Much of the interviewee’s role appeared to be project based and was transformational in style, he utilises a number of analytical processes but was still very much style driven. The project that the interviewee chose to illustrate his approach was clearly successful and comprehensive and, when set amongst his other responsibilities, it portrays a very dynamic and change orientated approach.

*“I almost permanently have a **role within all projects**. Let me think, the most recent one was I suppose the rebuilding of West Bromwich Homes Administration Team because when I took it over it was an eclectic mess of individuals who had not a Scooby’s of what they were doing and were making a profit by accident rather than by design. We produced a **project template**, I delivered a recommendation to the board which they accepted so the project was kicked off in September 2005 and it was a complete **review**, top down, bottom up type review the whole shooting match, what the **business was doing**, **why** it was doing it, **where** it was going, **what** it was doing it for, **what sort of profit could it make**, **what sort of profit was it making**, what the **processes** were, what the staffing **resources** were, the **relationships** with the outside world and all that sort of stuff. The project was called Project Ludo; I nicked it from the Army! Ludo delivered the **business back on to its feet** within 9 months with a*

*complete new set of procedures, new set of **service level agreements** for third party providers, **new staff, new system** and **computers** and new shooting match and its now seen a **30% increase in profits** whilst at the same time has **grown by 50%** in the overall size of the portfolio, just received its staff satisfaction score as the second highest staff satisfaction score in the group.”*

5.2.5.2 Attributes I5

Although the interviewee’s management approach and role specification were very directive and goal orientated he attributed a great deal of importance to values. The concept of setting and maintaining standards that in turn developed an operational framework for individuals to make decisions was an important foundation for empowerment. Developing a management style, which empowered individuals to make decisions, was paramount for his wide portfolio of projects.

“I think there is a whole bunch of other things such as values, standards, behaviour and relationships with people, awareness, fairness of treatment, a whole bunch of things that the army effectively does as a second nature, the heart of the Army, the military ethos. If you can bring that into a work environment, you stand out as a manager, you stand out as somebody who does things differently”.

The interviewee believed that developing trust and empowering individuals to make decisions as well as accepting responsibility for their own actions was

critical. It is interesting to note that he felt a key role of management is to create the environment that individuals felt they could develop trust, feel empowered and take decisions by themselves.

*“One is you’ve got to **give trust** to get it back so I let people get on with jobs, I don’t have a long screwdriver. I like to look at all aspects of the role but be clear about who is responsible for what and then allowing them to deliver it. You have got to give trust to get it back you **can’t just expect it** but I think that my biggest mantra is that it’s my job to **create the opportunity** for you to do your job although it’s not my job to do their job, their job is their own job to get on with, but I have to **create the right sort of environment** for them to do that, whether that be systems, pens and paper through to the right systems, the right mandate, the right service level agreements, the right processes and procedures, the right pay, the right everything, so they have got to feel like **the holistic environment** in which they work is correct and that it delivers and gives them the opportunity to then go and do their job. That and communication and fun. So I think its **opportunity, communication, fun and trust** that’s pretty much how I work my time”.*

The interviewee ascribed the development of his individual attributes directly to exposure to the military environment although he had clearly had a number of significant influences on their development over the years of business experience. The concept of honesty and integrity played a significant role in the leadership style as well as being a well-rounded individual. This may reflect

the concept of consistency that was deemed to be important in promoting a relationship where individuals developed trust.

*“Honesty, integrity you know, **trust**, being a **well rounded open individual** is absolutely vital but most of my attitude and approach, it’s probably a bit sad really but it’s been enormously influenced by the army, by the military generally just because of the way you approach things”.*

He goes on to explain why these fundamental attributes are utilised in his own management practice. The development of a “no blame culture” where people are encouraged to take risk and learn from mistakes is important in developing competitive advantage. The interviewee explains that it was the combination of the leader’s personal attributes which, consistently applied, develops the culture in which Mission Command can be adapted and applied in context. The interviewee explained that he felt that it was important to have natural values so that they would be consistently applied. This would suggest that leaders should be selected based on their values framework, or at the very least that the leaders’ values have a significant affect on how they will apply their leadership in practice.

*“Firstly people with **integrity, honesty, openness** you know, don’t have a **blame culture**, They are open and expansive and are happy to talk to anyone, at any level about anything. They are not that common so it does help in that environment and does contribute to what you do. Secondly, it’s not a slight on everybody else, there are people who have **integrity***

*and all the rest of it, but **it's the package** that you deliver rather than the individual bits that are important. The other thing is that generally **your values** and the way in which you operate and the way they contribute to your business shine through so you can be in some pretty awful situations yet you can make the best of it and not get all tongue twisted and stressed out and all the rest of it and still see the wood through the trees rather than being the other way round. Its' appreciated by your staff and you get a lot of **loyalty back** as a result of the manner in which you express your values on a regular basis because you are consistent. that's the great thing about having true **natural values, you are consistent** and that consistency therefore underpins everything you do and people will know, people will say go and see Steve because he'll give you a hand".*

The ability for the leader to develop and maintain trust became an increasingly important attribute that was mentioned at several points throughout the interview. The development of trust was fundamental to a team working approach.

*"I think trust is really important because I feel that without trust you can't deliver a **motivated, interlinked, interwoven team** and **team work** is critical to all of this. If you haven't got a team around you then you might as well give up. You might as well work on your own and **trust underpins** all that".*

5.2.5.3 Application of Mission Command I5

The influence of the military had been significant on the individual's management and leadership style. It was interesting to note that the interviewee directly ascribed many of the attributes they held directly to the exposure to the military. The linkage of military influence was clear however it is possible that the individual would have held many of his views regardless of his exposure to military thinking.

*“The Army has had a **significant impact** on my life whether it be **behavioural**, in the manner in which I behave and relate to other people, it's even adjusted the way I **dress**, which is ridiculous, I actually quite like cords and brogues which is bizarre. Right from that, right through to the **way I think**, the **way I operate**, the way I **perceive people**, the manner in which I **treat people**, the manner in which I **think about things**, my **whole approach** to life has been influenced”.*

The interviewee had utilised many of the analytical and planning tools that he had learnt through his own military experience, adapting the structure and language for the context. However, the goal driven behaviour was clear to see and well suited to a change management situation. Setting direction, managing group culture and promoting empowerment were central to his approach.

*“It's quite simple you know, what is **my intent**? What am I **trying to achieve**? What do I need to get there to do that? And Ludo was a classic example of that, I knew exactly where I needed to go it was just*

*getting there that was the problem. You then have to just **harness** your **resources** and just do it.*

The transference and adaptation of military thinking and specifically Mission Command was consciously applied to the non-military environment. The interviewee made several references to transference between the two contexts and gave a full example of how he felt he had managed a change situation to a positive outcome with comparatively little technical or functional knowledge of the organisation. This implied that individual staff had felt empowered to make decisions regarding the functional running of the department had provided the technical knowledge.

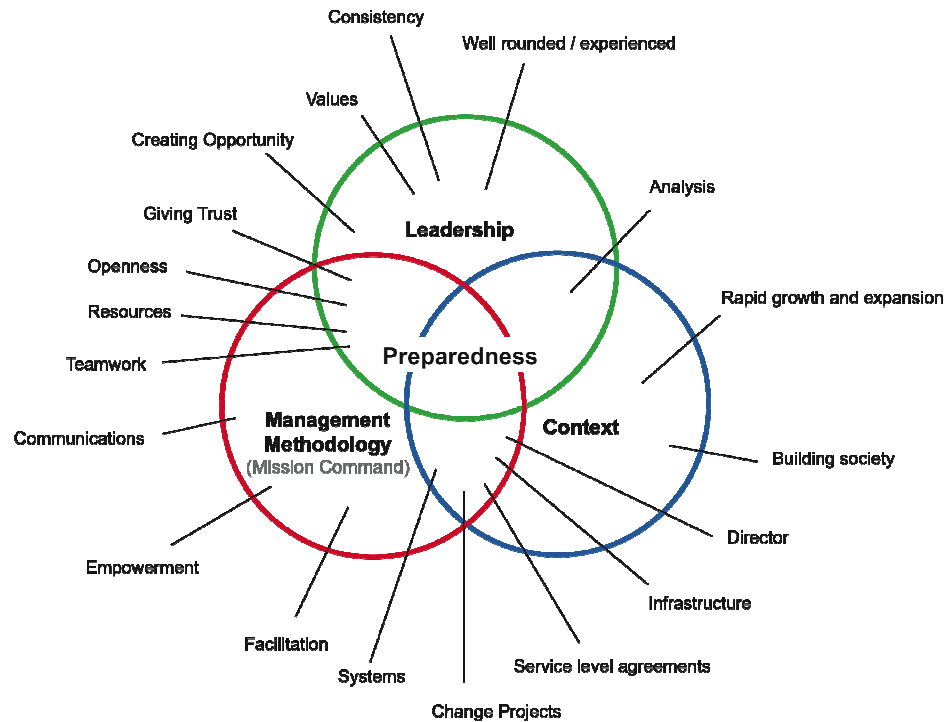
*“When I was in my previous company which was an organisation with 1000 staff, when we were building it 8 years ago the chief exec called me in and said you’re a chartered surveyor but **you’ve turned your hand to a few things** in life what do you know about underwriting, mortgage underwriting? And I said nothing and he said good, you’re just the man for the job you are now the director of mortgage underwriting. I realised and this is one of the **pivotal moments in life**, I realised that part of his problem was who running his underwriting department? An underwriter and guess what he couldn’t do, he couldn’t **release mandates**, he **couldn’t trust anybody**, he couldn’t give anybody **the task of the job**, he couldn’t give anybody **the responsibility**, he was always terrified that they would make a **mistake** and so what do you do, you promote your best underwriter to become head of underwriting and guess what, he’s*

*crap at it, so actually what you do is bring somebody in who knows absolutely nothing about underwriting and has to learn the top 20%, you don't need to learn the other 80% as long as you understand the issues. You can then **direct the resources** in order to achieve the issues. We went from having one of the worst customer service records to having one of the best in 18 months simply because I couldn't do it, I couldn't underwrite a mortgage, I still can't do it!"*

Interviewee is clear that he believed there are a number of cross-overs and that Mission Command had utility beyond the military.

*"Army doctrine has **cross-overs** between military and civilian life, you can see parallels all over the place. I think we are very privileged because we see both sides of that particular coin where almost any business man I know or work with,..... has a very polarised view of life and we have a de-polarised one which is nice".*

Figure 26 I5 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.6 Interview 6 within case analysis

Interviewee 6 is a senior officer who has commanded a major unit, been an instructor at Staff College and been a Deputy Commander of a Brigade.

5.2.6.1 Background I6

Interviewee 6 was a director within a utilities company, providing strategic leadership and operational management of a large division of this power company. He had been directly responsible for planning, developing and

implementing very large projects, which had involved a considerable amount of change management.

*“I’m the **Managing Director** of Energy Services, which is one of the four UK operating units of Eon UK. Energy Services is responsible for **three main types of energy service**, metering, supplying fitting and reading of meters for electricity and gas, connection of homes and businesses to gas, electric and water utilities. If you built a new house we’d connect it to the mains in the street, and then finally we have a small business which fits central heating and maintains gas central heating and also fits a lot of cavity wall and loft insulation. It **turns over about 400 million** a year and **I’ve got about 3600** staff and also employ on top of that about **2000 contractors** on a full time basis.”*

He was responsible for the planning and establishment of the Energy Services Division of Eon UK. The division was created from scratch and required a self-motivated leader who could develop rapid capability, and grow a regional diverse structure that had a comprehensive culture, processes and capability. It is interesting to note that an early emphasis was placed on managing the cultural parameters of the new organisation; the whole process appears to be very people focused which is developed throughout the interview.

*“Energy Services exists because 18 months to 2 years ago I was asked to do an **internal change project** and assess the **feasibility of creating** a business unit like this from parts of other businesses. I carried out the feasibility study and I decided to recommend to the board to do it and I*

*was then appointed Managing Director elect and asked to get on with forming it and I think then that the key thing was putting together the **staff** and **briefing them**, making them **clear** as to what their **roles** were, what their objectives were and giving them some critical meetings and **workshops**, actually **setting the tone** in terms of **objectives** and **purpose** and then **culturally** for the organisation”.*

5.2.6.2 Attributes I6

The individual emphasised the need for communications. He discussed his own perception of being able to communicate to a wide spectrum of individuals. As well as the ability to deal with pressure and behave in a consistent manner he highlights a number of values, which he felt were important, and the influence of role models from exposure to the military.

*“**Self confidence**, the ability to relate to all sorts of people. I’ve run businesses that have lots of hairy guys in overalls, fitters and so on but I don’t find any difficulty in going to them and **talking to them** as you would talk to a soldier, whereas my colleagues find that a more intimidating environment. I can quite happily **talk** to members of the Royal Family or Senior Executives in my own company. It’s about your **reaction to pressure**, the old Sandhurst business, there’s five minutes to change into several sets of kit, have your lunch and get back on the area. It’s that I have had that to thank during difficult contract negotiations with the Chinese who like to spin things out over several days. Models, conceptual models I mean, **tactics, strategy, and doctrinal models** I*

*found those useful, **rational decision making techniques**, estimate I think we've mentioned and things more on a personal side I suppose things about **values, integrity, self awareness** and **role models** as well. I've encountered a lot of good role models in army officers”.*

It is clear that empowerment played a central role in this individual's management and leadership approach. He felt that it was a fundamental requirement in delivering a successful outcome, not only within this project but also more generally across his management practice. The interviewee had completed an MBA and his reference to McGregor (1960) theory x and theory y management style is a reflection of his formal management training.

*“I don't think you could actually have a **management style, leadership style** involving **empowerment** if you didn't fundamentally feel that people were going to do the **right thing** when they went out of your sight. If your basic mind set about people is the x mind set - the bastards will do something if they are not controlled - then I don't see how you could adopt a Mission Command style. You've got to believe in **mutual trust** and peoples willingness to do a good job”.*

Interviewee 6 illustrated the need for trust and for honesty, implying a reciprocal arrangement that promoted transparency and effective communications. He also went on to articulate how trust was manifested in the tangible expression of recognition.

*“You’ve got to **trust** people to work **honestly** within the **objectives** you have set them and of course in the military mind they are **trusting** you not to fritter away their lives meaninglessly but in a civilian environment they are trusting you for lots of other things like **fair reward, reasonable prospects** and **promotion** so it’s still a **mutual thing**, you cant check everything of course so some of it just goes on **trust**”.*

The influence of standards and developing consistency was again stated as being fundamental in building trust. The ability to sustain a leadership position required a high degree of trust. He also alluded to the need to make tough and fair decisions, this can be linked to a process and transparent thinking / decision making process that gives an audit trail to how decisions are arrived at and is similar to the estimate process utilised within the armed services.

*“**Trust** is built by behaving with **integrity, consistency**, and by setting and maintaining high standards of **behaviour** and having to follow through on the **difficult decisions** where you know you have a choice between the **right and the expedient**. Its probably one of those truisms that it takes a long, long time to build up trust and you can quite quickly throw it away if you take the wrong action”.*

The concept of leadership is perceived as a position of privilege, a role that needs to be earned through performance. This perspective illustrates the military philosophy of leadership and is a powerful influence on servant leadership theory.

*“Leadership is a **position of privilege**, being in command of soldiers or leading people is a privilege which you have to **continually revalidate** and is therefore not to be **abused**. That would steer you from an integrity position away from any tendency to **abuse that trust**. It’s about trust, being in a leadership position, putting the **team and the objectives well before your own personal interests**. Are you familiar with level 5 leadership concepts? I think that its got elements of that as well you know it’s not about the ego of the chief executive and all this kind of you know does he have this larger than life style? **It’s about ruthlessly following through objectives and in quite a humble and modest way**”.*

5.2.6.3 Application of Mission Command I6

The interviewee adopted a very methodical and process driven approach towards management. He described the methodology of analysing the task and extracting his own interpretation of the task and role he needed to implement. The process of communicating his management intent had been framed within a formal and structured communications process that reduces ambiguity, however, it was also interesting to note the importance on the softer issues such as trusting people to do the right thing and empowering individuals to conduct their own analysis and implement their own interpretation of the plan within context.

*“I instinctively fell back on what we would regard as the **estimate process** of trying to **analyse** the mission and you know **decide** what was **important**, what was **my role** in the **wider scheme** of things and then*

*moving from that to produce what you would recognise as an actual **set of orders** for doing it, while as I **appointed directors** and **briefed** them do that in a Mission Command kind of context. You talk about Mission Command particularly I mean I'm just a complete believer in the concept of Mission Command not only the sporting philosophy behind it which is one of believing the best in people, **believing they will do the right thing trust and empowerment** and so on"*

The need for personal interaction, spending time with people, communicating directly and listening to feedback was an important aspect of his management style. This process of obtaining feedback develops an understanding of the operational context and how the plan is being implemented at the grass roots. The process then becomes a cyclic process as he reflects on feedback and adjusts the plan and gives direction in order to achieve the desired effect at the operational level.

*"So I do 33,000 business miles a year and it's horrible from the car's perspective but the reason I do it is because it's my office and I have only about 50 people in this building because this is the head office, this is where the directors sit but the remaining **3500 are out there in other offices in the field** and I spend my time between emails, driving **out just to say, you know, just show me what you are doing and just sit down with a call centre worker and say things like, how's things? Did you enjoy the party or what do you think of our terms and conditions? How long have you worked here?** Sometimes then when*

I'm going back up I'll be making 6 million decisions about our next IT scheduling software and I can just think well I have just spent a day talking with one of these guys and it just isn't going to work".

During the interview the individual emphasised the sense of responsibility as well as privilege that they felt they had in their role as the leader. This sense of personal responsibility was linked to the concept of servant leadership and the leader being part of the community of practitioners.

*"Sandhurst's "Serve **to Lead**' concept, is that you have an immense privilege of a position but with that **privilege** comes even **greater responsibility** for the **decisions** that you make, you know you've got **people's livelihoods in your hands** and the **quality of the life** that they have and that's determined by the jobs you decide and how you get them to work".*

Figure 27 I6 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.7 Interview 7 within case analysis

Interviewee 7 is a senior officer who had been an instructor at Staff College and held senior appointments developing doctrine and policy within the military. He was both an entrepreneur and a PhD in his own right and his work examining the application of military concepts within a business context had been published.

5.2.7.1 Background I7

Interviewee 7 has held a variety of consultancy posts involving change practices. His broad experience ideally positions him as a non-executive change agent. He applied his experience across a variety of industrial segments and his involvement was usually over an extended period.

*“I’m a professional **non-executive chairman**. Owners of small to medium companies employ me usually for about **5 years** which starts as a 3 year contract and is renewed annually to **effect some change** within the organisation so at the moment I am chairman of a National Town Planning Consultancy with 9 offices including one in Dublin which is growing at a rate of 25% per annum and has very ambitious targets for the year 2010. My job there is to **lead the board** and put processes in place that allows it to turn a very talented bunch of professional people in to a well-managed commercial organisation. My other Chairmanship is a group of call centres in the north of England and Scotland I **led the MBO** there just over 3 years ago and obviously my intention is to **develop that business** through **acquisition** and to make it **more effective** and **efficient**, more **profitable** and therefore to realise the **value** when we come to sell it. I also work for about a day a week for various boards in the charitable sector. I’m the **Vice Chairman** of the Sir Oswald Stoll foundation for the homeless ex- servicemen and I’m a **board member** of the McFarlane Trust and I’m also **Director** of a start up organisation helping a recent MBA graduate to develop a business idea and I spend a*

day a week at the Doctrine Concepts Development Centre (DCDC) in the military as a TA Colonel.”

5.2.7.2 Attributes I7

The interview explored many concepts and approaches and again the importance of personal values played a significant role in his personal leadership style and application of Mission Command. He explained that the application of Mission Command required trust in order to delegate responsibility. The nature of the change process required others within the organisation to enact the change on the interviewees behalf therefore the ability to influence and persuade people was paramount. Creating clarity and setting direction which was shared across the community of practitioners illustrates the leadership practice of leading from within the group.

*“**Mission Command is delegation** which is based on **trust** and ensuring that your subordinates know what your **intent** is, what it is that you are trying to **achieve** and I spend a lot of time making sure that people **understand** that, and in this project, with an LLP, because I’m not executive I have to rely on the executive team **to do the work for me**, it was very important to keep that **clarity** of the intent uppermost in their minds so that when we were seeking advice from the professionals and pulling it together and then presenting it to the partners and so on that it all hung together, all doing the same thing and **all thinking the same way.**”*

The need for constructive and transparent communications developed as a resonating theme throughout the interview. However, this was also underpinned through an inclusive and consultative style of leadership that built cohesion and maintained direction and a sense of shared goals.

*“So it was very **consultative**, very **open to suggestions and ideas**.”*

The importance of integrity as a core value surfaced several times. This value was seen as being fundamental from a business perspective. The individual felt that fostering integrity enhanced the trust that potential employees had in him and the advice he gave.

*“I think people employ me because they see me as having **integrity** and not being avaricious that’s to say if I’m employed on a particular basis I don’t immediately seek to featherbed that or try and get extra work from the position so I think it’s the **integrity** and the **clarity of thought**.”*

The interviewee felt that the consistency of his leadership helped to build trust. He felt that this could only be maintained if his leadership approach was grounded on his own values. When leaders are under pressure they often revert to values judgment for their decision but to maintain legitimacy they must be consistent with the culturally accepted conventions of the organisation that they lead.

“A leader is only effective if his subordinates or his equals for that matter that he may have to demonstrate leadership over, if they perceive that he

is **genuine**, that his leadership if you like **comes from the heart**, if they detect any **falseness** about him and what he is doing and so on and his leadership style then they will **suspect** him and there will be **no trust** and they will actually start to work **against** him. So your leadership has to be based on your **own personal characteristics** and **values** because if it is false then sooner or later it will become clear that there is a difference. **Effective leaders have all been utterly consistent with themselves, I can't think of anybody who has been successful as a leader who hasn't had that characteristic.**"

5.2.7.3 Application of Mission Command I7

Interviewee 7 had utilised military concepts throughout his senior management career, he had been heavily influenced through the time he had spent at Staff College as an instructor and believed in the concept of Mission Command. The application of military methodology was clearly illustrated in his concept of delegation combined with the focus on 'end states'.

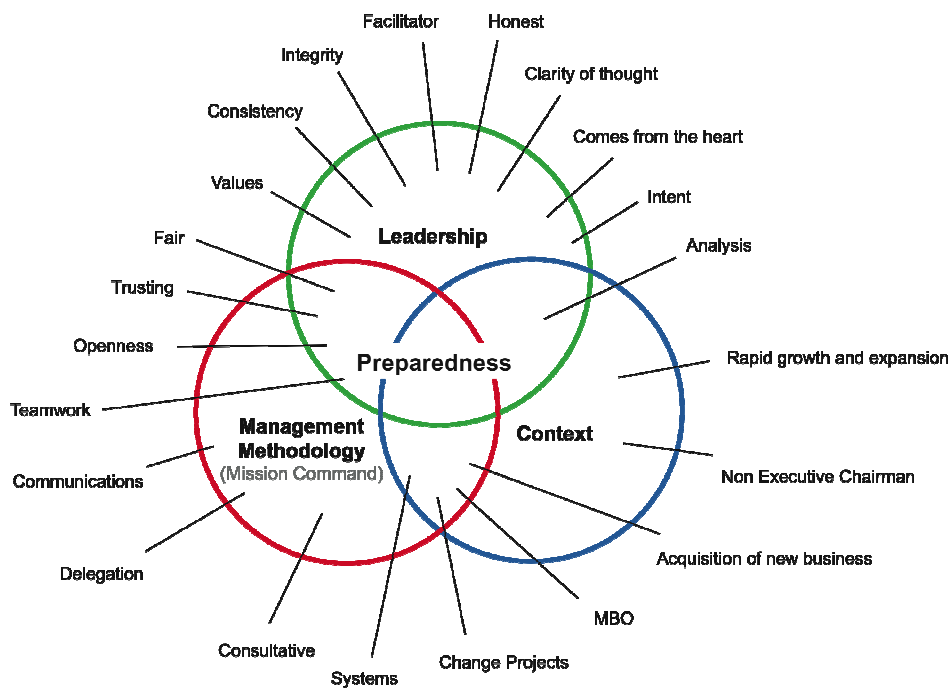
*"It's much easier to **delegate** effectively if everyone understands what the **end state** is and so I spend a lot of time working on that and that's a very specific way of **looking at the world.**"*

During the interview the adaptation of military concepts was evident however the key aspect was language. The application of concepts was dependent on a translation from the military to the business context. It was interesting to note

that the individual focused on the translation of military concept to the business environment but showed little evidence of the reverse application.

*“I think the military have a great deal to **teach** business but it has to go through a **filter** because some of the **language** is offensive to modern **civilian managers**.”*

Figure 28 17 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.8 Interview 8 within case analysis

Interviewee 8 has held a number of very significant posts throughout the TA. He has been the TA advisor of a Division and is currently holding one of the

most senior posts in the reserve forces. He has enjoyed an extensive and highly successful business career being both a partner in a major consulting firm and also an independent entrepreneur.

5.2.8.1 Background I8

For the purpose of the interview the individual described the post he held as the Managing Director of a company called Vertex. Originally the company developed from a utilities background and numbered between 600 to 700 people. The project was a change programme that aimed at integrating the technology division more closely with other aspects of the business and growing the value of the business for eventual disposal.

*“The organisation structure that was in place for the technology function within it was **dysfunctional** to say the least and this technology function within Vertex was there to provide technology support to the rest of the Vertex business. I get the distinct impression it was the island in the stream, it was a technology island within a bigger organisation and it wasn’t **interacting** in the way that it should perform and there was a certain amount of animosity towards it. I commissioned a project called Project Phoenix for obvious reasons to **realign** it and give it **focus** and purpose and to put in place an organisation **structure** that supported the rest of the business so I set up a project team of about 4 or 5 people, let them know what I **intended** to do and set them off to do what I wanted them to do. Give them a little bit of **steer** but **empower** people to go out and **think outside of the box** because I always find that if you work as a team with a*

***single purpose** and a **single focus** you will get better results providing your actually **trust** them to a certain extent and it works extremely well. That business was then **sold** in January this year for just over £400 million.”*

5.2.8.2 Attributes I8

During the interview the development of culture was highlighted. This was identified as being key to establishing a questioning, challenging approach that produced better solutions. The ability to ‘think outside the box’ was attributed to the confidence to explore ideas without fear of making mistakes. The ability to build and sustain trust was again highlighted as fundamental to the change process and required consistent behaviours from the leader.

*“I was trying to do was build up a **culture** where people could challenge **and think outside of the box** for a **common purpose** and make them better people effectively, but ultimately leading to better team work and better output”*

*“It’s about **trust**, I keep coming back to this thing about trust. Trust is something that you have to **earn**, trust is something that you have to **build up**”*

The attributes that build a culture which values and promotes strong trust bonds was ascribed to a set of defined values, which are both personal and transparent. It is interesting to note that the individual identifies these values as promoting dialogue and exchange, individuals contributing ideas and preparing

to defend their views. The extract below also illustrates how the interviewee perceives mistakes. If they are honest and made with the best intentions it is an acceptable aspect of empowerment.

*“**Loyalty, integrity, honesty and moral courage**, a lot of people prepared to stand in the doorway and argue their case and I also believe that if someone **believes** in something they should stand in the doorway and **argue it**, have the **courage of conviction** to actually **follow it through**. Everybody gets **things wrong** and we can’t get things right 100% of the time”*

5.2.8.3 Application of Mission Command I8

Interviewee 8 described his change programme methodology as being through understanding his superior’s intent and the examination of the wider context. The individual develops a plan assigning individuals key aspects, setting the direction and driving the key aspects forward. The process of delivering change was dependent on creating a focused team that trusts each other and has clear goals and milestones.

*“It’s all about **empowerment**, its all about getting inside the other commander’s thinking process and his **intent** and his **main effort**, but specifically my mind getting inside the Chief Executive’s **mindset** so I then understood the **mission** or the **aim** for Vertex, parse it and having done that and extracting that and turning it in to something which I could use and then permeating that down into something for my subordinates*

*to work on. Leadership is the key here; let them get on to **make the mistakes** and to learn from them. If I hadn't been schooled in that way I think, in management and leadership I don't think I would have been able to do it. It's about **trust**, I keep coming back to this thing about trust, trust is something that you have to earn, trust is something that you have to build up. I'd only been in place for a couple of weeks and wasn't actually sure about these guys so I did keep an eye on them so that they were actually **delivering** and that I was getting what I was **expecting** to get and I did."*

The concept of planning and direction setting was explored which illustrated his approach as a wider vision, creating the framework from which individuals could analyse their own aspects of the vision and develop their own direction within the leader's intent.

*"Very **open, directing** but **open**. I told them what I wanted to do, gave them an idea of what I was trying to do, gave them a **shape** and **vision** for the **future** and then **let them get on with it** but at the same time I had an open door policy. If they had an issue or if they wanted some helping working something through **my door was always open**".*

This process was explained in greater detail and attributed to a military methodology. The interviewee also compared his view of the military from a non-military culture where the sense of ownership and responsibility acceptance was perceived as being different.

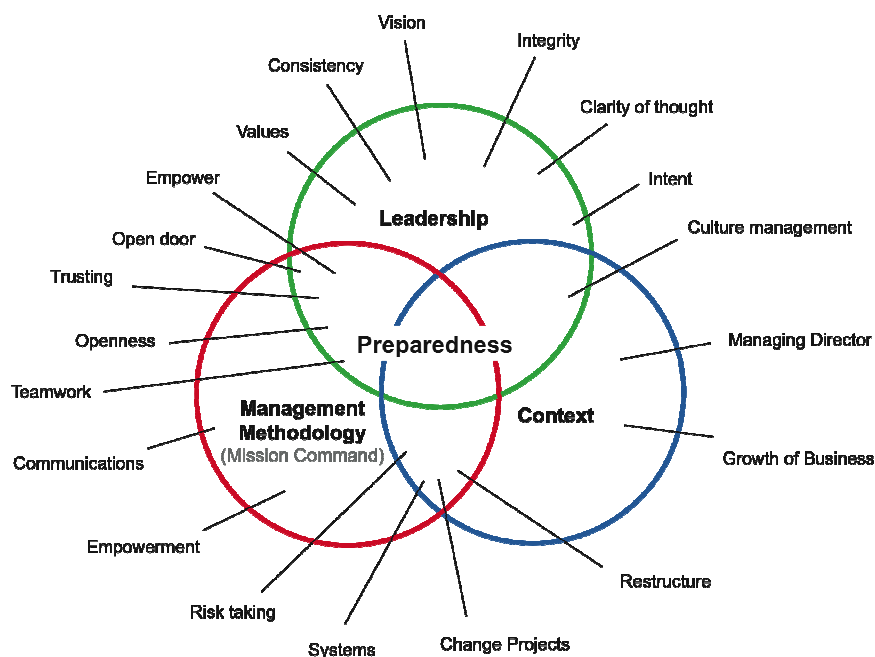
*“I suppose the **Military Ethos** is that we **empower** people we allow them to go and lead and we encourage **initiative** and we encourage people to **think outside of the box**. British Industry unfortunately is very much Teflon coated suits. They are not prepared to **accept the consequences of their actions**”*

During the interview the interviewee described the benefits of military training in greater detail. He examined how the TA officer may apply key military methodologies in a non-military environment. Much of the transference appears to be humanistic and stresses values that develop and promote trust, it is from these foundations that individuals can be encouraged to accept responsibility and take the initiative, in short to accept risk.

*“I think that the **leadership techniques** and the **leadership training** that the TA Officers get prepares them very well for the big bad world out there but then having learned that they'll **modify** those techniques **to benefit private organisations** and then bring **them back into the TA again**. They **probably don't realise** that they are actually doing but they do do that. A guy who works for KPMG five days a week turns and goes click on a Saturday morning and does a completely different job for Saturday and Sunday and he happens to be an officer. The styles that he adopts at the weekend might be different from the styles that he adopts or would use during the week but there is a **common thread** all the way through, an **interest in human beings, trust, mutual support, working together as a team** all the good stuff that the army encourages. Teaming as a word in*

*British Industry to me just does not exist. My impression is that industry tends to be very self-centred with very little sacrifice whereas in military ethos it's different; we get best effect when we are working as a team and there is a certain amount of giving as opposed to taking which I don't see out in the big bad world. It's **different cultures and different values**. I think we move our cultures back and forward between the military and civilian world and vice versa and I think if it's done properly it can be quite a **powerful force**".*

Figure 29 18 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.9 Interview 9 within case analysis

Interviewee 9 was a senior academic and is well known to the public through numerous television programmes. He enjoyed a highly successful TA career where he commanded a Battalion and subsequently rose through the ranks to become the most senior TA officer in the British Army.

5.2.9.1 Background I9

He had recently established a new academic course that was a comparatively new field. Although resilience had been a Governmental responsibility for a number of years it has become a high profile issue since ‘the war on terror’ changed the face of domestic security. He holds a number of other posts which like so many of the other interviewees illustrates a wide spectrum of interests.

*“Co-**director** of the Security and Resilience Centre, which is an academic department, which is part of Cranfield University which in itself is part of the Defence Academy of the United Kingdom.*

*I am principally there for running a full time masters course in global security. In addition to that I am **President or Chairman of 6 organisations** which are voluntary and the most significant of them is probably the British Commission of Military History which I am president of but they include things like the battlefields trust and I run a small charity which is raising money to restore the farm complex of Hougoumont on the field of Waterloo. I’m a fairly senior **Magistrate** and*

*I've been one for 20 years and I chair when I sit. I also write and make **television** programmes”*

5.2.9.2 Attributes I9

During the interview there was a strong emphasis on the humanist evaluation of the individual. The concept of valuing individuals for their contribution rather than their background became a clear theme throughout the interview.

*“I believe that we should **value** people by listening to what they **do** rather than what they **are**”*

There was an emphasis on training, empowerment and creating a culture of trust. It was interesting to note that transference of these attributes from a military to a non-military context was considered a personal approach rather than a conscious application of a military methodology.

*“I am, I believe by nature one that needs to **train, trust and empower people** because if you train, trust and empower them then you can actually tell them what you **want them to do**, what you want them to **achieve** rather than how you want them to achieve it. That's a truth so self evident that I'm not sure whether it came from the military or not but I would find it very strange in any of my civilian capacities to deviate from that except perhaps in circumstances when I'm dealing with people who have no **commonality of thought**”*

Interviewee 9 discussed his own belief that his values played a significant part in his approach. He ascribed his values framework to both a social background (Christian values) and also role model exposure. The two concepts are interlinked between what society values and what the individual values however it may have wider implications for cross cultural leadership models and how trust is established.

*“I’m not sure whether I believe in **God** but I’ve got a set of I suppose **Christian derived values**. It doesn’t mean that I adhere to them all the time because there are lots of issues on which I have more of a struggle but I couldn’t live without them. I am conscious of when I come to the **edge of the value envelope** and I think the need to have **moral tussles** over what you do and how you do it are very important and I often used one of the finest men I know, my company Sergeant Major when I was company commander and I often thought that if I could **explain** something to Jeff Fairfax it’s OK, if I couldn’t explain it to Jeff Fairfax then I ought not to do it. So I’ve not only got my **moral values** but part of my **moral landscape** consists of the **opinions** of people whose **judgement I value** and ultimately **I would rather be judged as a straight bloke than a successful one.**”*

This explanation of his values framework was further expanded by how his values underpinned his own credibility. Again, the individual believed that consistency was important in establishing mutual trust.

*“Trust is the belief that you are working for somebody who is **honest**; **trust** is the belief that another person is honest, that they have a set of **values** from which they **will not deviate**, that if they tell you something it **is true**”.*

The interviewee explained his values from a personal perspective. He felt that his approach was based on how he would wish to be treated, and this was grounded on both personal experiences and his own values framework.

*“I’d sort of been brought up in a fairly **traditional** environment and I believe that **you should do what you said you would**. You should turn up for things on time and you **should treat people the way that you would want them to treat you.**”*

5.2.9.3 Application of Mission Command I9

Interviewee gave examples of his own interpretation and how he applied military methodologies in his own day-to-day work. The humanistic, personal approach was very much to the forefront of his management practice although it is interesting to note the position that was adopted to delivering unpopular or controversial news; this conflicts with military philosophy.

*“People have got to **trust me**; if people don’t trust me then **I’m nothing**. If I did things that people didn’t trust however could I **explain it to them**? **You ought never to do anything that you’re not prepared to explain** to the organisation what it is. It may be that some of the things that you need to explain are not good. We’ve just had a 50% cut in our*

*administrative staff which I think was a bad idea; it was a bad idea and it was done for short term reasons and I deplore it. I couldn't stop it happening but it's happened. I'm prepared to work with the decision but I'm not prepared to tell people that it's a good idea because I think it's a rotten idea and what we have had to do subsequently is work below par because of what has happened. If I had toed the party line and said this is really great and I can see why we've done it I would be a liar and people would know that **I was a liar** and surely I've got a much better chance of **leading effectively** if I say look this isn't a good situation but this is what it is and we must play the ball as it lies."*

During the interview both the methodology and also the philosophy of Mission Command were explored. It is interesting to note that he describes Mission Command as an adaptable empowering methodology that requires trust in order to execute effectively whilst the adoption of such a methodology also creates greater commitment and involvement from the individual constituency of the community of practitioners.

*"It seems to me that Mission Command is important for two things. I think firstly because it means that you can move, you can **get things done quicker**, it enables you to **maintain tempo** because you don't need to **clear decisions** made all the time, it means that people can get on with what they do best without the constant need to **refer things back**. The second thing is that I think it helps get an extra percentage of quality out of **peoples' performance** because they feel when they are personally*

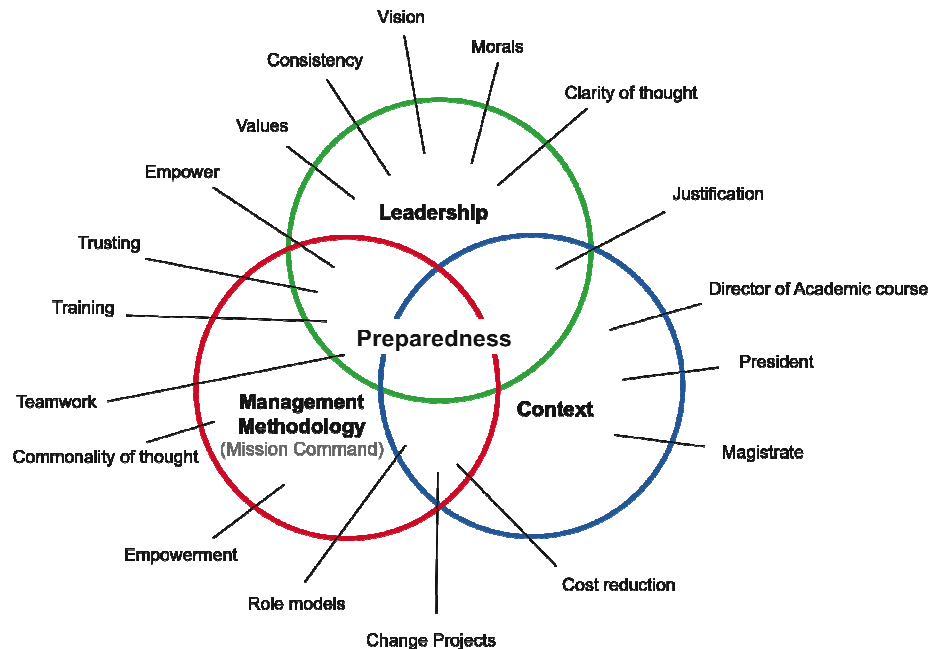
good and when the system is good they feel **personally engaged** and **personally committed** to what they are doing. In my youth, my dad died when I was 18 so I worked myself through a succession of universities by doing manual jobs in my spare time, you know. I turned up at 8 every morning and left at 5 every evening, I did exactly what I was meant to do during that time and **I invested none of me** in it at all. I mean I didn't just lie down on the job but you know I did what I was paid for and did no more and actually **there is a human desire amongst most people to engage with what they do in their life** and if you get Mission Command right you are actually **empowering people**, you are saying to somebody;

"I trust you, I find you valued and valuable. You are valued by me. You are valuable to me and I demonstrate that by enabling you to the extent of your capacity to contribute without being told to do so".

This last powerful statement summarises the individual's approach and personal beliefs, and expresses his view why values were important to an organisation.

"I would say that one of the reasons why some civilian organisations are better than others is that they do have values and they do get the people that work for them to share those values, I think we need values to share, I think human beings are complicated creatures and I think we are at our best when we have values to hang on to".

Figure 30 19 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.10 Interview 10 within case analysis

Interviewee 10 was a senior officer who was commanding an OTC (Officer Training Corps); he has been an instructor at TACSC and was previously a regular Naval Officer before joining the TA.

5.2.10.1 Background I10

Interviewee 10 had held a number of posts that involve change management. He had specialised in developing support functions that were more integrated and responsive to the core business function. He described his present role as being;

*“**Head of commercial management** for the commercial team in Royal Mail’s Engineering Department. That involves running a number of small teams on supply management, customer management, our secretarial support, and our financial support, so a **diverse range of activities**”.*

During the interview a project was described which involved change at a number of levels, not only were there external contract considerations with a long standing supplier but also an internal reorganisation which involved a change in working practices. The project had significant implications for the business cost base and required sensitive intervention.

*“**I led on a project** which was to do with moving how we took spares into the organisation for some of the major automated machinery used for mail sorting. This was a project that had its inception in the fact that a particular supplier raised their prices, not just in line with inflation as we expected, but in such a way that would impact on us as a particular customer and was an **increase of up to 13%** on certain products. That of course meant that we decided to re-examine the whole way we sourced spares for these particular equipments and our relationship with this particular supplier, the supplier being a European manufacturer who supplied us through a UK presence.”*

5.2.10.2 Attributes I10

Interviewee 10 discussed the importance of leadership establishing the ‘tone’ or culture of the organisation. He attributed a significant importance to having

clear and transparent values that promote a way of working and interacting throughout the organisation.

*“If people **respect** you, if people believe that you are **truthful, honest** and you will **back them** up in a **crisis**, then yes, you will get a lot more out of them. The higher up in an organisation you go, I think the more important those **values** become. You set the tone as well, in the same way that when a battalion goes wrong or a regiment **goes wrong**, regardless of who has gone wrong within it, the tone has been set by the CO and the CO takes some **responsibility**. I see the same within my team and my organisation. I set the tone for my team. If they do anything wrong, then that is because I have even tacitly given the **impression** that that is something that it is **acceptable** to be done.”*

During the interview the relevance to values and building trust was explored. It is interesting to note that the interviewee felt that knowing what was the right thing to do was an inner subconscious analysis that was based on a foundation of values and culture.

*“**You think it’s wrong, it probably is.** So if you’ve actually put a set of **values** in place that somebody’s **instinctive** reaction is ‘I probably shouldn’t do this,’ then they are probably **right**, without them having to look in a book or check the policies of the organisation. **It should be instinctive, the right thing** to do should be instinctive.”*

The linkage between trust building and an empowerment management style was viewed through the perspective of accountability. The interviewee felt that accountability could not be delegated but the responsibility for action and decision-making could. This enforces the concept that trust was a two way process which places the biggest risk on the leader rather than the subordinate.

*“If you are delegating things to people you have to **trust** them, that they are going to be able to use their **skill** and **judgement** sensibly to be able to deliver that. The other thing about good sensible and true **delegation** is that you have not delegated of course the **accountability**, and therefore the people you are delegating to have got to trust that if it does go wrong then you are going to **back them up**, you are going to **support them**.”*

The interviewee further elaborated on his own view as to how trust and empowerment was supported through consistency. He explained that once a decision had been made he would not deviate from that decision unless new information came to light. Through this process a foundation of reliability and positive direction could be established which gave his subordinates confidence.

*“It’s about being **co-operative** and **collaborative**. It’s also about being **transparent**, that you are someone who will make decisions and **stick** to those sensibly, you will **change your opinion** if **new data** becomes*

*available, but you are not someone who will tell whoever you are talking to at the time what they want to hear, even if it contradicts what you have told someone else – you have got to be **consistent**. And also you mustn't blow around in the wind. When you make a decision as I said you stick to it, unless the information that comes to you makes your **decision invalid**. Then you must have the **moral courage to change**.”*

The consistency of leadership style and decision-making was supported through a sense of values integrity that requires moral courage to maintain. The interviewee suggested that maintaining a clear values framework was at times very difficult and required the leader to take at times unpopular decisions but decisions which were the right thing to do.

*“The hardest form of courage is **moral courage**, and if you can be seen as someone who displays moral courage, that is a very good way of **building trust**. It's always nice to do the easy and the popular, it's never nice to be sat there telling someone that actually their **performance** isn't up to it, and actually they really need to do something about it.”*

Interviewee 10 felt that his role as a senior manager and a leader of the team was to solve problems and make decisions on behalf of the team. This function also supports the concept of accountability by making important decisions directly reinforce the sense of ownership.

*“I have a strong dislike of the expression ‘I don’t want to hear problems, only solutions’. Actually the **role** of senior management is **to deal** with the **problems** that your subordinates cannot deal with, otherwise they will just hide things until they become bigger and bigger problems.”*

5.2.10.3 Application of Mission Command I10

The individual felt that he utilised a great deal of military practice in his civilian career, although not explicit to Mission Command many of the phenomena described formed constituent elements of the methodology which enabled Mission Command to be effective. It is interesting to note the ability to direct individuals who have greater technical knowledge whilst retaining a leadership position and being able to make decisions based on their experience is key to their leadership approach.

*“One is **confident**. Your confidence and ability to both **direct** people who have more **experience** or **knowledge** in a certain area than you do – a thing you have to do a lot of in the military, and also to stand up in front of audiences and be able to speak coherently and sensibly about things and in a persuasive fashion. The other one I find is your **capacity to decision make**. It is remarkable how often organisations actually **avoid making decisions**. A huge amount of discussion goes on and everyone has an opinion, but when you want to pin someone into a corner and say ‘yes, but what are we going to actually do?’ decision making is not really relished in a non-military environment although being something that comes naturally to a serving officer. And the last one, and this should tie*

*in quite neatly to what we are going to discuss anyway, is your capacity to **delegate** and understanding how delegation should truly be done as opposed to just **dumping work** on other people.”*

The concept of leading a team who had greater technical knowledge and in some cases more operational experience was further explored during the interview. The interviewee gave examples how he needed to engage members of the team using leadership rather than authority or technical knowledge. The interviewee approached the task as a method of facilitation and coaching, identifying useful suggestions and recommendations from the team and building these contributions into a coherent direction.

*“Certainly in this project where I was **not an expert** in warehousing, I **knew nothing** about the spares suppliers I was dealing with, what the previous relationships had been, so actually having a project where we were going to take stuff from a supplier’s warehouse, start our entire own warehouse operation, change the way we were going to bill, change the way we were going to deal with repairs, required **me to deal with a number of experts to direct their efforts**, but also in such a way that if **they had the bright ideas, they knew** whether those bright ideas tied in with what we were trying overall to **achieve**, or whether they were going off at a **tangent**.”*

The interviewee felt that his interpretation and application of Mission Command enabled him to more effectively manage the project through the

engagement of the talent of the team. Through engaging the team in the wider context, building trust and developing effective communications he felt that they could produce a more robust solution to the problem.

*“The beauty of Mission Command, the idea that you are giving the purpose behind the activity, you are not just saying to someone ‘go away and lick a pile of envelopes’. You are actually make it **clear** what you are **trying to achieve** and therefore their **capacity** to use their **own initiative**, to make sure that the aim is achieved even though the activity you have set might **not be achievable** in the **way that you thought**. So I think it gives us a **structure** and **control** around **delegation** which makes delegation a much more **effective tool**.”*

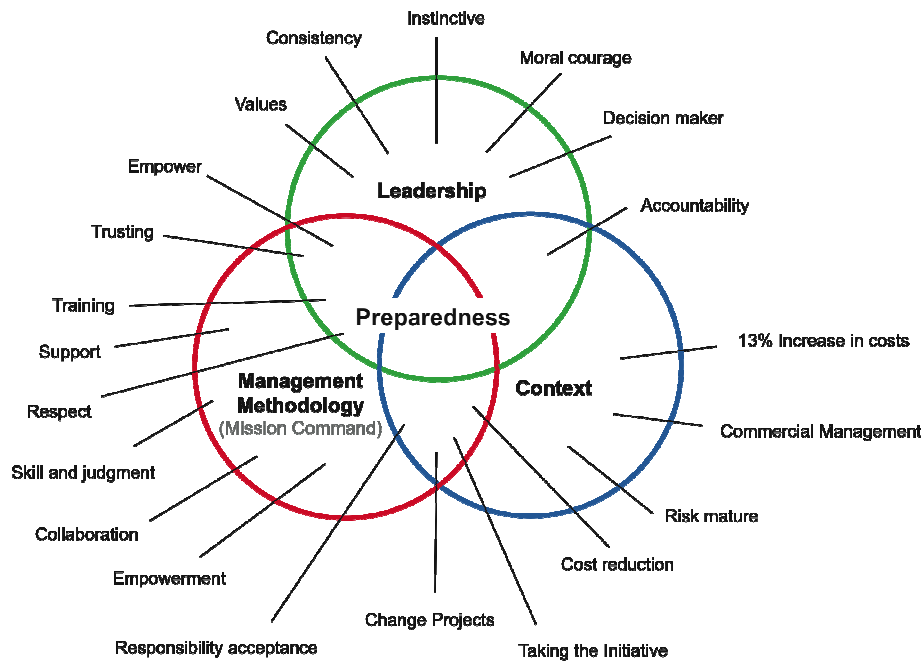
The interviewee felt that he did not own the answers but rather used the methodology to produce rich solutions based on collective knowledge and willingness to share their experience and insight. The role of the leader was to create a culture through transparent values and be prepared to make decisions once the options had been explored.

*“The most **satisfying** thing for me is when somebody turns round and says, ‘well I’ve thought about this David, and I think if we do it this way, this will **achieve** the **effect**’. And you are thinking, gosh you’re right actually, and all you are doing is **rubber-stamping** other people’s bright ideas.”*

The interviewee felt that Mission Command methodology inherently accepted risk; this needed to be imbedded within the culture of the organisation. The concept of reducing risk and making the concept of risk more acceptable to the organisation through training and mentoring was explored throughout the interview.

*“The more **risk mature** you are the more **trust** you have to put in and give to your subordinates. In a truly **risk mature organisation** it also means that you are supplying the **training** and **support** they need in order to be able to deliver – all of those things must **link together**. You can’t just send someone off, tell them you trust them, tell them to crack on, and then be surprised when it all goes wrong because you haven’t put the **mechanisms** in place to assist them and allow them to achieve their best. You either don’t trust people or you say you trust people, and then when it goes wrong you say well, actually risk wasn’t acceptable – when it’s all a bit late by then.”*

Figure 31 I10 Summary of interview themes mapped against literature foundation



Source: Compiled by the Author

5.2.11 Summary of in-case analysis

The examination of each case allowed for a more in-depth investigation into the phenomena of Mission Commands utility beyond the military and a clearer understanding as to how the concept had been adapted and applied in a variety of contexts. Throughout the in-case analysis a number of themes emerged, these themes are highlighted and discussed in the following section and are summarised in table 7 below

Table 7 Summary of emerging themes

Emerging themes	Level of indication	Example evidence
<p>Context</p> <p>Context was understood to be volatile and complex. The ability to manage their context was assessed as being limited without direct engagement in the changing nature of the environment.</p>	<p>There was a high level of agreement across all the interviewees that emerging context could not be controlled but needed to be managed.</p>	<p><i>“The army had to learn to live with and exploit chaos, not seek to control it”</i></p> <p style="text-align: right;">Leistenschneider (2002)</p> <p><i>“Being able to bring order from chaos, that’s the principle thing. If there are a whole load of issues in trying to untangle a problem that tends to be where I see a strength from the experience that I got in the TA because there you bring order from chaos and that’s what you have to do”</i></p> <p><i>“Boldly embracing the void, knowing that out of Chaos’ dark depths we have the strength to give birth to order”.</i></p> <p style="text-align: right;">Wheatley (1999)</p> <p><i>“You think it’s wrong, it probably is. So if you’ve actually put a set of values in place that somebody’s instinctive reaction is ‘I probably shouldn’t do this,’ then they are probably right, without them having to look in a book or check the policies of the organisation. It should be instinctive, the right thing to do should be instinctive.”</i></p> <p style="text-align: right;"><i>Source: research interview I10</i></p>
<p>Communications</p> <p>Communications was identified as a critical requirement in establishing understanding of the wider context and commitment to achieving successful outcomes within the change</p>	<p>There was a high level of agreement that communications was essential.</p>	<p><i>You are actually making it clear what you are trying to achieve and therefore their capacity to use their own initiative, to make sure that the aim is achieved even though the activity you have set might not be achievable in the way that you thought.</i></p> <p style="text-align: right;"><i>Source: research interview I10</i></p>

programme.		
<p>Management Methodology</p> <p>All the interviewees felt that their management approach promoted decentralised decision-making through empowering staff, based on careful communications of intent (sharing the wider context)</p>	<p>There was a high / moderate theme of management methodology approach, Although all felt decentralisation of decision making was essential, the variations in business structure and market volatility dictated the level of emphasis placed on the exact nature of decentralisation.</p>	<p><i>“So I think it’s all about your leadership style. It is about facilitating and empowering. You create the environment in which people operate which is to be warm, which is to be professional, which is to be listening. People have to be able to feel that they can gain personal development from working alongside another colleague but at the same time you are empowering people to have the confidence to be the leader of the day and be the leader in their sector, their department, their project and that’s where the momentum of the company picks up”</i></p> <p>Source: research interview I10</p> <p><i>“In my youth, my dad died when I was 18 so I worked myself through a succession of universities by doing manual jobs in my spare time and this was the very “Befehlstaktik”²⁶ argument, you know I turned up at 8 every morning and left at 5 every evening, I did exactly what I was meant to do during that time and I invested none of me in it at all, I mean I didn’t just lie down on the job but you know I did what I was paid for and did no more and actually there is a human desire amongst most people to engage with what they do all their life and if you get Mission Command right you are actually empowering people,. You are saying to somebody “I trust you, I find you valued and valuable, you are valued by me, you are valuable to me and I demonstrate that by enabling you to the extent of your capacity and the capacity of Mable in the post room will be less than the capacity of Rupert in the Board Room but I enable you in your capacity to contribute without being</i></p>

²⁶ control by detailed order or command push

		<p>told to do so.”</p> <p style="text-align: right;"><i>Source: research interview I10</i></p> <p><i>“If you do empower people and truly empower them so that you can’t stop it if it goes wrong, you usually get back more than you thought”</i></p> <p style="text-align: right;"><i>Source: research interview I10</i></p> <p><i>“I suppose the Military Ethos is that we empower people; we allow them to go and lead and we encourage initiative and we encourage people to think outside of the box. British Industry unfortunately is very much Teflon coated suits. They are not prepared to accept the consequences of their actions and that I think sometimes encourages the wrong behavioural styles”</i></p> <p style="text-align: right;"><i>Source: research interview I8</i></p>
<p>Trust Building</p> <p>Trust was identified as being critical by all interviewees; they also felt that the leader’s ability to build and sustain trust was important in effective leadership.</p>	<p>All interviewees felt strongly that building trust was essential in their approach, therefore there was a high level of agreement across the sample.</p>	<p><i>“If you are delegating things to people you have to trust them, that they are going to be able to use their skill and judgement sensibly to be able to deliver that.”</i></p> <p style="text-align: right;"><i>Source: research interview I10</i></p> <p><i>“Making sure that within your team you can underpin any weaknesses that you may have or other people may have and both in the military and in business that word trust is absolutely fundamental. Without it and certainly I would use the word integrity, without it you have nothing. Without trust, people trusting you and you trusting others, you build in mistrust, you build in complacency, you build in a lack of understanding and before you know where you are you’re probably like West Ham and despite the fact they’ve got 11 fantastic footballers they are failing to achieve anything because they are not working as a unit, they don’t trust each other and they don’t understand what they are trying to do”</i></p> <p style="text-align: right;"><i>Source: research interview I2</i></p>

		<p><i>“Trust is built by behaving with integrity, consistency, by setting and maintaining high standards of behaviour and having to follow through on the difficult decisions where you know you have a choice between the right and the expedient. Its probably one of those truisms that it takes a long, long time to build up trust and you can quite quickly throw it away if you take the wrong action”</i></p> <p style="text-align: right;"><i>Source: research interview I6</i></p> <p><i>“Absolutely critical and I’m very careful not to do anything that could be mis-interpreted or could appear to be untrustworthy or to be advantaging myself”</i></p> <p style="text-align: right;"><i>Source: research interview I7</i></p> <p><i>“You’ve got to trust people to work honestly within the objectives you have set them and of course to the military mind they are trusting you not to fritter away their lives meaninglessly but in a civilian environment they are trusting you for lots of other things like fair reward, reasonable prospects and promotion. So it’s still a mutual thing, you can’t check everything of course so some of it just goes on trust”</i></p> <p style="text-align: right;"><i>Source: research interview I6</i></p> <p><i>“I think trust is really important because I feel that without trust you can’t deliver a motivated, interlinked, interwoven team and team work is critical to all of this. If you haven’t got a team around you then you might as well give up you might as well work on your own and trust underpins all that”</i></p> <p style="text-align: right;"><i>Source: research interview I5</i></p>
<p>Risk</p> <p>Risk was identified as a reoccurring theme across many of the interviews. The</p>	<p>There was a moderate level of agreement across the group. Although all recognised the need for risk taking</p>	<p><i>“I think risk aversion is potentially where business is and I think there are times when you have to take a risk that you do take the risk and it’s through the drive and the commitment of the leaders within an organisation as well as within the military that will actually decide whether it’s going</i></p>

<p>individuals felt that accepting and training for risk was critical to success.</p>	<p>and risk acceptance the level of risk depended on the organisation context.</p>	<p>to be a success”.</p> <p>Source: research interview I2</p> <p>“I think within your risk model, there is the element of how much you trust particular individuals to actually do something. If you are mature enough, not just as an individual but also as an organisation, to treat risk as just that – that if something has an element of risk to it then it might go wrong, then you understand how much you can trust those people to deliver within the risk. I don’t think I’m making myself particularly coherent here, but it all depends on the risk maturity of the organisation. Some organisations talk about risk management but they actually don’t want any risk at all. If they don’t want any risk, they won’t trust the people to deliver – they will have a controlling culture.”</p> <p>Source: research interview I10</p>
<p>Leadership</p> <p>The individual leadership style was defined through strong value foundations, supportive of staff, a commitment to communicate effectively and the ability to build high levels of trust in order to accept risk-taking responsibility.</p>	<p>There was a high level of indication that all the interviewees felt that values were essential to their own leadership approach</p>	<p>“It really is direction and integrity and initiative leadership to give people the confidence to drive everything forward.”</p> <p>Source: research interview I1</p> <p>“Leadership is a position of privilege, being in command of soldiers or leading people is a privilege which you have to continually revalidate and is therefore not to be abused. That would steer you from an integrity position away from any tendency to abuse that trust. It’s about trust, being in a leadership position, putting the team and the objectives well before your own personal interests.”</p> <p>Source: research interview I6</p> <p>“You express your values on a regular basis. Because you are consistent that’s the great thing about having true natural values, your consistent and that consistency therefore underpins everything”</p>

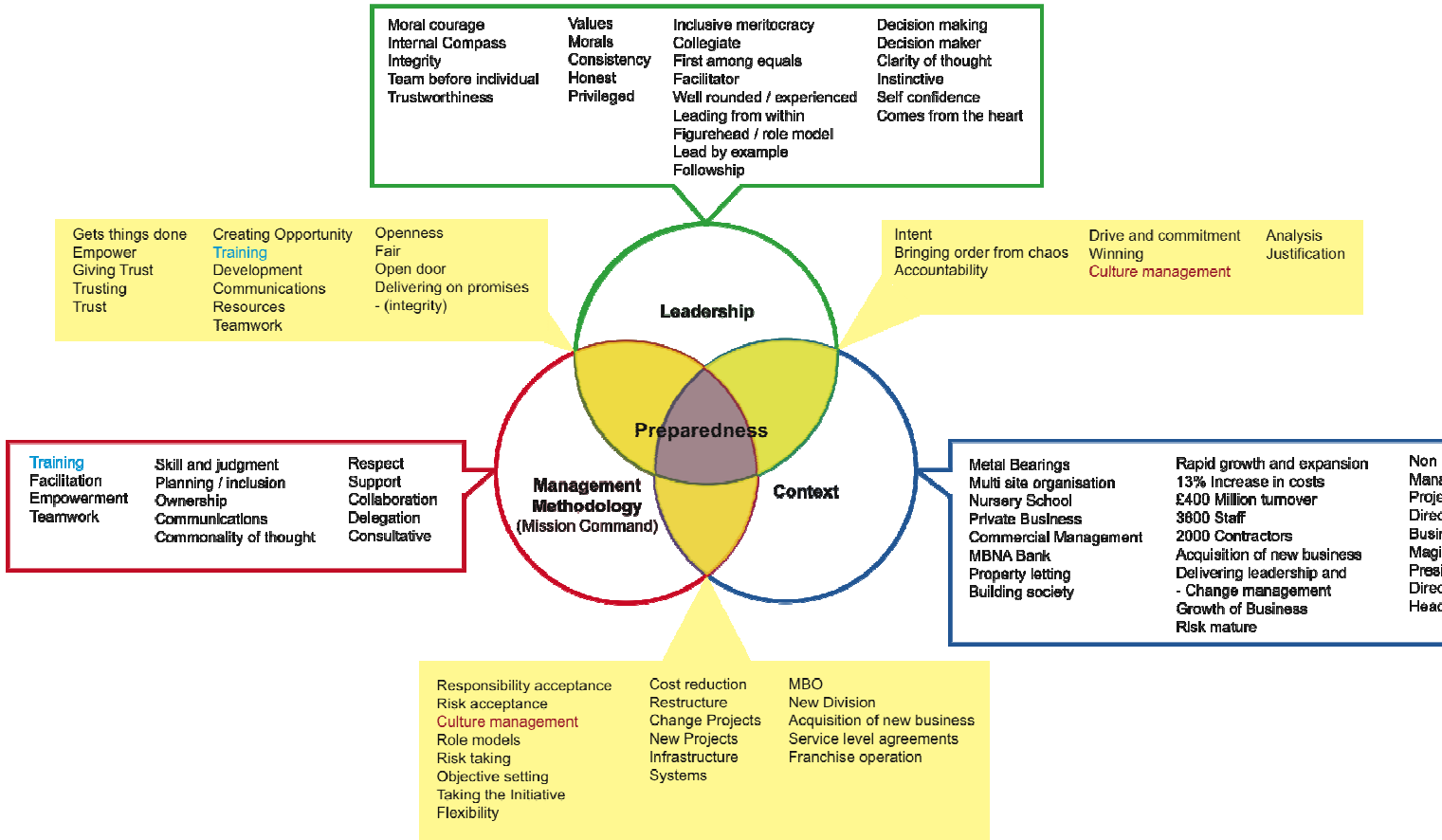
		<i>Source: research interview I5</i>
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These key themes are explored and analysed later in the analysis of key findings chapter of this thesis.

5.3 Key themes across case analysis

The emerging themes developed throughout the hand codification and were emphasised through the subsequent NVIVO electronic codification. The interrelationships between the themes were explored from a number of perspectives utilising the NVIVO software. Although analysis is still subjective the theories are more rigorously tested through the cross correlation of themes. The in-case analysis initially analyses the data based on the literature framework and some initial observations are made based on the interrelationship of the literature fields. The data was then reviewed based on the investigation of the research question, which had been established during the initial data coding. The key themes were mapped onto the existing literature model and then a process of de-duplication of themes was undertaken to build a rich picture of the themes rather than a statistical model. The data capture process is represented in Figure 32 .

Figure 32 Emerging themes across case analysis mapped against literature foundation



Source: Compiled by the Author

Each theme was examined against the original in-case structure in order to give a rich data picture against the research question. The first area was context. This grounded the individuals, defining their position, industry and role they played within the context. The second area was attributes and examined the key elements that the interviewees felt were important to their own approach and adaptation of military methodology and the final area of the framework was that of application of methodology. The consolidation of the in-case analysis provided insight to the interrelationship of the themes, the areas where the themes interacted to provide effects or outputs. Although these are discussed in greater detail in the following chapter some consideration will be given to the key areas in this section. Each of the three areas is deliberately broad in order to give a comprehensive rich data picture. The aim is not to build a statistical model but rather a framework of common themes.

It was recognised that the process of cross case analysis would draw on the themes that were identified within the in-case thematic analysis. As original core data was retrieved utilising NVIVO software from the individual cases an inevitable amount of duplication occurred, however this duplication has been minimised and also provides the rich information from which key themes are explored and finding extrapolated.

5.3.1 Cross case analysis of background and context

The interviewees were drawn from a wide section of both private and public sector organisations, ranging from manufacturing through to preschool private nursery care. Many were very senior within their organisations and were often involved in a number of multifaceted roles. The context was grounded often within a change environment, whether this was rapid growth, change to working practices (possibly due to reorganisation) or changing business structure such as an acquisition, these individuals were often identified as being key to leading that change. Figure 33 illustrates the background and context of the individuals.

Figure 33 Interviewee’s backgrounds and roles within context

Metal Bearings	Rapid growth and expansion	Non Executive Chairman
Multi site organisation	13% Increase in costs	Managing Director
Nursery School	£400 Million turnover	Projects Officer
Private Business	3600 Staff	Director
Commercial Management	2000 Contractors	Business Development Manager
MBNA Bank	Acquisition of new business	Magistrate
Property letting	Delivering leadership and	President
Building society	- Change management	Director of Academic course
	Growth of Business	Head of insurance
	Risk mature	

Source: Compiled by the Author

All the interviewees were highly motivated individuals who ascribed their own success to individual performance. There were a number of individuals who

had established their own businesses and all of the individuals interviewed were decision makers within their own organisations. Although the context was important to understanding the nature and effect of the phenomena it provided comparatively little insight as to the nature or success of any adaptation of military methodologies. Perhaps unsurprisingly individuals who were successful in the military environment appeared to be successful in their chosen fields of employment. It is however important to note that their position did make a significant contribution to the type and nature of the projects they became involved with and therefore enabled them to more fully utilise military methodologies in ways that perhaps otherwise would have been less obvious.

5.3.2 Cross case analysis of leadership

A number of themes were identified as individuals described their own views of leadership. It was interesting to note that the interviewees all felt that their own personal values were extremely important to them. They all described a moral framework from which they operated their own leadership style, their values were based on their moral framework, which informed their decision-making and the way they treated individuals. They felt that being consistent and honest led to better communications and formed the foundation of trust building. The role of leader was often described as being a position of privilege rather than a right.

The interviewees felt that their values based leadership methodology gave them an inner sense of 'the right thing to do'; the idea of an inner compass,

which instinctively gave direction, was a recurring theme over a number of interviews. The individuals recognised that during the change process difficult and often unpopular decisions needed to be taken. They felt that their values framework gave them an inner moral courage combined with a sense of integrity, which allowed them to make these decisions whilst still retaining the respect of the wider team. The importance of trustworthiness was very much linked to consistency that in turn was associated with a values framework. These emotive attributes are very much an inner sense of actualising personal leadership. However the sense that the team came first and the leader was there to facilitate the team's performance rather than the team were there to serve the leader was central to all the interviewees' responses.

The strong sense of personal leadership gave an interesting perspective of how leadership was articulated in a real time environment. They felt that their leadership was inclusive, facilitative and example based. The sense that leadership was a figurative position that set a standard and gave examples was a consistent view across the interviewees. The idea of fellowship and meritocracy held very strong synergy with the concept of servant leadership theory and was based on an individual's values framework.

The themes which emerged during the data analysis provided a rich picture of the type of leadership that these individuals believed in. The articulation of their leadership methodology was that of a decision maker, who provided clarity of thought to complex situations, who instinctively knew what to do and was comfortable making decisions. The idea that these leaders made

decisions ‘from the heart’ an inner self-confidence relates to the values framework and the concept that some decisions could not be rationalised completely but rather the context needed to be managed. A summary of the interviewees leadership themes can be found in figure 34

Figure 34 Interviewee’s leadership themes

Moral courage	Values	Inclusive meritocracy	Decision making
Internal Compass	Morals	Collegiate	Decision maker
Integrity	Consistency	First among equals	Clarity of thought
Team before individual	Honest	Facilitator	Instinctive
Trustworthiness	Privileged	Well rounded / experienced	Self confidence
		Leading from within	Comes from the heart
		Figurehead / role model	
		Lead by example	
		Followship	

Source: Compiled by the Author

The interviewee’s all described an initiative style of leadership that appeared to cope well with ambiguity. The complexity of the military context accepts that decisions will be based on incomplete information and decisions cannot be based solely on a rational analysis of the facts as the variables are too great.

5.3.3 Cross case analysis of management methodology

The methodology of Mission Command is well documented through many journals, but what was interesting was how many of the interviewees articulated their own interpretation of Mission Command methodology. They felt that their management approach was both supportive and collaborative. A

great deal of time was spent in communications and in articulating intent. A consultative communication style provided support and prompted an empowerment methodology. This approach was supported by the individual's sense of ownership and responsibility acceptance - the acceptance of responsibility could only be achieved if trust existed.

The interviewees felt that the methodology provided a logical process for planning and analysis although the main emphasis was the cascade of planning and decision making throughout the team. The requirement for training and experience was highlighted and the emphasis on individual development was key to the success of the empowerment process.

The emphasis on teamwork and creating a commonality of thought became significant themes and the development and manipulation of team culture to support these themes gave robustness to the methodology. The whole process needed training and development and the basic attributes that supported empowerment and trust needed to be culturally embedded and the process of empowerment needed to be taught. The key themes described by the interviewees are illustrated in figure 35 below.

Figure 35 Interviewee’s management methodology themes



Training	Skill and judgment	Respect
Facilitation	Planning / inclusion	Support
Empowerment	Ownership	Collaboration
Teamwork	Communications	Delegation
	Commonality of thought	Consultative

Source: Compiled by the Author

The data analysis applied to the literature framework provided a rich foundation that gave insight to the military concept. The emerging themes gave a perspective as to the core attributes that provided the phenomena of adapted Mission Command in a non-military context. The utility of Mission Command beyond the military context can be investigated through the interrelationships of the key themes within the specific context of change.

5.3.4 Cross case analysis of the key interfaces

As previously stated, many of the individuals held senior positions within their organisations and often they were involved in complex change programmes such as acquisition of new businesses or establishing a new division. These program involved personal and organisational change, which was often complex and involved. The nature of the change ranged from cost reduction through to new system (technology) introduction. These projects involved a deliberate analysis, communications and empowerment of front line staff in order to implement the change successfully. Many of the individuals were seen

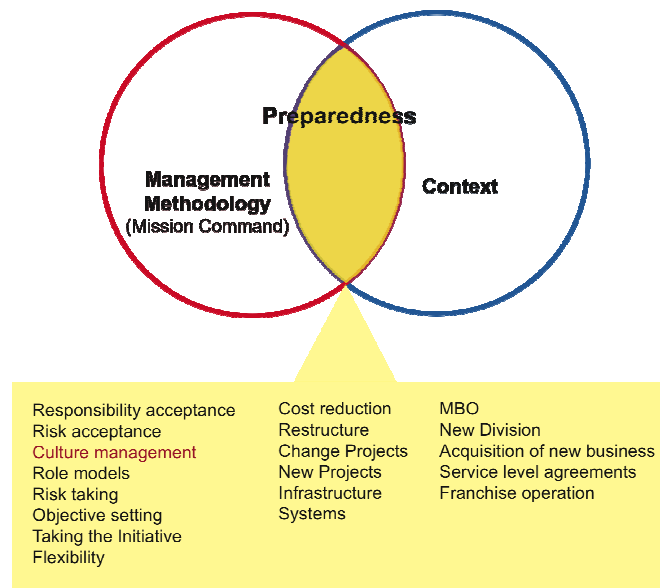
as specialist in change and felt they were often used to deliver change programmes.

All the interviewees identified culture management as being critical to success. They felt that developing the right culture which promoted trust and responsibility acceptance was fundamental to a positive outcome. The concept of responsibility acceptance requires individuals to not only understand what has been asked of them but to embrace a process of engagement and ownership. This was achieved through a methodology that articulated an overall intent but required the individual to conduct their own analysis and planning process. This cascade of planning and implementation built the sense of ownership of the change process and engaged the wider community of practitioners. It was felt that the leader needed to set clear objectives and then communicate effectively in order to achieve their objectives. This required a high level of interpersonal trust and a culture that accepted risk. Culture was described as becoming risk mature, which illustrates the acknowledgement that the environment is complex and unpredictable.

The interviewees felt that for a Mission Command methodology to be adapted, a culture needed to be created which required role models. The most important role model was identified as the leader who needed to be trustworthy, consistent and have transparent values that individuals could culturally identify with. It was recognised that adapted Mission Command provided a flexible framework from which individuals would derive their own implementation process. The strong culture provided a framework which held

the management methodology within a Mission Command philosophy and many individuals associated this with empowerment. The key themes of Mission Command methodology adapted for context are illustrated in figure 36

Figure 36 Management methodology applied in context



Source: Compiled by the Author

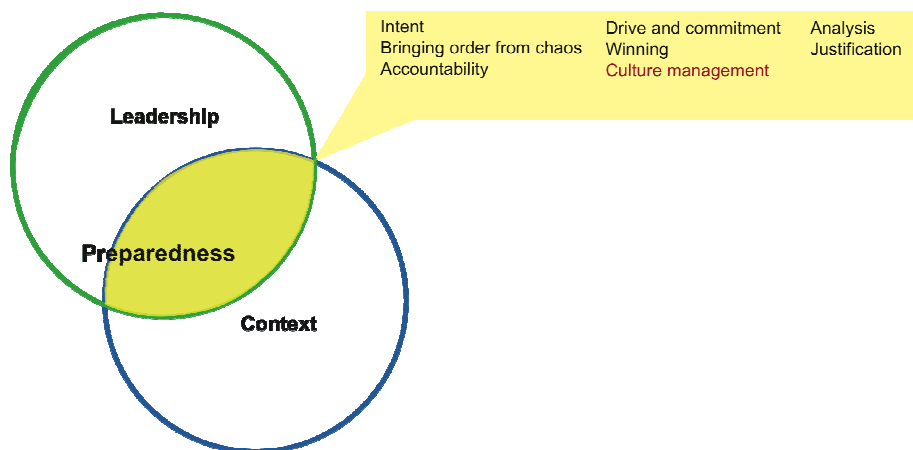
5.3.4.1 Cross case analysis of leadership and context

The interpretation between leadership and context produced some strong themes but all the interviewees felt that the development and communication of intent was paramount to success. The interpretation of intent varied across the interviews however all suggested that intent was a future position that could be articulated to the wider community. The leader was perceived as needing to be able to effectively interpret and interact with the context, being able to analyse the situation and justify any response. Mission Command

combined with various other military techniques to provide a robust methodology of analysis. All the interviewees utilised a methodological approach to contextual analysis. A competitive, winning approach appeared as a strong theme across all the interviewees regardless of background.

The individuals felt that the role of the leader was to bring order from a chaotic or complex context, managing the volatility and supporting others. The management and development of a culture that was both trusting and also competitive was also evident in all the interviews. The leader was perceived as needing to be accountable and act as a prominent role model. A summary of the key themes identified are illustrated in figure 37

Figure 37 Leadership applied in context



Source: Compiled by the Author

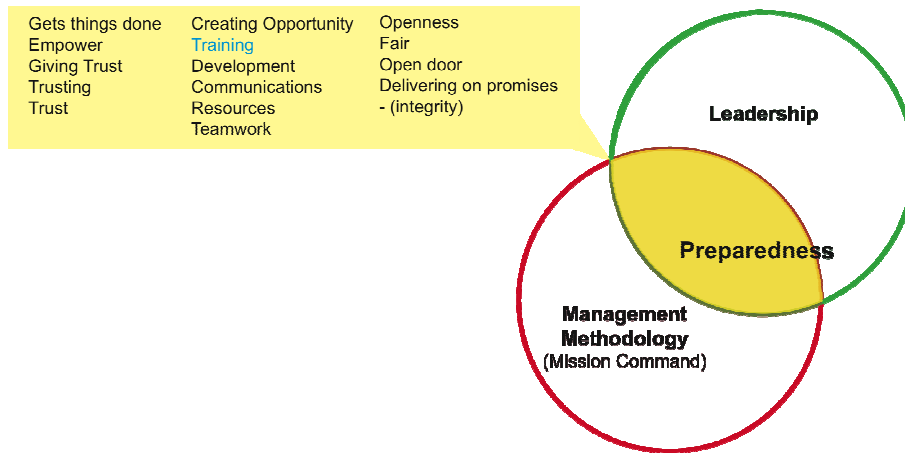
5.3.4.2 Cross case analysis of leadership and management methodology

There appeared to be three key areas that the themes identified. The first was a directive, dynamic action based approach, the second was a shaping, facilitative method and the third was an attributes framework. Although each interviewee interpreted these themes with slightly different terminology the interrelationship and presence of the three areas were universal across the interviewees.

There was a strong consensus that leaders needed to have integrity, be trusting to others, be trustworthy and consistent. The foundations for this relationship was based on a value based leadership approach described earlier in this section. The leader was expected to support and mentor individuals, whilst developing a communications style which was collaborative and consultative. The process of empowerment and constructive delegations was critical to their approach.

The development of individuals and the team were key themes. This approach required a careful blend of judgment, people skills and a high level of communications skills. The interviewees all followed a comprehensive approach and the common themes were recurring across the interview community and are represented in Figure 38.

Figure 38 Leadership and management methodology



Source: Compiled by the Author

The interrelationship between the three disciplines provides a rich insight into the adaptation of the military methodology. Not only does it illustrate how the methodology is adapted but also provides a wider perspective as to the underpinning philosophy.

The section concludes by examining the cross case data from the perspective of the research question. The background has already been reviewed and now a consideration of the attributes of the interviewees and their influence draw together the analysis section of this thesis.

5.3.5 Summary of cross case analysis

The interviews have been thoroughly examined and codified, the within case analysis has provided a rich deconstructed picture of how individuals have

utilised their military experience within their non-military occupation. This work has also given insight as to how the qualities of leadership and management have been applied in context, although the level of adaptation and transference varies from interviewee to interviewee all the individuals ascribed their success in managing change programmes to experience gained from military training. There was a very strong correlation of key attributes that applied to many of the interviewees, however what is not clear is whether these attributes are inherited, taught or in some other way acquired.

The within case analysis has been reviewed from the thesis question's perspective of understanding the attributes that are required in order to apply an adapted Mission Command methodology in context. The data from the interviews indicates that the individuals have defined attributes in the form of very personal inner beliefs and qualities. It is interesting to note that there was little evidence to suggest that these attributes were associated with military experience but it does seem that these qualities had a strong pull on the individual's association with the military culture.

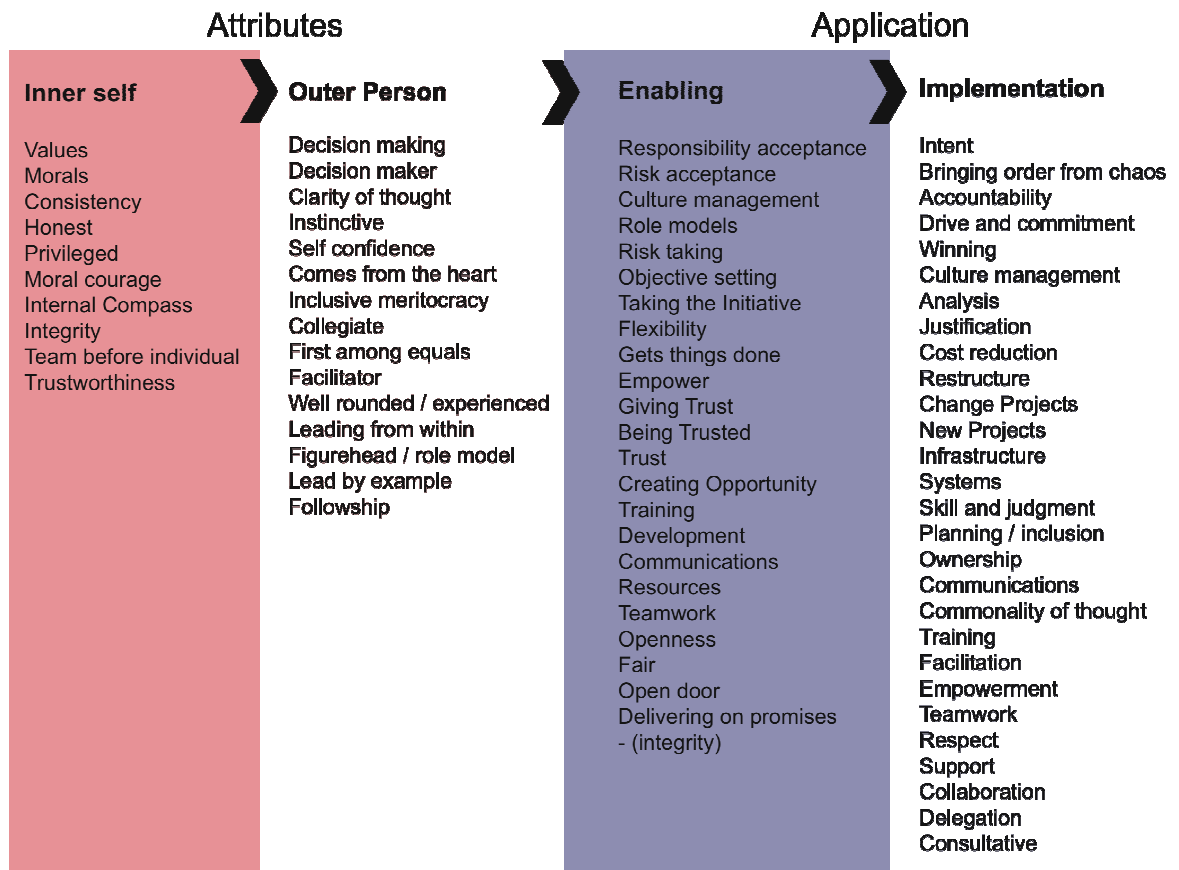
The inner attributes enabled the individual to present an outer set of attributes that suggest confidence, decisiveness, inclusiveness and a leadership role model. These outer qualities are the attributes that others would recognise about the individual's approach and leadership style. The attributes enable the application of an adapted Mission Command which has been categorised as an 'enabling application' in figure 38 The combined enabling themes build a

strong management methodology that is closely identified with a Mission Command philosophy.

Many of the enabling attributes ensure that the implementation of an adapted Mission Command methodology is coherent and comprehensive; it is not the individual attributes that can be identified in the application or implementation of the projects but rather the combination of attributes that gives a well rounded and robust implementation management methodology. The interrelationship between the attributes is represented in figure 39 below.

The next chapter now discusses the findings, drawing on both the existing literature and the key themes that have been identified within the cross case analysis. The chapter draws on original quotes from the interview data in order to illustrate key points, the repetition of some source material is noted however it is essential that the discussion points are developed utilising the original sources of the research and existing literature in order to build robust and justifiable findings.

Figure 39 Summary of the key themes grouped as key attributes that enable application of Mission Command methodology in context.



Source: Compiled by the Author

6 Discussion

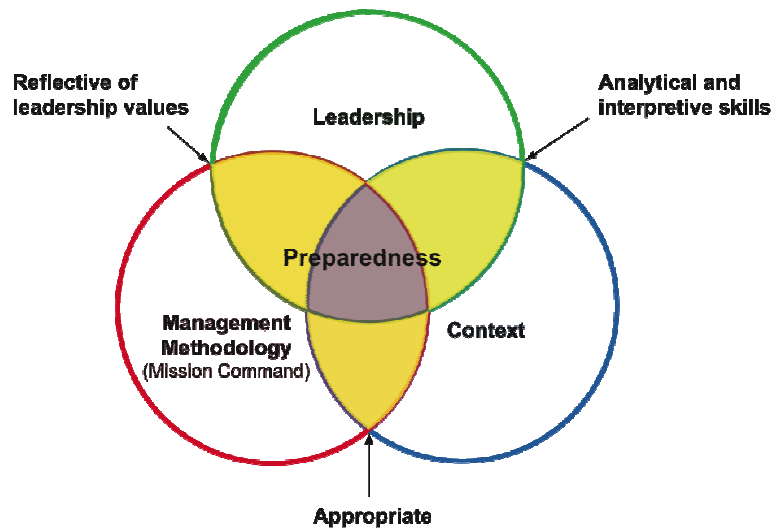
6.1.1 Introduction

The data analysis provided insight as to how individuals adapted their military experiences in a non-military environment. The analysis identified key themes that emerged throughout the codification process. Through the utilisation of NVIVO electron-coding software the interrelationship between the themes could be explored which also aided the triangulation of the data findings, producing a more robust insight into the phenomena. The data was reviewed both from the literature framework and also from a deconstructed question perspective. This gave an insight as to how the published literature supported the theoretical foundations of Mission Command whilst exploring how the methodology was applied in context.

The model created through the review of published literature stated that leadership, context and management methodology are interrelated influences on the effectiveness of Mission Command methodology. The research focused on whether Territorial Army officers were better prepared for leading project(s) in their private sector roles through the application of Mission Command methodology. The basic model that evolved through the literature review is summarised in figure 40 below.

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

Figure 40 Effectiveness through Mission Command, the three dependent principles



Source: Ivan Yardley

The pilot study examined the inter-relationship of the key themes. Therefore the research examined the intersection of leadership and context through the lens of Mission Command and, likewise, context and management methodology and management methodology and leadership. Combined, the three intersections revealed the nature of Mission Command and the underpinning structures that enable the methodology. Through the examination of individuals within a wide variety of working occupations and circumstances conclusions have been drawn as to how Mission Command adapts to different influences. The data analysis identified key themes that identified both personal attributes and methods of adaptation and application. This section discusses the literature model and the key themes; it explores the

associations and triangulation of data and establishes how Mission Command is utilised by individuals in a non-military context.

The importance of context and the appreciation of the contextual situation provided the catalyst for the research programme. The utility of the military metaphor beyond the military context had become prevalent in business and academic literature (Wheelen and Hunger 2002, Johnson and Scholes 2002, Grant 2002) but academics such as Winsor (1996) criticise the resurgence in the military metaphor as having little relevance to the modern business practitioner. The unpredictable and chaotic environment to which the military have become accustomed has caused debate as to whether the contextual divide between the military and non-military organisations are simply too extreme to translate methods and working practices from one to the other.

The literature and the interviews explore the concept of context and highlight the important aspects of recognising the nature of its impact on the actors and the methodologies that are employed within that context. Simply, a phenomenon such as Mission Command needs to be grounded in context in order for a robust evaluation of the benefits and adaptation of application to be assessed. The existing literature that quotes military references and goes further to advocate military practices has little evidence to support its claims. In contrast there is little evidence that a robust evaluation of military practices has been conducted in order to establish their utility to non-military organisations. The current global landscape has undergone a number of fundamental changes in recent times. There now appears to be an overwhelming pressure

for greater integration of diverse organisations to work together to give comprehensive and sustainable solutions. The research question explores the ability to utilise a common methodology across the contextual divide and examines the phenomenon in context.

6.1.2 Chaos, complexity and context

The concept of chaos and complex environments is often applied to military operational environments, implying that traditional binary cognitive processes cannot be adopted for such an unpredictable environment. Some military organisations have adopted a complex systems approach to thinking about their operational environment and there are many references in the US debate to effects based planning. The field of complex systems is useful in articulating an understanding of chaos. Through this visualisation of chaos an evaluation can be made whether the underlying nature of chaos and complexity is really that contextually different. It is agreed that the nature of conflict has greater personal risk of death, however does this exclude the underlying principles and nature of risk? The concept of chaos is relative. That is, chaos is relative to other phenomena such as knowledge and decision-making. The concept of chaos is subject to the individual's ability to cope with the stress of the environment and is therefore relative to not only context but also the individual's ability to deal with the variables of that context. Chaos is not only a disruptive force but can induce the creative development of new concepts as Thietart and Forgues (1995) state:

“The combination of the forces of stability and change can push the organisation towards the chaotic domain where deterministically induced random behaviour is the rule. Furthermore, because of the dissipative nature of open systems such as organisations, chaos has an underlying order: the strange attractor or the organisational configuration. As a consequence chaos contains the seeds of new stabilities. It is an organising force. Thus, organisations face two contradictions: first let chaos develop because it is the only way to find new forms of order. Second, look for order but not too much, because it may be a source of chaos”

The need to predict the future through control of the present is a strong underlying human desire. Through detailed planning and meticulous analysis it is hoped that the variables within any given situation can be evaluated and an answer can be formulated as to what should be done to achieve the desired outcome. These desired outcomes can only be achieved in benign environments where complexity is limited. A simple metaphor would be the visualisation of a game of chess. The opening move is relatively limited and the number of variables is manageable. However as the individual attempts to consider two or three moves ahead the changing situation introduces so many variables that the mind is overwhelmed and the context becomes complex. The combination of a complex situation and other variables such as time limitation can make the context chaotic.

As the operating environment of a military context is often chaotic the organisation has developed a methodology and a leadership philosophy, which recognises and embraces the nature of the context. The concept of Mission Command recognises that the variables within a fast moving context soon overwhelm the deductions that a traditional linear planning model would incorporate. This position is recognised in Leistenschneider's (2002) work relating to the development of Mission Command:

"The army had to learn to live with and exploit chaos, not seek to control it"

The tension between accepting chaos and being able to exploit chaos through the ability of the individual to operate within the context better relative to others is an interesting dilemma. As one interviewee commented:

"Being able to bring order from chaos, that's the principal thing. If there are a whole load of issues in trying to untangle a problem that tends to be where I see a strength from the experience that I got in the TA because there you bring order from chaos and that's what you have to do"

This statement suggests that the individual is trying to control the environment through the management of the emerging situation. As Wheatley (1999) puts it:

“Boldly embracing the void, knowing that out of Chaos’ dark depths we have the strength to give birth to order”.

Wheatley’s (1999) statement supports the view that chaos may not be able to be controlled but it can be managed. The attainment of competitive advantage is often through the narrowest of margins and is relative to your competitor’s performance in the same context. As Brown and Eisenhardt’s (1998) state;

“Competing on the edge meets the challenge of strategic change by constantly reshaping competitive advantage even as the marketplace unpredictably and rapidly shifts”. (Brown and Eisenhardt, 1998)

Brown and Eisenhardt’s (1998) observation suggests a dynamic interaction with emerging context. Therefore the concept of individuals being better prepared to embrace and exploit chaos is fundamental to the success of Mission Command. This observation does not conclude that planning is redundant but rather that the limitations of planning are recognised and the achievement of success is closely linked to the empowered individual’s preparedness better to exploit the environment than their competitors.

The interview data covered a wide range of industries and levels of experience and there appeared to be a strong change management involvement across all interviewees. The individuals considered themselves to be better prepared at coping with projects that had a higher number of variables than they perceived

others were within their own organisations. Many interviewees perceived themselves as having strong change management skills.

The concepts of chaos and complexity are intertwined but separate issues. One can exist without the other being present however both are relative to the individual within context and success is relative to other actor's performance in the same context. If chaos is relative to context then the principles of management of chaos are transferable between contexts as long as the interrelationship with context is understood and recognised when other variables are present.

The ability of an individual to exploit chaos depends upon how that individual understands and manages context. The understanding and interpretation of context is subject to the emerging situation that the individual encounters and governs the decisions they then take. This suggests that context is dynamic and individual, the requirements for sharing understanding of context in order to achieve coordinated effort becomes a communication imperative. Augier, Shariq and Vendelo (2001) illustrate the key challenge in managing context,

“Context emerges as an individual encounters a situation, including others and artefacts, as it is the individual's interpretation of a situation that results in context”.

Therefore an environment can be co-occupied without a shared context; Report (1999) illustrates the point;

“Context is determined by the questions which people ask of events...Just as many questions can be asked of events, so there will be many contexts; just as different people can ask different questions of events, so different people will determine different contexts; just as people can ask a number of different questions of events at the same time, questions of which other people may or may not be aware, so different people can simultaneously create and inhabit multiple contexts, contexts whose commonality is questionable”.

The themes that emerged within the data analysis suggested that the importance of managing communications, sharing understanding, setting direction and articulating intent were fundamental to the interviewees’ approach.

The interpretation of context informs the individual’s ability to make an informed decision as Augier *et al.* (2001) suggest;

“Problem solving depends both on the problem solvers, the environment in which they exist and the emerging context in which problems become situated”.

The ability to make decisions is grounded within context and the individual’s ability to interpret that context. When a context becomes chaotic the individual’s cognitive ability to analyse the variables is overwhelmed and for the individual to exploit the context a new way of delivering decisions must be

formulated. The data analysis suggested that a process of empowering individuals to make decisions within a framework of understanding created through a clear articulation of intent was necessary. The emerging nature of context is managed through a process of empowerment that is underpinned through high levels of trust. A consistent theme was that of shaping a culture that encourages individuals to interpret their own understanding of context and make appropriate decisions as the context emerges. The quote below illustrates how one of the interviewees said they advocate decision-making.

“You think it’s wrong, it probably is. So if you’ve actually put a set of values in place that somebody’s instinctive reaction is ‘I probably shouldn’t do this,’ then they are probably right, without them having to look in a book or check the policies of the organisation. It should be instinctive, the right thing to do should be instinctive.”

Source: research interview I10

The introduction of values based leadership which informs and shapes the decision making process will be explored later in this chapter, however, returning to the chess metaphor, as the game develops the number of variables dramatically increases. An experienced chess player remembers sets of moves that allow them to utilise experience and knowledge of the game to develop a strong competitive position but even an experienced player will reach a point where the recognised forms of play are exhausted and the individual’s decision-making takes over. Patterns will still emerge and become

visible to the chess player and their ability to 'read the game' which is a combination of experience, knowledge and talent will be called into play. Most chess players have a style, which is personal to them. It is contended that this has a deep-rooted physiological foundation, which is reflected in the player's decision making. If the player is naturally aggressive, they will trade pieces as opposed to giving ground or any tactical advantage. This metaphor can be applied to leadership in context and the decisions a leader makes. If the leader's values are well articulated, transparent and consistent then a style of decision-making will quickly be established. The individuals within the community will become accustomed to reading the leader's style and decision making process and become trusting of the process. This in turn builds trust and sets the conditions for an empowered decentralised decision making methodology within an organisation.

It is interesting to note that the decision making process does not stand alone but is supported within a methodology of empowerment, trust and intent; which will be discussed in the following section. The interpretation of context is interdependent with decision-making based on understanding of knowledge. As Augier *et al.* (2001) remind us "*putting knowledge in context is important*" and as Nonaka, Toyama and Nagata (2000) go on to explain

"Knowledge creating processes are necessarily context-specific, in terms of who participates and how they participate in the process. The context here does not mean 'a fixed set of surrounding conditions but a

wider dynamic process of which the cognition of an individual is only a part” (Hutchins, 1995, p. xiii).

Hence knowledge needs a physical context to be created, as ‘there is no creation without a place’ (Casey, 1997 p.160).

The interpretation and analysis of knowledge itself falls beyond the scope of this research programme however the importance of sharing knowledge and understanding across the group is key in order to maintain organisational cohesion and therefore strong communication skills are often required across the community. Creating a culture where knowledge sharing and mentoring are cultural norms is supported by Kozlowski, Gully, Salas and Cannon-Brown (1995) who state that behaviours need to include:

“Developing shared knowledge among team members, providing information, mentoring, instructing others, facilitation of group process, providing information, monitoring performance, promoting open communications, providing goals and allocating resources”.

The development of knowledge is grounded on the ability of the individual to analyse and interpret the emerging context. The ability for the individual to make effective decisions requires a conceptual framework that enables the individual to synthesise knowledge in context and generate new direction. The interviewees had utilised the concept of ‘intent’ as a methodology for articulating a future plan where the emerging context provided the opportunity

to maintain direction through the understanding of intent.. The sharing of knowledge enables a rich picture to be developed and maintained (the British Military term this as situational awareness). Both trust and communications are fundamental to understanding the emerging context and the successful management of chaos.

*You are actually making it **clear** what you are **trying to achieve** and therefore their capacity to use their **own initiative**, to make sure that the **aim is achieved** even though the activity you have set might not be achievable in the way that you thought.*

Source: research interview I10

This recognises that context is dynamic and that the nature of context is relative to the individual's actions within that context. Although context is important to understanding Mission Command as it is manifested in the military context, context itself is relative. It is the underlying principles of Mission Command methodology which are critical in understanding its utility beyond the military context.

Individuals can be better prepared for dynamic context through the application of methodologies that accept change and promote decentralised decision-making.

6.1.3 Empowerment, delegation and decentralised decision-making

All the interviewees identified empowerment as central to their own leadership style. The acceptance of an evolving dynamic context promotes the prospect of decentralised decision-making, however there is little point in decentralisation of decision making without it being accompanied by the acceptance of responsibility. The data analysis identified the theme of empowerment and the individual's interpretation of empowerment. The theme of empowerment was one of the most frequently referenced themes with over twenty-six individual data references, although it was not the frequencies of the reference but rather the emphasis individuals placed on promoting empowerment that was notable.

Throughout the interviews there appeared to be a use of the terms empowerment and delegation to describe the same activity although these are not really interchangeable. Empowerment encourages the individual to take control whilst delegation means giving of authority to act. Both terms at a practical level added insight to the adaptation of general military concepts and helped to illustrate the adaptation of language within context. The interview data suggested that the leader created a culture of empowerment in which they delegated responsibility for decision-making and created a decentralised decision making methodology.

*“So I think it's all about your leadership style is about **facilitating** and **empowering**, you **create the environment** in which people operate*

*which is to be **warm**, which is to be **professional**, which is to be **listening**, people have to be able to feel that they can gain personal **development** from working alongside another colleague but at the same time you are **empowering people** to have the **confidence** to be the leader of the day and be the **leader** in their sector, their department, their project and that's where the momentum of the company picks up"*

Source: research interview I10

This quote illustrates how the interviewee perceives that empowerment cannot be just implemented but needs to be created through manipulation of culture. The description of the environment as being 'warm, listening and giving confidence' is interesting and illustrates the individual's interpretation of the conditions which are required in order to promote an empowered methodology and supports Kanter's (1977) view that the leader creates a context in which empowerment can exist, this concept was explained in Holdens (1997) paper which states;

"Kanter (1977) defines empowerment as giving power to people who are at a disadvantage spot in the organisation. She sees a continuum of power from powerlessness to empowered. Continuing in this tradition (Block 1987), Sullivan (1994) and Sullivan and Howell (1997) also focuses on the role of the manager in empowering employees"

The theme of the creation of an empowered environment is explained by an interviewee's personal experience and illustrates why they think empowerment is important to the human condition of engagement.

*"In my youth, my dad died when I was 18 so I worked myself through a succession of universities by doing manual jobs in my spare time and this was the very "Befehlstaktik"²⁷ argument, you know I turned up at 8 every morning and left at 5 every evening, I did exactly what I was meant to do during that time and I invested none of me in it at all, I mean I didn't just lie down on the job but you know I did what I was paid for and did no more and actually there is a **human desire** amongst most people to **engage** with what they do all their **life** and if you get Mission Command right you are actually **empowering people**, you are saying to somebody **"I trust you, I find you valued and valuable, you are valued by me, you are valuable to me** and I **demonstrate** that by **enabling** you to the extent of your **capacity** and the **capacity** of Mable in the post room will be less than the capacity of Rupert in the Board Room but **I enable you in your capacity to contribute without being told to do so.**"*

Source: research interview I10

²⁷ control by detailed order or command push

The creation of the environment in which empowerment can exist is the leader's responsibility, however the empowerment of individuals is a dynamic which gives power from the leader to the individual and the individual must accept responsibility for the power invested in them. The development of responsibility acceptance is promoted by the work of Blanchard, Carlo and Randolph (1996) who stated that;

“Empowerment is having the freedom to act but also the responsibility for results”

Only through the acceptance of responsibility can empowerment methodology be sustained. The individual must recognise the responsibility for the decisions they will make and the power that has been invested in them. This kind of responsibility will only be accepted and given if both the individuals and the organisational culture trust the actors to accept responsibility and to act in accordance with the cultural norms of the organisation. Therefore the management of culture is a critical component of leadership responsibility. A useful definition of organisational culture is offered by Cameron and Quinn (1999)

“An organisational culture is reflected by what is valued. The dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that make an organisation unique”.

The interviewees identified empowerment as a cornerstone of their own approach and the following extracts illustrate the nature of empowerment, which was promoted across the interview community.

“If you do empower people and truly empower them so that you can’t stop it if it goes wrong, you usually get back more than you thought”

Source: research interview I10

The research suggested that the leader’s ability to create an empowerment culture and adopt a decentralised decision making methodology such as Mission Command had a close association with their ability to develop trust. Although trust will be discussed in the following section it is worthy to note that the interviewees associated their own personal values closely with their ability to develop trusting relationships. One comparison between the military and non-military concept of trust is illustrated in the following interview extract:

“I suppose the Military Ethos is that we empower people; we allow them to go and lead and we encourage initiative and we encourage people to think outside of the box. British Industry unfortunately is very much Teflon coated suits. They are not prepared to accept the consequences of their actions and that I think sometimes encourages the wrong behavioural styles”

Source: research interview I8

Although not extensively explored within the research the point has been made that the military is made up of many sub-cultures (Yardley and Neal, 2007) It would be interesting to review the empowerment ethos within the military outside an operational context.

A combination of creating and sustaining an empowerment culture enables the leader to delegate responsibility that in turn decentralises decision-making and speeds the operational tempo of the organisation. This process of decentralised decision-making ensures that the organisation can take full advantage of the emerging context. It is interesting to note that it is the preparation and creation of culture that enables the utility of Mission Command methodology. It is suggested that this process of identification, commitment and alignment are the early stages of developing organisational high performance.

6.1.4 Trusting, trustworthiness and the culture of trust

As discussed previously the concept of empowering individuals that allows for the delegation of decision-making is highly dependent on trust. The concept of trust was discussed by a number of interviewees. The themes could be separated into the understanding of trust, being identified as an individual who is trustworthy and developing a relationship with others where one individual is prepared to trust another. Each underpins the essence of empowerment and delegation as without trust the risk of accepting responsibility for decision-making is untenable.

“If you are delegating things to people you have to trust them, that they are going to be able to use their skill and judgement sensibly to be able to deliver that.”

Source: research interview I10

The development of trust must be a mutual and dependent relationship. The interview data suggested that trust needed to be established firstly by the leader and that trust was not a continuum or an ever-present attribute. Trust needs to be earned and maintained. Fundamental to establishing and maintaining trust was the concept of communications and disclosure. Communications appears to be more than the process of conveying information and the data suggested that communications facilitated disclosure and transparency, the ability for the leader to ‘know’ their team and understand their relative strengths and weaknesses. It facilitated the management of empowerment, ensuring the parameters of delegated power could be effectively managed to facilitate a successful outcome. The process of empowered delegation appears to be more synonymous with development and discovery rather than a cascade of tasks or decision devolvement.

*“Making sure that within your team you can underpin any **weaknesses** that you may have or other people may have and both in the military and in business that word **trust is absolutely fundamental**. Without it and certainly I would use the word **integrity**, without it you have nothing. Without **trust**, people **trusting you** and **you trusting others**, you build in*

***mistrust**, you build in **complacency**, you build in a **lack of understanding** and before you know where you are you're probably like West Ham and despite the fact they've got 11 fantastic footballers they are failing to achieve anything because they are not **working as a unit**, they don't trust each other and they don't **understand** what they are trying to do"*

Source: research interview I2

Trust was referenced over forty-eight separate occasions across the interview data and made it an ever present recurring theme in all the interviews.

Understanding trust is critical in the management of trust, a leader needs to understand how to develop trust, Nyhan and Marlowe (1997) offer a definition of trust as;

"The level of confidence that one individual has in another's competence and willingness to act in a fair, ethical and predictable manner"

Nyhan and Marlowe (1997) view was supported through the data analysis that suggested that leaders needed to act consistently in keeping with values that were recognised and supported by the organisational community. The importance of values was a consistent theme across all the interviewees. The consistent articulation of the leaders values established confidence in the wider community, an understanding was created based on the leaders values which encouraged individuals to take limited risk within the framework of

trusted values. The importance of trust in the business context is well documented, as Roy and Dugal (1998) point out;

“The importance of trust for sustaining individual and organisational effectiveness (Atwater, 1988; Dodgson, 1993; Gulati, 1995; Korsgaard, Schweiger and Sapienza, 1995; McAllister, 1995; Nooteboom, Berger and Noorderhaven, 1997; Saxton, 1997) Osborn and Hagedoorn (1997) and Tjosvold (1990) report that the complexity and uncertainty inherent in the nature of business today and the amount of mutual accommodation involved make effective horizontal working relationships critical. Under conditions of complexity and uncertainty, sustained effective co-ordinated action is only possible when communication is clear and this only happens when there is mutual confidence and trust (Grey, 1985)”

The ability for the leader to develop and build trust appeared to be a significant attribute in all interviewees. The research indicated a correlation between consistent behaviours (Nyhan and Marlowe, 1997) which are based on a leader’s values (Burns, 1978; Deal and Kennedy, 1982; Kouzes and Posner, 1993) and the ability of the leader to successfully build sustainable trusting relationships. This research supports Joseph’s and Winston’s (2003) hypothesis of linking consistent behaviours of the leader with the ability to build trust.

*“Trust is built by behaving with **integrity, consistency**, by setting and*

maintaining high standards of behaviour and having to follow through on the difficult decisions where you know you have a choice between the right and the expedient. Its probably one of those truisms that it takes a long, long time to build up trust and you can quite quickly throw it away if you take the wrong action”

Source: research interview I6

It is interesting to note that having values alone does not create trust. It is the ability to articulate (communicate) consistent values that are aligned with the organisational culture and demonstrated in a consistent manner (through actions, behaviours, decision making) that sets the foundation in which trusting relationships can be created. Sustaining trust is dependent on the maintenance of the consistent behaviours of the leaders and the policies and practices of the organisational culture. Trust sets the conditions for empowerment where the leader gives trust and power to their subordinates and the subordinates accept responsibility for the power and the decisions they take. This will only be achieved if the individuals feel they have a clear understanding of the leader’s decision-making process, which is reflective of the values framework of the leader’s and the organisation.

The data analysis process identified several key themes that were reflective of the individual’s values. The sense of personal integrity and responsibility appear to be very strong factors in all the interviews. The interviewees all felt their leadership style was based on a consistent demonstration of personal

values, which were articulated through high levels of commitment to the individual and the team. These attributes were perceived to be higher than the norm within the organisation; although this was a subjective measurement all the individuals interviewed developed the same point that building trust was a key factor in successful management. This supports the work of Roy and Dugal's (1998) analysis of successful empowerment, and underpins the work of *Atwater, 1988; Dodgson, 1993; Gulati, 1995; Korsgaard, Schweiger and Sapienza, 1995; McAllister, 1995; Nooteboom, Berger and Noorderhaven, 1997; Saxton, 1997 Osborn and Hagedoorn (1997) and Tjosvold (1990)* The importance of maintaining the trustworthiness in the leader is illustrated in the following extract;

"Absolutely critical and I'm very careful not to do anything that could be misinterpreted or could appear to be untrustworthy or to be advantaging myself"

Source: research interview 17

The above extract also illustrates the interviewee's concern about leaders acting in way which could be perceived as acting out of self-interest rather than for the benefit of the wider team. This supports the work of Hughes (1993) regarding values of leaders and the influence of moral and ethical behaviour. This sentiment was echoed across the research sample. However it is also worth noting the sample was made up entirely of men and as Burtz and Lewis (1996) point out the moral and ethical models utilised by woman are different,

showing a higher importance placed on relationship building and caring characteristics.

The data analysis suggests the adaptation of Mission Command within context was a conscious act, with interviewees applying principles that have clear transference from both the military and non-military environments. The acknowledgment of adaptation and transference is illustrated with the below extract:

*“You’ve got to **trust** people to work **honestly** within the **objectives** you have set them and of course to the military mind they are **trusting** you not to fritter away their lives meaninglessly but in a civilian environment they are **trusting** you for lots of other things like **fair reward, reasonable prospects and promotion**. So it’s still a **mutual thing**, you can’t check everything of course so some of it just goes on trust”*

Source: research interview I6

This extract also surfaces the perception of ‘fairness’, when describing the development of trust, as there was a correlation with the leader acting in a consistent and fair way. It is contended that this is best achieved when the leader’s values are closely aligned with serving the community of practitioners and not their own self-interest. The importance of trust and team performance is illustrated by this quote:

*“I think trust is really important because I feel that without trust you can’t deliver **a motivated, interlinked, interwoven team** and team work is critical to all of this. If you haven’t got a team around you then you might as well give up you might as well work on your own and **trust underpins** all that”*

Source: research interview 15

Many of the individuals had made very deliberate choices to exploit the concepts within Mission Command and valued the benefits enough to train others in the organisation to utilise this management approach. The importance of training and development became a recurring theme across the interviews. The utilisation of training signified the leader’s commitment to their subordinates. The data suggested that training was closely supported by mentoring, which provided the opportunity for the leader to build relationships and effective communication with their subordinates.

This deliberate intervention also shows strong linkage with the development of confidence and trust. The data suggested that the training was often of a technical nature and in itself contributed little to any adoption of Mission Command. However the relevance of the investment and commitment to the individual demonstrated a personal commitment to enabling the individual to be prepared to accept the levels of responsibility that the leader was prepared to invest in them. Therefore training acted as a vehicle for aiding the

establishment of empowerment through the proactive demonstration of trust and commitment on behalf of the leader to their subordinates.

Although the data suggested a strong correlation between training and mentoring and the adaptation of Mission Command several of the interviewees went as far as to suggest they taught Mission Command within their own organisations as a methodology. The individuals who advocated this direct approach of cross utilisation of military methodology clearly held great value in the process and it is also clear from the terminology used within this quotation that adaptation had been accepted.

*“Mission Command has been a very important **tool** to me personally and it’s something that I **encourage and train** and develop with the employees of the company as well so that the various offices are **now thinking in a Mission Command way**. One particular point is that they **are taught to think** in their own **boundaries** so that they don’t have to keep coming back for more information or another set of instructions”.*

Source: research interview I3

Research by McCallister (1995) suggests that similarities between social groups can build trust quicker and tend to form more trusting relationships. Hartmann (1991) goes on to suggest that individuals who possess more flexible cognitive structures are more trusted than those who do not. Both McCallister and Hartmann’s research reflect the narrow and homogeneous age, social, and racial structure of the British Military and may well warrant

further examination as to whether high levels of trust, co-operation and flexibility are present within the military because of these factors rather than methodological approaches. Undoubtedly the time spent in selection and training contributes a great deal to the levels of trust demonstrated in the military environment. It is interesting to note the correlation of Hartmann's comments relating to flexible cognitive structures and the emerged theme of decentralised decision making that the interview sample advocated. This supports Hartmann's view that the leader's ability to demonstrate flexibility in decision-making will promote trust through the individual's freedom to make sense of the emerging context and their feeling of empowerment to act.

The data analysis illustrated a recurring importance of trust across all of the interviewees and each referred to underpinning values in their own approach in building trust. The work of Joseph and Winston (2003) supports the view that the establishment and maintenance of trust has multiple dimensions which they summarise in their 'multiple construct for building trust' which is discussed at Table 1, page 49 of this thesis. The understanding of trust and how trust is manifested in many different dimensions is key to the management of context and organisational culture. The importance of culture management and the alignment of cultural values and the operational context is a leadership imperative. Nyhan and Marlowe's (1997) paper goes on to examine the "multidimensional construct" through the theory of Servant Leadership (Greenleaf, 1977). The research supports the central position of a leader serving and supporting his followers, building trust and building

supportive and cooperative structures that enable empowering management methods such as Mission Command to be utilised

“Leadership is a position of privilege, being in command of soldiers or leading people is a privilege which you have to **continually revalidate** and is therefore **not to be abused**. That would steer you from an **integrity position** away from any tendency to abuse that trust. It’s about trust, being in a leadership position, putting the **team and the objectives well before your own personal interests**”.

Source: research interview I6

This personalised approach of servant leadership supports the data findings of values based leadership that recurs across the research interviews. The work of Holden (1997) supports the servant leadership concept of Greenleaf (1977) who sees it in supportive leaders who mentor and coach their followers to solve their own problems, Holden (1997) suggests;

“Leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior’s expectations (Keller and Dansereau, 1995)”

Holden’s work promotes the theme of trust given through the proactive actions of the leader to their subordinates. The data suggested that the interviewee’s felt they needed to trust and demonstrate they trusted their teams; Holden’s view suggests that individuals who are entrusted and empowered often

perform up to their leader's expectations. For the leader to entrust their subordinates they must accept failure as a possible outcome, both the leader and the organisational culture must support this risk. The concept of risk is discussed within this chapter but a thorough examination of risk acceptance and risk taking falls beyond the boundaries of this thesis.

6.1.5 Organisational and personal risk

Although the concept of risk is frequently mentioned in the interviews, a study of the nature and concept of risk per se falls beyond the scope of this thesis. Risk and risk-taking proved to be a recurring theme within the data analysis. Empowerment and decentralised decision making is inherently a risk-taking methodology. As previously mentioned the concept of trust giving and responsibility acceptance is an individual and organisational risk that needs to be acknowledged and accepted. The analysis of the data suggested that the individuals interviewed appeared to be more prepared to accept risk in order to achieve their objectives. The literature that explores risk (Drake, 1985 and Flyvbjerg, 2006) is vast but highlights that the awareness of risk and the propensity for accepting risk are based on several factors, most notably experience and reward outcome. The individuals' interviewed had experienced the outcome and benefits of Mission Command and appeared to be willing to accept the risk of failure.

Through building high levels of trust the interviewees felt they could demand more of their staff. They felt that individuals were prepared to take on more

responsibility and to take measured risks that may not be the organisational norm. Risk taking emerged as a central theme with all interviewees identifying that they took and supported risk taking more so than most within their organisations. The level of risk taking depended on the business environment and directly related to the levels of regulation connected with that business.

One interviewee suggested that;

*“I think **risk aversion** is potentially where business is and I think there are times when you **have to take a risk** that you do take the risk and it’s through the **drive and the commitment of the leaders** within an organisation as well as within the military that will actually decide whether it’s going to be a success”.*

Source: research interview I2

The comments linked the concept of leadership commitment to risk taking and a personal involvement and demonstration of risk taking methodology. As discussed earlier in this section the consistent demonstration of leadership behaviour builds a framework from which the subordinates of the leader can construct a pre-emptive framework of acceptable risk. The individuals within the community of practitioners can identify the level of risk that is acceptable from which they can make decisions. The research analysis identified that many of the interviewees felt their business environments were too risk averse. The acceptance of risk and the potential for failure was identified as an opportunity for development and mentoring.

*“I’ll back them up whether they make a **mistake** or not but they know if they made a mistake they **will learn from it**”*

Source: research interview I1

This process of accepting setbacks illustrated the leader’s commitment to the risks attached to empowerment and decentralised decision-making. The tension between giving power and accepting responsibility was identified as a matter of judgment and experience.

*“I think within your **risk model**, there is the element of how much you **trust** particular individuals to actually do something. If you are **mature enough, not just as an individual but also as an organisation, to treat risk as just that** – that if something has an element of risk to it then it might go **wrong**, then you understand how much you can trust those people to deliver within the risk. I don’t think I’m making myself particularly coherent here, but it all depends on the risk maturity of the organisation. **Some organisations talk about risk management but they actually don’t want any risk at all.** If they don’t want any risk, they won’t trust the people to deliver – they will have **a controlling culture.**”*

Source: research interview I10

The analysis identified a strong correlation between risk, trust and culture, although the common theme within the data was that of the individual leader

promoting a risk taking methodology it was accepted that this needed to be reflected within the culture of the organisation.

*“The more **risk mature** you are the more trust you have to put in and give to your subordinates. In a truly **risk mature organisation** it also means that you are supplying the **training** and **support** they need in order to be able to deliver – all of those things must link together. You can’t just send someone off, tell them you trust them, tell them to crack on, and then be surprised when it all goes wrong because you haven’t **put the mechanisms in place** to assist them and allow them to achieve their best. You either don’t trust people or you say you trust people, and then when it goes wrong you say well, actually **risk wasn’t acceptable** – when it’s all a bit late by then”*

Source: research interview I10

The identified levels of risk taking and acceptance appear to be relative to the individual and the context. The individual can become more experienced at minimising risk through experience and training although ultimately risk itself cannot be mitigated and therefore the consistency of leadership approach and organisational culture must first demonstrate their tolerance of failure before risk will be accepted by the individual.

The data analysis identified the relationship between trust and risk: the more the individual was trusted the greater the level of risk the individual and the organisation were prepared to accept. The interrelationship between the

individual leader's trustworthiness and how much the subordinate was willing to accept responsibility also appeared to correlate to the levels of risk that was accepted within the relationship. Maintaining a trust foundation is imperative in maintaining risk acceptance. The process of training, mentoring and experience creates trust and acceptance of risk through the consistent behaviours of the leader, the organisation and the individual.

As individuals experience emerging context their cognitive ability to understand and make constructive decisions is also based on how prepared they are to deal with the nature of the situation. The preparedness of the individual to make decisions in an emerging context has strong correlations with the levels of trust and therefore risk they believe is acceptable.

The concept of risk had also proved to be a barrier in the effective evaluation of military methodology's utility beyond the contexts of the military environment. As context is relative to the individual so too is risk. The individual actor within a context evaluates risk using a number of interlinked methods but risk itself is a relative concept and still exists if the individual perceives there is a risk.

As risk acceptance and tolerance is both a leadership and organisational imperative for Mission Command methodology the alignment of the leader's values and the organisation's values are critical. As emerging context becomes more complex the individual's cognitive ability will become stressed depending on a number of factors such as training, experience etc. However

the preparedness of the individual to accept the ambiguity of the situation and still feel empowered to act will depend on increasingly higher levels of trust as the perception of risk increases.

The requirement for an organisation to accept risk often relates to the nature of the market and the product. Although an organisation may well have many sub-cultures present at anyone time there is often a dominant culture that is reflected in the organisation's policies and procedures. The selection of the leader becomes critical in maintaining the leader's and organisation's values alignment, which becomes imperative in demonstrating consistent behaviours and therefore maintaining a trusted framework. Both leadership selection and the active management of culture are critical in maintaining empowered decentralised decision making methodologies.

6.1.6 Values based leadership and servant leadership

Leadership was discussed extensively throughout the interview process by all the interviewees. The body of academic literature relating to leadership is extensive and falls beyond the scope of this thesis. However, the nature of leadership as it relates to the application of Mission Command and the common threads that the interviewees identified as being critical are discussed in this following section.

The data analysis identified that many of the interviewees were situated within a change context and had developed a defined style that was underpinned by specific attributes to manage the complexities of the change environment. It

was interesting to note that several of the interviewees felt that they were specialists in change and were often given tasks that involved change ahead of others in their peer group. Dulewicz and Higgs (2005) support the view that styles of leadership are more appropriate for specific context;

“From the leadership literature there is an emerging consensus that there is no single prescription for effective performance (Goffee and Jones, 2000; Gill, 2001; Higgs, 2003; Higgs and Rowland, 2003). The relationship between the approach of leaders (or their leadership style) and the context in which they operate is seen to be important. This is by no means a new thought and is rooted in contingency theory (Fiedler, 1964; Hersey and Blanchard, 1969, 1993). However, more recently the contextualisation implied by the Transformational school (Bass and Avolio, 1996) has moved from a largely internal leader: follower focus to a broader, and often external one (Higgins and Rowland, 2003). In particular, there is an increasing focus on the efficacy of different leadership behaviours in different context of change (Wheatly, 2000; Joworski 2001; Senge, 1997; Higgs and Rowland 2003)”

As the British Military selects and trains its leaders for high tempo operations where the change and complexity are ever-present phenomena the organisation will become optimised for this style of leadership. However the work of Cameron and Quinn (1999) and Yardley and Neal (2007) suggest that organisations such as the British Army have several cultures that are reflective of the tasks and functions they conduct. This would suggest that organisations

such as the British Army are over dominated by a style of leader that may lead to underperformance in other non-operational environments.

The data analysis suggested that the interviewees had become change specialists and were directly involved in transformational leadership. Although the research identified the strong correlation to change within an emerging context there was little evidence that this form of leadership was equally effective in non-change environments. Although some of the interviewees did discuss previous roles they had undertaken the focus of the research programme did not explore this background specifically.

The interviewees all advocated empowerment and decentralised decision-making and these attributes are supported by Greenleaf's (1977) concept of servant leadership. There are many striking similarities between servant leadership and the British Military's leadership methodology, perhaps the most obvious is the motto of the Royal Military Academy, which is "Serve to Lead" and clearly demonstrates the underlying leadership philosophy of the military.

As discussed earlier in this chapter the ability to build and sustain trust was central to all the individuals' leadership in delivering change (transformational leadership). This approach is supported by Joseph and Winston's (2005) paper, which discussed servant leadership and trust, they state:

“Transformational leaders build trust in organisations by making their positions clearly known, standing by them, and by articulating and consistently implementing a particular direction”

This statement highlights many themes such as communications, consistency, transparency and drive all of which were reflected in the data analysis, as this interview extract illustrates:

*“It really is **direction** and **integrity** and **initiative** leadership to give people the **confidence** to **drive** everything **forward**.”*

Source: research interview I1

Many of the interviewees identified leadership as a position of privilege that needed to be earned and renewed continuously in order to maintain legitimacy.

*“**Leadership is a position of privilege**, being in command of soldiers or leading people is a privilege which you have to **continually revalidate** and is therefore **not to be abused**. That would steer you from an **integrity** position away from any tendency to abuse that trust. It’s about **trust**, being in a leadership position, **putting the team and the objectives well before your own personal interests**.”*

Source: research interview I6

Establishment of trust appeared to be a mixture of personal and organisational attributes and, as established by Dulewicz and Higgs (2005), leadership style has to be appropriate for context and requires consistency before it will be established and maintained. The individual (I6) interviewed had a mixture of business backgrounds and levels of complexity within their role and working environment. It is interesting to note that the application of leadership styles varied across the group but not the underlying principles. The ability to deliver consistently appears to be derived from a sub-conscious framework of belief or, as one interviewee stated, “doing the right thing”. This suggests a deeper more personal approach, one that was not founded on the conscious analysis of each decision but rather an instinctive leadership style that reflected the wider methodology. This attribute of sub-conscious decision-making is typical of the leader acting in an emerging context where the cognitive ability of the individual will become stressed as the complexity and volatility of the context increases. The ability for the individual to continue to make instinctive and effective decisions becomes a critical component of leadership in this context. With rapidly emerging context the ability to distil information, make decisions and communicate your intentions are fundamental to achieving competitive advantage.

The instinctive framework of the leader was ascribed to personal values which were reflected in the decision making process of the individual. As the emerging context became complex and volatile the leader utilised their training and experience to make decisions but when the situation overwhelmed their

experience they appeared to utilise their values as a framework for making decisions.

*“You **express your values** on a regular basis because your **consistent** that’s the great thing about having **true natural values**, your consistent and that consistency therefore **underpins everything**”*

Source: research interview I5

There was a consistent emphasis on values and that a leader had to show consistent behaviour in line with these values. Although many of the interviewees felt that their Army experience had contributed significantly to developing their values there was a variation between levels of consistency with the core values of the British army. The research suggested that individuals had established values before joining the Army, however, the British Military culture was attractive and interesting to these individuals because they could identify with the organisation’s values.

*“**Honesty, integrity** you know, **trust**, being a **well rounded open** individual is absolutely vital but most of my attitude and approach, it’s probably a bit sad really, is **enormously influenced by the army**”*

Source: research interview I5

The interview data illustrated a wide variety of contexts. The leader’s ability to make decisions was often based on their ability to understand the emerging context (situational awareness) and this was highly dependent on effective

communications. All the interviewees suggested that they had strong communication skills, however it was acknowledged that the strength of their relationships underpinned the effectiveness of their communications. Many of the interviewees suggested they spent a great deal of time with their subordinates building relationships and understanding.

*“I do 33,000 business miles a year and it’s horrible from the car’s perspective but the reason I do it is because it’s my office and I have only about 50 people in this building because this is the head office, this is where the directors sit but the remaining **3500 are out there in other offices** in the field and I spend my time between emails, driving out just to say **you know just show me what your doing and just sit down with a call centre worker and say things like how’s things? Did you enjoy the party or what do you think of our terms and conditions? How long have you worked here?** Sometimes then when I’m going back up I’ll be making 6 million decisions about our next IT scheduling software and I can just think well I have just spent a day talking with one of these guys and it just isn’t going to work”.*

Source: research interview I6

The above interview extract illustrates the importance that many of the interviewees attached to meeting subordinates face to face. The process serves both to build relationships and reputation through the acquisition of valuable implementation intelligence. The feedback received builds the

leader's experience and knowledge and enhances the basis from which the individual can make decisions within context.

The data analysis suggested that the leadership approach was transformational and supports Dvir, Eden, Avolio and Shamir (2002) hypothesis that transformational leadership builds empowerment and commitment whilst promoting job satisfaction (Spreitzer, Kizilos and Nason 1997). Although the level and complexity of the change situation varied greatly across the sample all recognised the change process and their part in leading it.

The research programme found that all the individuals had very similar views on leadership and how this should be demonstrated through clear values, which in turn build trust through which strong teams are created. The alignment of the leader's and organisation's values appears to be critical in delivering sustainable empowerment leadership and therefore the identification and active management of organisational culture is critical to success. These are critical components of organisations that can embrace empowerment and decentralised decision-making methodologies. These attributes were seen as critical in embracing emerging contexts and developing competitive advantage.

6.1.7 Culture identification and active management

The data analysis suggested a strong correlation between the leadership style and the management of culture. This supports the observations by Schein (1985) who suggested a relationship between leadership and organisational

culture. The identification and categorisation of culture was promoted by Cameron and Quinn (1999) who suggested that each culture classification would require a specific style of leadership to promote optimum performance. This work has been further developed by Yardley and Neal's (2007) observations requiring the sub-classification of British Military culture.

The interview data suggested that the individuals recognised the importance of organisational culture and getting the fundamental foundation right in order to develop a Mission Command methodology.

"I was trying to do was build up a culture where people could challenge and think outside of the box for a common purpose and make them better people effectively, but ultimately leading to better team work and better output"

Source: research interview 18

This interview extract illustrates the conscious attempt to manipulate organisational culture. The development and maintenance of trust was discussed earlier in this chapter however it is worth reflecting that trust is multi-dimensional as not only is their trust in the leader but also in the organisation. If the culture of the organisation does not support trust and accept risk it is unlikely that a leader who value these aspects of empowerment and decentralised decision making will be successful in the implementation of such management methodologies. The understanding of organisational culture has been identified across the interviews as an important factor in successful

empowerment. Cameron and Quinn (1999) offer a useful definition of organisational culture:

“An organisational culture is reflected by what is valued. The dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that make an organisation unique”.

Both trust and risk have been discussed as fundamental to the effective utility of empowerment and therefore need to be supported by the organisational culture. The process of change often impacts on the culture of an organisation and reflects the disruption that change can bring to an organisation as the foundation upon which the organisation has become accustomed changes. The process of change is a vast academic field and falls beyond the scope of this thesis but the relationship between change management and the management of organisational culture is an important theme. The research analysis suggests that alignment of the leader’s style, values and methodology and the organisational culture is an important aspect of delivering effective change programmes.

6.1.8 Section summary

This research has suggested that the key components of Mission Command can and have been adapted to the business environment. The recognition of context and the effect this has on the traditional linear planning model has

been reflected in the interviewees adoption of the effects based approach, giving guidance and encouragement, sharing the 'two up intent,' the aspirations of the organisation and the simple plan of how it will be achieved as key components. Leadership values, consistent behaviours and integrity are fundamental in building trust, without which risk taking implementation processes cannot be fully utilised. This is seen as important to achieving competitive advantage within the business landscape. These interlocking principles are important in the transference of Mission Command to the non-military environment. Though the level of adaptation of Mission Command ranges from a direct application of all the key processes including much of the terminology through to a basic application of the key principles. The key aspects of this research will be crystallised into a number of key finding within the next chapter.

7 Analysis of key Findings

7.1.1 Introduction

The research programme and subsequent data analysis identified key themes which were then cross examined utilising a number of academic methods to give insight and richness to the findings and the following are a number of key observations:

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

7.1.2 Key findings and themes

7.1.2.1 Context and culture

1. **Interviewees were better prepared to lead in complex and volatile environments:** The individuals who were interviewed within this research programme believed they were better prepared than the organisational norm to lead and make effective decisions within an emerging context. The process of change could induce both complexity and volatility and interviewees felt that their training and style of leadership enabled them to make effective decisions within this environment.
2. **Mission Command requires a supportive organisational culture:** The research identified that Mission Command could only be utilised if the culture of the organisation was appropriate. The understanding of organisational culture became a leadership imperative, whilst the ability to adapt and manipulate organisational culture became a key attribute of leadership success.

3. **British Army is organisationally suboptimal:** The interviewees had all been selected and trained within the British Army's methodology of leadership so their similarity of attributes and values is perhaps not surprising. The research indicated that the style of leadership and organisational culture are fundamental to the successful utility of Mission Command. Mission Command has been developed through a grounded approach of centuries of high intensity conflict. The military's exposure to highly complex and volatile environments has been the catalyst for the adoption of a decentralised decision making process. However, much of the British Army is not deployed on operations in this kind of environment. The nature and structure of the armed services dictates the use of specialist areas of expertise that are not directly related to high intensity combat operations - a good example would be procurement. The relationship between universal leadership selection and its appropriateness for selection for post is worthy of future investigation. The research would suggest that the British Army is organisationally suboptimal.

7.1.2.2 Methodology

4. **Linear planning models are inadequate for real world environment:** The traditional business linear planning models are limited in dealing with real world environments. The emerging context and the requirement for individual actors to make decisions based on their own understanding of the emerging context induces a rapid decay of linear planning models. The limitation of linear planning models has already been scrutinised

however the most often used operational planning tool in business today is the accountancy business plan which predicts future performance based on historical data with little account being taken of emerging context.

5. **Leaders who promote decentralised decision-making are better**

prepared to manage in an emerging context: As context is relative to the individual so too must the understanding of what the wider objectives of the organisation must be. The acceptance and promotion of empowerment is central to the adaptation of Mission Command. An individual is better prepared to encounter and effectively manage in an emerging context if they accept and promote decentralised decision-making. Although individual effectiveness is subjective and relative to other actors' performance, decentralised decision philosophy is part of an interwoven set of attributes and methodologies which combined enable an individual to be better prepared than their counterpart.

6. **Personal attributes are critical before methodology is taught:**

The research identified that those individuals who possessed key attributes (values and characteristics) were better prepared to manage in a complex and volatile environment if they had developed their management practices through training and experience. The selection of the leader was based on attributes but the development of effective practice was a taught process. The research shows that only by first

possessing key attributes can Mission Command methodology be employed by the individual.

7. **Mission Command is an effective adaptive implementation-planning**

tool: The research recognised that organisations needed to plan and make assumptions about the future context. The interviewees all developed business plans but accepted that significant change would take place during implementation. The phenomenon of adaptive planning was recognised in the early articulation of Mission Command by Helmuth von Moltke the Elder (Chief of the German General Staff) when he wrote on war strategy, “No battle plan survives contact with the enemy” (Moltke, 1800-1891). This underlying assumption has percolated through military thinking and has become embedded in the planning assumptions of context. The interviewees did not try to control the variables within the emerging context but sought to make decisions that would enhance their competitive position.

7.1.2.3 **Trust**

8. **The promotion and sustainment of trust:** The concept of trust was fundamental to the adaptation and utilisation of Mission Command methodology. The research identified that trust was relative and multi-dimensional. The leaders needed to demonstrate they were trustworthy and also prepared to trust their subordinates. The establishment of trust and the giving of trust by the leader were identified as being prerequisites before reciprocal trust and responsibility acceptance was returned by the

leader's subordinates. The maintenance of trust required consistent behaviours by both the leaders and the organisation in order to maintain a foundation of trust. Without high levels of trust empowerment and decentralised decision-making could not be established or maintained.

7.1.2.4 Empowerment

9. **The leader and the organisation must support empowerment:** As

Mission Command is an empowerment methodology that promotes decentralised decision-making the leader and the organisation must promote and support empowerment. The sustainment of empowerment is founded on high levels of interpersonal and organisational trust.

10. **Mission Command requires effective delegation:** The research identified that Mission Command was an organisational empowerment methodology that required effective delegation. Decentralised decision-making is of little use if the decision-maker did not understand or accept the responsibility for the decisions they make. The leader and the organisation must understand and exercise effective delegation. A framework of understanding, responsibility and limitations (or boundaries) must be established for the individual to exercise delegated power. The research identified that effective delegation was bounded by a number of attributes such as how well the leader knew the individual, the perceived understanding of the objective, levels of training, experience, risk tolerance and the levels of trust.

11. **Delegation requires careful management:** Effective delegation requires preparation and careful management. The leader needs to build relationships and provide training and experience, which is appropriate to the delegated task. The process of empowerment and effective delegation must spur the individual to accept greater responsibility in order to sustain the culture of empowerment. The success of delegated responsibility will promote trust and increase commitment and inclusive leadership but failure will, conversely, undermine the relationship of trust.

12. **Decentralised decision-making enables competitive advantage:** The ability to achieve competitive advantage is a relative concept. If two actors are operating in the same environment and one is better prepared, and therefore makes more effective²⁸ decisions then they will achieve competitive advantage relative to the other actor. The decisions and outcomes are relative to the dynamics of the context.

13. **Preparedness relates to attributes that enable performance:** The leader is better prepared for emerging context if they possess the attributes such as values that allow them to build and sustain a trusted empowerment culture. The attributes are foundations upon which the methodology of management that is appropriate to context can be implemented. The values of the leader allow for consistent behaviour

²⁸ Effective can be interpreted in a number of ways. In this context it is the “production of the desired outcome, relative to the other actors in the same environment” the ability to exercise judgment and make real time decisions compared to an individual who is not enabled to do the same will give a competitive advantage in an emerging situation where the original plan no longer remains extant.

beyond the conscious application of decision-making. Leaders with distinct values frameworks are better prepared to make instinctive decisions beyond their cognitive experience and retain legitimacy.

14. **Training and experience is key:** The research identified that training is important in building experience and knowledge and helps in the preparation of the individual to operate in context. The provision of training also demonstrates commitment and investment and can aid in building trust. Leaders who take part in training and mentoring build stronger relationships through a shared experience. Individuals who had received training and developed experience through managed delegation were better prepared to cope with higher levels of complexity and volatility.

7.1.2.5 Risk

15. **Mission Command requires the acceptance of risk:** The data analysis identified that risk acceptance and risk management were central to a Mission Command philosophy. Leaders, subordinates and organisations need to accept risk as an ever-present attribute of empowerment and decentralised decision making.
16. **Mission Command accepts risk as an integral part of the process:**
The concept of risk has a number of perspectives such as individual risk, risk to reputation or position and environmental risk. There is a strong natural human desire to control and quantify risk. The perception of risk both by the individual and the organisation is dependent on multiple

factors such as exposure, experience, knowledge and resilience. The evaluation of risk is linked to the level of reward; the higher the reward the more likely a risk will be perceived as worthwhile. Individuals who promote Mission Command accept risk as an integral part of the management process. (This seems to be repeated in the next section.)

17. **Mission Command requires the organisation to accept and tolerate**

risk: The research indicated that Mission Command accepted risk in a number of dimensions both personally and to the organisation, however, the sustainment of the methodology was strongly linked to the resilience of the organisation to risk. The interviewees were drawn from a number of industrial backgrounds some of which had greater tolerance to risk taking than others. Organisations that were sensitive to risk taking were less likely to embrace all aspects of Mission Command methodology, instead the methods were more likely to be applied at a lower tactical level within the management of the organisation.

18. **Risk taking must be trained for Mission Command to be effective:**

Individuals could become better prepared for managing risk through training and acquired experience. However, although risk could be minimised it could not be eliminated. The leader's and organisation's commitment to risk taking is clearly identified through the attitude to failure. The levels of reward balanced against risk perception will shape the attitude to failure, so the development, training and mentoring of

individuals must bring exposure to the consequences of failure for the responsibility of risk taking to be accepted.

19. **Risk increases with complexity and volatility:** As the emerging context becomes more complex through the emerging number of variables the individual must cope with increasing levels of ambiguity. The higher the number of variables the more complex the context becomes and when a complex situation is further compounded through the emergence of even more variables such as time limitations and frequency the context can become volatile. As the individual actor becomes less able to cope with the complexity and volatility of the context then the higher the levels of exposure to risk. The more training and experience the individual has the higher their ability to cope with context complexity and volatility.

7.1.2.6 Leadership

20. **Leadership selection is critical for success:** As leadership has to be appropriate for context then the selection of leaders must be based on relevant criteria which, inter alia, should include personal attributes, experience, organisational culture and values alignment. The second aspect of leadership selection should be the application or task of the leader within context.
21. **Leadership must be appropriate for context.** The research supports the view that leaders reflect organisational cultures and context. Leaders possess attributes and experiences that make them appropriate for an

organisation. The alignment of the leader with the organisational culture and task is critical for a successful outcome.

22. A leader must be perceived as fair in order to maintain moral

authority: The research indicated that leaders who have a clear values framework make more consistent decisions. If leaders make consistent decisions regardless of individual relationships or circumstances they are perceived to be fair. It was identified that it was important for a leader to be perceived as fair for them to retain legitimacy and exercise moral authority. The erosion of moral authority makes the leader's position untenable within a Mission Command philosophy.

23. Transferable leadership requires further investigation: The high correlation between interviewee's personal perceptions of expertise within a change environment illustrates a strong link with their military selection and training. Although the evidence suggests this kind of leader is well prepared for leading change, are they well prepared for leading in other areas? The interviewees had discussed previous roles that were diverse in nature and may well have required greater adaptation of leadership style and management methodology. As role diversification was not the central thrust of this thesis the evidence relating to the issue of leadership applicability in other organisational situations is weak and requires further investigation.

24. Leaders are drawn to the army's culture: The research identified a strong association between the individual's values framework and that of

the values of the British Army. Although a few of the interviewees ascribed the development of their values to their experience within the army they all agreed that they possessed their values framework before joining. It would appear that the individuals were drawn to the military as an organisation that they could identify with and align their personal values with. This phenomenon has implications for non-military organisations recruitment methodologies. It is contended that the highly homogenised application and selection policies of the British Army has led to a monoculture and lacks diversity. This hypothesis is worthy of future investigation.

25. **Military experience had helped develop leadership capability:** All the interviewees felt that their experience within the British Army had helped to develop their understanding of their own values. The process of training had developed the interviewee's own style and knowledge of leadership and had encouraged a values based leadership approach. The exposure to Mission Command methodology had been enlightening and consciously applied in their non-military context.

7.1.2.7 Communications

26. **Articulation of intent builds commitment and involvement:** The leader's ability to communicate a position of intent and a framework for achieving the aim was critical in the process of non-linear planning. Adapted Mission Command methodology relies on the community of practitioners understanding the future intentions of the organisation. The

individuals can then extract what the intent means for them and formulate a plan for fulfilling their part. This process of cascaded planning provides a catalyst for commitment and understanding. The process must be facilitated by the leaders and be seen to be transparent and supported. This process encourages dialogue and inclusive leadership as the community of practitioners is invited to participate in the formulation of the plan. Once intent is established and effectively communicated across the community of practitioners it provides a framework from which an empowered decentralised decision making methodology can effectively operate.

27. **Requires frequent, quality communications:** Communication was identified as a key component of developing and maintaining organisational cohesion. Effective communication requires a foundation of trust and mutual understanding. Emerging context rapidly decays established plans and the concept of decentralised decision making depends on frequent communications in order to share knowledge and maintain situational awareness.

28. **Quality communication is a key requirement of Mission Command:** The research suggested that communication was important in the use of Mission Command methodology. The interviewees all spent considerable time talking to individuals about their personal lives, building a holistic picture of them not just the persona at work. This holistic approach had a great deal of synergy with servant leadership's view of leadership within

the community of practitioners. The interviewees would take time to understand the perspective and views of the individuals who were implementing the process, their ability to absorb and distil the feedback was critical in evaluating success and building experience. The nature of communications was based on dialogue where rich insight could be developed from first-hand feedback.

29. **Volatile environments require robust communication**

methodologies: Through quality first-hand communications the leader was able to develop rich insight into the implementation process. The dialogue shortened communication processes and rapidly built a shared knowledge across the organisation. The more rapidly context developed, the greater the requirement for quality communications.

7.1.3 Summary

Although the size of the sample was numerically limited it did show striking similarities across the data. All of the interviewees believed that their values played a significant role in defining their leadership approach, and this combined with a strong sense of integrity and responsibility defined the profile characteristics of these individuals. Although the research interviews deliberately focused on a project environment the interviewees were very people focused. There was a strong link between individual responsibility, mentoring and facilitation of 'people' to be empowered to deliver change through deliberate action and intervention. All identified building trust as a key factor in delivering a positive change outcome. The combination of trust and

empowerment in turn built confidence and set the conditions for a risk taking methodology to be adopted.

All the interviewees believed that consistent communications which were honest and supportive helped set expectations and gave encouragement for individuals to engage in the decision making process. Their leadership approach delivered direction and objectives but not detailed plans. The emphasis was on the individual to accept and own the issue and the solution, with the role of the leader being a facilitator and mentor. The interviewees' management methodology is based on empowerment and acceptance of ownership of the task; this is facilitated and encouraged through the leader's approach. All believed that training, support and development were critical in developing an optimised team performance.

The environmental context had little impact on the utilisation of Mission Command methodology although the level of volatility appeared to be reflected in the level to which the methodology was deployed. The interviewee's ranged from having highly stable environments (usually due to a legislative context such as pension provision and the associated FSA rules of conduct) through to significant volatility such as the complete restructuring of an underwriting department within a building society. The more volatile the environment (balanced against the organisational resilience to risk) the higher degree of individual advocacy for Mission Command to be utilised as a key strategic methodology. In more stable environments Mission Command was utilised as

a method of developing and engaging staff and effecting 'innovation around the edges' to produce incremental enhancements but not fundamental change.

Although context volatility varied considerably across the interviewed sample all recognised that the context was beyond their individual control. This acceptance consciously shaped their decision to adopt Mission Command as an appropriate methodology within their own business practice. The interviewees felt that engagement with the ever-changing environment through empowered staff would offer competitive advantage but this approach was felt to be contrary to the organisational norm where control and order appeared to be the standard approach. As mentioned, the level of adoption and adaptation varied across the interview sample but central to all was the importance of trust. The ability for the leader to build and sustain trust was viewed as a critical component in delivering a positive change outcome. This was attributed to Mission Command being a risk taking strategy, which demands that the individual takes responsibility and owns the decision.

This research programme set out to establish the utility of Mission Command beyond the confines of the military context. The wider implications illustrated the shortfalls in present academic and business evaluation of British Military leadership and management practices. The identification of a research group that developed both within the military and a business environment ensured that real and not clinical practice could be observed. The key themes that have emerged suggest that British Military methods of leadership and management practice do have utility within a non-military environment. The ability to share

context, empower staff and ensure that volatility can lead to competitive advantage are all key learning themes from this work.

Effects based planning and the system of context adaptation has potentially wider implications for campaign and complexity planning where multi-agency involvement is required. Whether through an outsourcing programme, strategic alliance, integrated uniform services programmes or humanitarian aid support, these key concepts could be adapted to provide an effective framework for enhanced performance. This research provides evidence that suggests transference is possible and useful but further work is required to establish what level of transference can be made and what effect this may have on corporate leadership programmes. Mission Command 's utility requires key attributes to be present as well as a specific set of organisational conditions, and this suggests that only under specific conditions could the methodology be fully exploited by a non-military organisation.

Mission Command is a powerful implementation methodology and although the research programme showed widely applied adaptation of this key concept it should be noted that interviewees themselves were narrowly defined through their association and membership of the TA. Values were a consistent key theme although the research identified that these values were present before military selection undoubtedly the alignment of military organisational values made the military a natural inspirational organisation. The research identified that military training helped to develop and formalise the individual's approach and gave confidence through experience of how to adapt Mission Command

across context. The convergence of key characteristics is undoubtedly directly related to military association and these key themes are linked through the concepts of 'servant leadership' and numerous other leadership theories to support the development of sustainable, transformational leadership. These key aspects of leadership should be more fully explored to establish whether values based leadership has wider implications for selecting and developing organisational leaders.

Although the key concepts identified in this research programme could be attributed to sound management practices, it is the emphasis and frequency of the key themes, which are significant. The research interviewees attribute the influence of their military training in Mission Command as a conscious starting point in the development of their management practices. This study suggests that the interviewees have continuously adapted not only Mission Command but also the leadership practices they have mastered in the military context. The values based leadership approach articulated in this study does not necessarily attribute the development to the military but suggests that the military as an organisation may well attract a narrowly defined section of society that find the ethos attractive.

Competitive advantage is often attained through the narrowest of margins. This is often best achieved through the motivation and empowerment of key frontline staff. Mission Command appears to have utility and value for those organisations that wish to survive and prosper within the ever increasingly turbulent business environment. Further research is required to establish how

Mission Command could be adapted for individuals and organisations that have not experienced military training.

7.1.4 Implications for future operational environments.

During this research programme a great deal has changed across the global landscape and although this research has focused on the utility of Mission Command beyond the military, what are the implications for the military? This research has critically evaluated the utility of this empowerment methodology and found that it has wider potential, however, the current and future operational environment for armed force intervention has evolved to accept the requirement for a wider perspective. The adoption of a stabilising strategy calls for broadly based multi-agency intervention, the basis of which must stretch beyond the immediate political focus of the day.

It is contended that adapted Mission Command methodology can play a significant role in the developing global environment. The central principles still apply if you wish to bring stability from chaos and positive change outcomes. This research contends that you need a values based leadership model that people can believe in, which builds trust and acts consistently across environment, policy and complexity.

One which does not depend on command but on leadership, a leadership that can lead beyond the confines of any single organisations and can build a community of practitioners from across the public and commercial landscape. This will be beyond any single individual's personal experience and therefore

needs to rely on the individual's values to be the leader of many and the master of none.

Secondly, the management of the environment needs to be appropriate, therefore the adaptation of Mission Command that gives empowerment and freedom for multi-agencies to operate within a shared context and still deliver effects based on their own terms of reference must be an advantage. Involving and extending the approach through to the private sector is a critical component of future success and although there is no doubt it is full of potential pitfalls and, not to say the least, ethical considerations, one which the military must do in order to achieve their effect as quickly as possible.

The last point is organisational agility. As issues become more connected and lengthy in their involvement and the cost and capability requirements stretch beyond any single nation, it is only through co-ordinated efforts and strategic alliances that the military will be able to leverage the capability of the global economy and the resources it holds to deliver stabilisation in volatile environments.

The concept of early and deliberate intervention in order to deliver stabilised environments in failed or failing states is critical to the current and future global environment. As the British military's physical contribution is set to diminish over the coming years due to a number of factors including the rising cost of military operations and the current economic crises the military are required to evaluate critically the contribution they can afford to make and its impact on

contemporary operations. The research builds on the key findings to suggest that the British military's values based leadership provides a useful framework for multi-organisational working. The research programme has deconstructed not only Mission Command but also highlighted key aspects of the military's approach towards leadership. The ability for organisations such as the British military to retain influence and impact in the developing global environment may not lie in their physical capabilities or their organic resources but rather in the intellectual capital of their leaders. It is contended that with further research a theory of leadership perhaps stressing the intellectual component could be developed to provide the route map for effective organisational leadership in complex and volatile environments such as international stabilisation operations. The ability for an organisation or a multi-organisational team to rapidly adapt and respond to a developing context lies in the ability of the leadership to interact with the context and deploy appropriate methodologies to create environmental stability. It is contended that the new world order requires agile and flexible responses to rapidly emerging contexts and the international response must similarly match this fluid environment. The traditional dependence on a large-scale military capability is no longer an economically viable position and requires a more inclusive response. This research suggests that the answer to these pressing problems may lie in the development of leadership rather than the command of resources. The ability to develop individuals who can deliver effective multi-organisational response through the development of trust, articulation of international intent and creating the contextual framework from which individual organisations can

contribute through an empowerment methodology may well be critical to the success of stabilisation now and in the future.

8 Contribution to knowledge

The contributions to knowledge can be separated into three key areas. The first is the development of existing knowledge that the research has supported and drawn together to give fresh insight into cross-related themes. The second is the identification of a research community that provides valuable insight as to the adaptability of British Military methodologies beyond the military context, and the third is the examination of the utility of Mission Command beyond the military context.

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

8.1 Contribution to existing knowledge

8.1.1 Transference of British Military practices

The military as a source of academic and business inspiration is well documented (Wheelen and Hunger 2002, Johnson and Scholes 2002, Grant 2002) and there are some key authors who have attempted to draw direct comparisons between a military approach and business practice such as Pech and Duren (2003), Samtamaria, Martino and Clemons (2004), Wee, Lee and Hidajat. (1991). These comparisons have also drawn understandable criticism by authors such as Winsor (1996) for their unsubstantiated claims. This research has bridged that gap and provided insight as to how military practices can be adapted for non-military contexts. However, some previous claims of

various authors are still unsubstantiated and would require further research to establish their validity. This contribution to the academic debate has wide potential for further research and may provide valuable insight for existing literature such as leadership and management theory.

8.1.2 Emerging context, complexity and volatility

The research programme has drawn together work by Augier, Shariq and Vendeto, (2001) and Erickson and Schultz (1997) to explore the understanding of context from the perspective of complex adaptive systems (Wheatley, 1999). The deconstruction of the military operating environment has reviewed Thietart and Forgues (1995) work on chaos theory and examined the grounded development of Mission Command (Leistenschneider, 2002) through the recognition of the unpredictability of context. Chaos theory, complex adaptive systems and the literature relating to context have developed a wider understanding of the underpinning methodology of Mission Command. This research programme has supported and enriched the extant literature by cross-examining the academic field through the narrow lens of Mission Command.

8.1.3 Planning models for real world environments

As Mission Command is an implementation management methodology the cross-examination of management practice has drawn on the work of many management theorists. The research has supported Rapport's (1999) perspective of management context and the different interpretation of context

for a given situation. The recognition of contextual management gives support to Covalenski and Dirsmith's (1986) perspective that traditional accounting practices are too simplistic as illustrated by Field Marshal Helmuth Carl Bernhard Graf von Moltke's (1800 – 1891) famous quote, "no plan survives contact with the enemy". The recognition of emerging context and the linear planning methods of accountancy practice would suggest that complex and volatile environments require more adaptive planning and implementation methodologies than the traditional business plan. This research suggests that adapted Mission Command may have utility in managing emerging context and a wider research programme would provide an avenue for further examination of planning practices in such environments.

8.1.4 Communications

The research programme supports Spartacus's (1992) view that language must have a common meaning and if language is not precise it cannot facilitate effective communications. The articulation of intent provides open and honest communications, which in turn builds commitment and involvement and is supported by Spinks and Wells's (1995) claim that quality communications are key to success. The understanding of the meaning and the nature of communications is an essential aspect of military practice and was explored throughout the thesis. The concept of intent supports Miller's (1995) perspective that establishing a vision and direction was essential. Miller (1995) also goes on to suggest that delegation of decisions about how to reach the goals of the organisation was also an essential aspect of effective

communications. This concept of decentralised decision-making and quality communications draws together literature relating to trust building, empowerment and risk.

8.1.5 Trust

Trust was identified throughout the research programme as an essential component of Mission Command. The nature of trust was explored and supported the concept of the 'multi-dimensional construct' promoted by Cufaude (1999), Maren, et al. (1999) and Sparks (2000). Nyhan and Marlowe's (1997) perspective of building and sustaining trust was useful and the interview data supported their theories. The style and nature of leadership practice in developing trust introduced the concept of 'servant leadership', which has been explored through the work of Joseph and Winston (2003). The nature of British Military leadership builds on this existing work and promotes the concept of values based leadership. The development of an intuitive leader who behaves in a consistent manner promotes the position that leaders who have strong values foundations behave in consistent ways that develop understanding and trust in subordinates. If the leader's values are in keeping with the organisational values the culture of the organisation will promote a common methodology. This would allow for the development of empowerment, risk taking and decentralised decision-making.

8.1.6 Self-directed teams and trust

The research identified that developing trust was key to establishing a decentralised decision making organisation that inevitably promotes self-directed team behaviour. The research supports the work of Joseph and Winston (2003) who examined the concept of trust between leaders and subordinates and that of Roy and Dugal (1998), Honold's (1997) and Kanter (1977) who researched empowerment and trust. The research supports the view that for trust to be built the leader must demonstrate trust by giving trust to his subordinates and accepting risk that this entailed, Trust was identified as essential to Mission Command and the establishment of self-directed team performance which was reviewed by Fisher (1993). Essential to the development and maintenance of trust was the alignment of organisational culture which reinforces Honold's (1997) perspective of culture management and promotes the notion that leaders need to be adept at managing organisational culture.

8.1.7 Risk and decision-making

Nutt's (2002) review of corporate decision-making provided a useful insight to the risk of decision-making. As Mission Command requires individuals to make decisions the notion of empowerment and responsibility acceptance became increasingly relevant. The work of Miller (1995) who promoted the notion of effective delegation through the development of both trust and accountability was helpful and provided a strong link to risk-taking. Garfield (1993) reviewed the notion of punishment for risk-taking that linked to the work of Blanchard,

Carlos and Randolf (1996) regarding the relevance of organisational culture to risk. The work of Sherwood (2002) who promoted the importance of decision makers understanding the dynamics of context links to systems thinking and provides a theoretical bridge to Wheatley's (1999) work relating to complex adaptive systems. It is interesting to note that the US military describes the military operating context in terms of adaptive complex systems and promotes the notion of effective leadership within the dynamics of systems theory. The nature of decision-making and trust developed a direct relationship with effective organisational leadership promoted by authors such as Bennis, 1989; Block, 1987; Kanter, 1977; Kanter, 1979; Kanter, 1989; McClelland, 1975), Holden (1997). The research supports the existing theory but develops the requirements for underpinning strong relationships between leadership values, the ability to build trust and the deliberate development of a decentralised decision-making process such as Mission Command.

8.1.8 Leadership theory

The leadership literature is extensive, however, the research strongly supported the work of Greenleaf (1977) servant leadership concept, which reflected the British Military's grounded approach. The work of Russell (2000) and Rokeach (1973) connects servant leadership and values whilst Joseph and Winston (2003) advocate the development of trust within a servant leadership approach. The observations reported in these papers are supported by the findings within this research although the research ties the concepts together and promotes the concept of values based leadership.

The work of Burns, (1978); Deal and Kennedy, (1982) and Kouzes and Posner, (1993) suggests that the values of the leader affect their moral reasoning and defines how they perceive ethical and unethical behaviour. Hughes, Ginnett and Curphy (1993) support this view by advocating that individuals with strong value systems tend to behave more ethically than those with weak values combinations. The research supports the concept that leaders with a strong value foundation behave in a more consistent way, making decisions, which are supportive of their value framework. This, in turn, builds trust as individuals are cognisant of how the leader acts. The research also suggests that complex environments promote leadership intuition, leaders who can make the right decisions based on their beliefs. This is critical to maintaining an ethical approach towards decision-making and maintaining leadership legitimacy.

The wider implications of values based leadership require further investigation as the implications for international leadership selection become critical. The research suggests that greater scrutiny of organisational values and the evaluation and selection of leaders as critical aspects in delivering successful outcomes. The work of servant leadership theory dovetails with Cameron and Quinn's (1999) work regarding organisational culture classification and promotes the work of Wheatley (2000) Jaworski (2001) Senge (1997) Higgs and Rowland (2003) who suggest that different leadership styles are appropriate for different contexts. This observation does not reject universal leadership theories but does suggest that leadership may have optimal

characteristics for a given situation. As organisations are changing identities and must respond to a changing environment so too must the leadership approach reflect this dynamic process.

8.1.9 Organisational culture

The literature drew on work of Cameron and Quinn (1999) who identified organisational culture classifications and proposed that organisational performance required culture and context alignment. This was supported by the work of Foster-Fishman (1995) that argued that the culture of an organisation must be appropriate for an empowerment methodology to be adopted. The leader influences and shapes the organisational culture to create the conditions for achieving organisational objectives. The research reflected the extant literature and highlighted the association between leadership values, organisational culture and trust building. If the organisation's culture is not reflective of the leader, conflicting messages will be presented to subordinates and hence make the sustainment of trust untenable.

8.1.10 Research methodology

The research was based on a qualitative methodology that was rigorously coded and interpreted to build new insight. It supports the work of Layder (1993) Piore (1983), Stainback and Stainback (1988), Strauss (1987), Strauss and Corbin (1990), and Van Maanen (1983), and provides another example of qualitative research developing new theory and examining phenomena in context. The development of the literature review provided excellent grounding

and began the process of theory development that supports Simon's (1994) perspective of the literature being an integral component of the exploratory phase of the data collection process. Deliberate decisions were made throughout the review and interpretation of extant literature and new theory began to emerge as understanding of the literature fields combined with the theoretical perspective of the research question developed emerging themes.

8.1.11 Coding of data

The use of hand-coding of the research data developed a thorough understanding of the key themes and supported the views of Perry (1998), Perry et al (2002), and Petrovic (2006) who promoted the concept of hand-coding because:

“the words and the context are fundamental to the understanding, gaining insight into the ‘how’ nature of the phenomena”

Petrovic (2006)

However, the richness of the data made theory building more complex, as a number of the emerging themes required cross-examination and the use of an electronic coding methodology greatly enhanced the utility of the data. As the data was cut in a number of ways (Marshall, 2002) and reviewed against the research question a growing understanding of the phenomena emerged. The research question provided continuous focus and rigour to the questions which were asked of the data and which supports the work of Ramsay (1998a),

Trace (2001), Vallaster and Koll (2002) and Rowley (2002). As the coding developed new themes emerged and the cross-examination of the hand coding and the electronic data provided a vast array of data and analytical possibilities. It became increasingly important to stand back from the data and avoid what Gilbert (2002) and Richards (1998) term “the coding trap, bogged down in the data, and unable to see the larger picture”. The use of electronic coding ensured the data remained in its original form, supported by the original recorded interviews and this, in turn, supported Richards (2002) perspective of the importance of examining the data in context.

8.2 Contribution to new knowledge

8.2.1 The identification of the research community

Many authors have alluded to the utility of military concepts beyond the military context; these have ranged from leadership theory, management methodology and strategic thinking with little evidence of robust research to support their claims. The lack of research evidence to substantiate these claims has lead to an unresolved question as to whether these concepts, that have been grounded in volatile and complex environments, have wider utility. The identification of a small group of practitioners who have been selected and trained by the military and who yet also have careers in non-military organisations provided a unique opportunity to research the potential of a wide range of methodologies. This research programme has focused on the utility of Mission Command beyond the military context and has provided a rich source

of data regarding the adaptation and utility of the methodology. The research community has been invaluable in deconstructing the component aspects of Mission Command and providing practical evidence of its adaptation and implementation in other fields.

The identification and utilisation of the Territorial Army Officers has provided a new method of researching a wide range of British Military methodologies beyond the military context and provides the opportunity for a robust evaluation of existing claims.

8.2.2 The utility of Mission Command methodology beyond the military context

The research programme established that Mission Command had been applied in non-military contexts. The level of adaptation varied from case to case and a number of inter-related themes appeared to be universally important. The individuals felt that they were better prepared to deal with emerging context. This was partly through training and experience but also because they felt that they were better prepared to deal with ambiguity. The individuals felt they knew what the “right thing to do” was. This appeared to be based on a values foundation which gave the individuals confidence to make decisions. The alignment of individual and organisational values was important in that the outward expression of alignment through policies and procedures built trust which supported the deployment of a decentralised decision-making management methodology which, in turn, required an empowerment culture accepting risk and looking to develop competitive advantage. The research

suggests that Mission Command is not a universal concept that is appropriate for all organisations but it can provide a powerful methodology for delivering change solutions within an organisational context. The foundation principles which underpin Mission Command are more subtle and varied than identified in the military's explanation of Mission Command but the potential for delivering enhanced organisational performance appears to be there and warrants further investigation.

8.2.3 Preparedness of Territorial Army Officers to lead projects in their private sector roles.

The research suggests that Territorial Army Officers are better prepared to lead change programmes, however, it is not clear whether this is because they have received training by the military or whether it is because they possess innate qualities that make them an effective change leader. It is clear that all have utilised key aspects of their military training such as Mission Command and have achieved perceived success through the adaptation of this methodology and there are many examples in literature which support Mission Command as an effective change methodology.

The personal attributes of the individual's leadership style shows a strong link across case, although it would be attractive to suggest that this is because of military service there is little evidence to support this claim. Many of the individuals identified the importance of values in their own leadership style but also acknowledge that many of these values were derived from a wider set of influences rather than just the military. It is probable that individuals who

posses these attributes are attracted to military service because of its organisational culture and the opportunity to practice their inner desire for values based leadership.

8.2.4 Summary

The research provided a number of observations, which built on and developed the views expressed in existing literature and also provided a focus, which has drawn together a number of related fields and examined them from a new perspective.

The key question, which was asked, of the research programme was whether Territorial Army Officers were better prepared for leading project(s) in their private sector roles through the application of Mission Command methodology? The research would suggest that they are better prepared to lead change projects and that they have utilised an adapted Mission Command methodology as part of their approach. A number of other key insights have been generated by this research programme including the identification of the wider research opportunities to deliver insight to other military methodologies utility beyond the military context.

8.3 Summary of research contributions

Literature links	Academic Literature	References
Contribution to existing knowledge		
Utility of Mission Command beyond the military		Griffith, 1971; Sawyer, 1994 Wee, Lee and Hidajat. (1991) Talbot, 2003 Winsor (1996) – problem of transference Samtalaria, Martino and Clemons (2004) - Manoeuvre Warfare Pech and Duren (2003),- Manoeuvre Warfare
Interviewees were better prepared to lead in complex and volatile environments	Chaos Theory Complex adaptive systems Context Complex context requires facilitative style of leadership	Thietart and Forgues (1995) Wheatley (1999) Augier, Shariq and Vendeto, 2001 Erickson and Schultz (1997) Higgs and Rowland (2003)
Liner planning models are inadequate for real world environment	Managing context Knowledge management Management Theory "no plan survives contact with the enemy". Accounting - Traditional view of a linear relationship between strategy, budgeting and implementation therefore appears to be overly simplistic and actual behaviour is more complex	Rapport (1999) Nonaka, Toyama and Nagata (2000) Casey, 1997 F.W. Taylor's 'Shop management' (1903) and 'Scientific Management' (1911), E.T. Elbourne's 'Factory Administration and Accounts' (1914). Manufacturing theory was developed by authors such as G.P. Bevan (1876), Fredric Smith (1878), J.Slater-Lewis (1896) and H.C.Trip (1892). Field Marshal Helmuth Carl Bernhard Graf von Moltke (1800 – 1891) Covalenski and Dirsmith (1986)

Requires frequent, quality communications	Communications (meaning of language)	Spartacus (1992)
Articulation of intent builds commitment and involvement	Quality communications Establish vision and direction, but delegate decision about how to reach the goals	Spinks and Wells (1995) Miller (1995)
Leaders are better prepared to manage in an emerging context	History of mission command	Leistenschneider (2002) Burgay's (2005)
The promotion and sustainment of trust	Trust and Servant leadership Trust Trust- multidimensional construct Behaviour – consistency and trust	Joseph and Winston (2003) Nyhan and Marlowe (1997) Cufaude (1999), Maren, Wicks and Huber (1999) and Sparks (2000) Joseph and Winston's (2003)
Adaptive implementation planning	Knowledge sharing The context here does not mean 'a fixed set of surrounding conditions but a wider dynamical process of which the cognition of an individual is only part' (Hutchins, 1995 p.xiii). Hence knowledge needs a physical context to be created, as 'there is no creation without place' (Casey, 1997, p.160).	Hutchins, 1995
Identification and management of organisational culture	Culture	Horner (1997)
Leader and organisation must support empowerment	Self directed teams Trust between leaders and subordinates Empowerment and trust	Fisher (1993) Joseph and Winston's (2003) Roy and Dugal (1998) Linda Honold's (1997) Kanter (1977)
Accepting risk:	Punishment for risk taking	Garfield (1993)
Effective delegation	Decision making (Manoeuvre Warfare)	Hooker (1993)

	Corporate decision making	Nutt's (2002)
Delegation requires careful management:	Delegation is not abdication, rather, it involves both trust and accountability	Miller (1995)
Personal attributes before methodology	Servant leadership values Values Values affect the moral reasoning of leaders which define how they perceive ethical and unethical behaviour	Russell's (2000) Rokeach (1973) Burns, 1978; Deal and Kennedy, 1982; Kouzes and Posner, 1993)
Decentralised decision-making enables competitive advantage	Creating competitive advantage	Brown and Eisenhardt (1998)
Preparedness relates to attributes that enables performance		
Training and experience is key		
Fairness and moral authority	Individuals with strong values systems tend to behave more ethically than those with weak values combinations	Hughes, Ginnett and Curphy (1993)
Risk perception and acceptance	Empowerment and responsibility	Blanchard, Carlos and Randolf (1996)
Organisational tolerance to risk and application of Mission Command		Blanchard, Carlos and Randolf (1996)
Importance in training risk:		Blanchard, Carlos and Randolf (1996)
Risk increases with complexity and volatility		
Leadership is appropriate for context	Leadership, management and organisational effectiveness Decision makers must understand the dynamics of context – systems thinking	Bennis, 1989; Block, 1987; Kanter, 1977; Kanter, 1979; Kanter, 1989; McClelland, 1975), Holden (1997) Sherwood (2002)

Leadership selection is critical for success	Organisational culture Appropriate organisational culture Differing leadership styles for different contexts	Cameron and Quinn (1999) Foster- fishman (1995) Wheatley (2000) Jaworski (2001) Senge (1997) Higgs and Rowland (2003)
British Army is organisationally suboptimal	Organisational culture Differing leadership styles for different contexts	Cameron and Quinn (1999) Wheatley (2000) Jaworski (2001) Senge (1997) Higgs and Rowland (2003)
Transferable leadership requires further investigation		
Quality in communication	Quality communications	Spinks and Wells (1995)
Volatile environments require robust communication methodologies		
Leaders are drawn to the army's culture	Servant leadership	(Greenleaf, 1977) Lloyd and Spears, 1996
Military experience had helped develop leadership capability		
Research Methodology	Theory development through rigorous coding and interpretive procedures "Qualitative methods can give the intricate details of phenomena that are difficult to convey with quantitative methods"	Layder, 1993; Piore, 1983; Stainback and Stainback, 1988; Strauss, 1987; Strauss and Corbin, 1990; Van Maanen, 1983
Literature review as data collection	Review of the literature as an integral component of the exploratory phase of data collection	Simon (1994)
Data Capture	"Accuracy of verbal reports depends on the procedures used to elicit them and the relation between the requested information and	Ericsson and Simon (1984, p. 27)

	the actual sequence of heeded information”.	
Hand coding data	Hand coding approach to the codification, reduction and thematic grouping of the interview data.	Perry, (1998) Perry et al, (2002) Petrovic 2006)
Examination of data	The key themes were drawn together and examined from the perspective of the research question building insight and understanding as the research analysis developed.	(Ramsay, 1998a, Trace, 2001, Vallaster and Koll 2002, Rowley, 2002)
Avoiding the data trap	Term “the coding trap, bogged down in the data, and unable to see the larger picture	Gilbert (2002) and Richards (1998)
Electronic coding	“It is easier to approach data with curiosity – asking “ what if I cut it this way?” knowing that changes can be made quickly”.	Marshall's (2002)
Data in context	The ability to retrieve data and examine it ‘in context’	Richards, (2002)
	“Text then can be viewed by category as well as by source and so, as well as facilitating data management, classification of text using codes assists conceptualization”	Coffey and Atkinson, (1996) Miles and Huberman, (1994) Ryan and Bernard, (2000)
New Knowledge Contribution		
Research Methodology	Identification of TA Officers as a research community	Military transference
Research question	Utility of Mission Command beyond the military context	Effective change management process
	Preparedness of TA Officers to manage change	Subjective but would appear to be better prepared at managing emerging contexts

Source: Compiled by the Author

9 Reflections on the thesis

9.1.1 Introduction

This section is a personal reflection on the process of conducting a PhD research programme; it is a mixture of subjective and objective comments that are based on the author's research diary.

1	Focus of thesis
2	Literature review
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9.1.2 Identification of a research committee.

The author feels extremely fortunate to have had the benefit of advice and guidance from a research committee comprising Professor Derrick Neal and Professor Andrew Kakabadse. Their sage advice and mentoring has been at times tough and demanding but has always been constructive and paid dividends. The selection of the research committee is critically important and takes place at a time within the process where the researcher has little understanding of the gravitas of the decisions they are about to make. The balance of the counsel a thesis committee gives its students is vital: too much detail and the process becomes stifling, too little and the student loses direction and possibly motivation. Comments and statements that at the time appear to be insignificant come flooding back to resonate in the mind as each stage of the research brings new insight. It is at this point that students know they have selected the right team to work with.

9.1.3 The development of the research question

The identification and focus of the field of research was relatively simple in that it was based on personal experiences and a reflective practice that suggested a closer examination of the subject through the rigour of an academic research programme. The narrowing of the boundaries and subsequent selection of a suitable research question was far more complex. This process was often challenging and frustrating, and its determination drew heavily on the advice and guidance of the thesis committee.

9.1.4 Drafting and redrafting as a process of data intimacy

The process of redrafting often large section of the thesis brought the researcher closer to its meaning, and although extremely frustrating the outputs became richer and more focused. The confidence in both the process and the research committee grew through reflection on the product. Later in the process the re-codification and redrafting of the research data gave greater understanding of its underlying meaning and gave authority to the observations and insight of the researcher. Although redrafting is hugely frustrating it must be accepted as an inevitable part of the process. The quality not the quantity of the insight is the most important aspect of the theses but sometimes quality comes from the critical analysis of the preparatory work.

9.1.5 Data capture and codification

The data capture process was carefully thought through, however, the data analysis was initially hand coded which required a huge amount of work in

identifying the interconnectivity of the emerging themes. Electronic coding utilising NVIVO software later enhanced the hand coding. As the researcher still had to read and code the data much of the subjective biases in the interpretation of data inevitably remained. However, the ability to re-cut and re-examine the interrelationships of the data became extremely useful in developing rich insight to the subject. A useful addition to the codification of the data would have been the codification of the literature and methodology as that would have extended the thematic analysis from research to extant literature and would have proved useful in the later stages of the thesis. The cross coding of the data provided a source of triangulation and objectivity to the process which enhanced the subjective initial hand codification as anomalies were easily identified and recoded without losing source material.

9.1.6 Profile and data sample

The nature of the research question narrowed the data sample considerably. The use of a pilot study acted both as a dry run and confirmation of the techniques and question structure and is thoroughly recommended for research programmes of a similar nature. The initial data from the pilot study informed the selection and profile of the final research group that further narrowed the community of practitioners. The access to and consent of the individuals was relatively straightforward because the researcher was also a serving TA Officer and shared the general profile. The background and credibility of the researcher aided the access to the research data sample community that otherwise may have been difficult to obtain. The data gathering

process was far lengthier than anticipated. The interview data was captured in a consistent method through the use of a standard questionnaire and a Dictaphone. The interviews were subsequently transcribed and crosschecked against the original recording. The nature of the data needed to be carefully managed as the nature and construct of the spoken word is considerably different from the written sentence. It was important not to lose the meaning of the interview response through reading notes. It is strongly recommended that the original recordings are kept and coding of transcripts is conducted in conjunction with the original recorded source material.

The research group were all drawn from a very narrow profile although the individual's organisational context clearly provided greater diversity, the concern regarding homogenous groups and their uniform beliefs of trust building remained. The small data sample reflected the strict profile and limited size of the eligible community of practitioners. A database of TA Officers would have been extremely helpful in the examination of military methodology utility.

9.1.7 Academic literature is narrowly focused in terms of the examination of new fields of social phenomena.

The number of published academic works regarding British Military practice beyond the military context was extremely limited. Although a number of books and papers had been produced extolling the virtues of military practices there was almost no evidence of academic research to support these claims. The search for academic fields of research that supported the underpinning military practice required extensive research across a number of literature fields. The

breadth of the literature research made the initial literature review unwieldy and required a number of extensive redraftings and refinements in order to produce a consistent focus throughout the literature chapter. Not only did the research across so many literature fields create considerable work it also made the focus of the research at times difficult and presented the danger of developing several directions within one thesis. The constant re-examination of the research question helped to identify the salient points of the literature and draw conclusions across literature fields rather than within a single literature field. The iterative process produced richer and more robust data analysis but it was an extremely frustrating one. The key problem was drafting a robust research question early in the process and ruthlessly focussing on the key aspects of the literature.

9.1.8 More thinking, less doing!

The process of conducting a PhD research programme presents a huge task and can lead to a desire to produce extensive volumes of written material. The ability to stop writing and make time to reflect on what has been researched is a critical aspect of learning. Creating the space for understanding and interpretation of the information is a deliberate and focused discipline that must be developed. It is only through this critical reflective process that patterns and new theories begin to emerge. The process of thinking is a learnt discipline that is a key attribute of a PhD study programme. It is not what is learnt but the method of learning that develops an enquiring mind and gives new insight that enriches the human experience.

9.1.9 The process has wider unforeseen consequences

The process of conducting a PhD research programme changes the way the researcher thinks and acts within a real world context. This change process will have wider implications for personal and business relationships and the way individuals ground themselves within their existing environment. As previously discussed the process of critical reflection is a way of thinking and learning. It cannot be switched on and off or unlearnt; it is a way of evaluating the world through a new lens. As the implications of the learning have wider consequences they should be considered before undertaking such a process. The researcher must develop their relationships throughout the journey and spend time to communicate and share the experience; a PhD programme can be an enriching, developing experience. It can also be hugely disruptive with unintended consequences. It is important to understand the process as it emerges and act appropriately. The more one learns the less you know

As discussed earlier a PhD research programme is highly personalised and has unforeseen consequences. The acquisition of knowledge combined with the reflective process can lead to insight whilst understanding that nothing is fact only perspective on a given subject.

9.1.10 Summary

There are many aspects of the PhD that with the benefit of hindsight the author would have changed, however these are all part of the experience.

10 Further research recommendations

Throughout the research programme a number of themes have emerged which require further investigation. The scope and nature of this research falls outside of the confines of this research programme, however, the development of these themes would greatly enhance the general understanding of the application of Mission Command methodology beyond the military context'

1	Focus of thesis
2	Literature review
3	Methodology
4	Data collection
5	Findings
6	Discussion
7	Analysis of key findings
8	Contribution to knowledge
9	Reflections on the process
10	Further research recommendations

The development of trust in diversified and homogeneous organisations:

The research of McAllister and Hartmann reflect the narrow and homogeneous age, social, and racial structure of the British Military and may well warrant further examination as to whether high levels of trust, co-operation and flexibility are present within the military because of these factors rather than methodological approaches. Undoubtedly the time spent in selection and training contributes a great deal to the levels of trust demonstrated in the military environment. A further research programme is recommended to establish whether diverse groups can attain the same levels of organisational trust and commitment and what kind of attributes are required in order to maintain organisational cohesion?

Management of emerging context: This research has concluded that empowerment significantly contributes to an organisation's management of emerging context. This conclusion is based on a comparatively narrow group of industries and individuals. There may well be examples of non-empowered organisations that manage emerging contexts with other forms of methodology and this would warrant further study.

Are military leaders effective in non-volatile environments? Leaders who have been selected and trained within a military environment appear to be well adapted to managing a complex and volatile environment such as a change context. Are military leaders also successful in other aspects of organisational leadership and especially in non-dynamic organisational cultures? Further research is recommended to establish the wider utility of military methodologies.

Values mapping: This research programme has established a strong link between the leader's personal and organisational values and this has wider implications for diverse multinational and international organisations. Further research in the development of value mapping and identifications of key attributes could aid the development of global leadership and build understanding of values integration.

Utility of other military methods beyond the military context: This research programme has established that the transference of a single military methodology beyond the military context is feasible. It has illustrated that

Mission Command can be adapted for a new context whilst retaining its underpinning attributes and philosophy. Further research as to the utility of other military methods may identify useful linkages to existing management practices and aid in closer integration between military and non-military projects.

Organisational values: nature or nurture? The development and nurturing of values has been identified as a key attribute to the implementation and sustainment of empowerment. Further investigation as to the creation and development of organisational values could provide insight as to the nature of values and whether they can be manipulated or changed.

This research programme has investigated a number of key areas of academic literature. The comparatively small number of research-based evaluations of military methodology transference has meant that the literature foundation of this thesis has had to draw heavily on a wide variety of other established academic themes. The research has provided a basis for real time evaluation of military practices beyond the narrow confines of the military context and provided a wider perspective of interconnectivity between literature fields. The research process has developed a number of themes in order to provide insight to the research question and in doing so has identified areas for further study.

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