



Experience of Leadership

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Management 601**

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Leadership:

- ◆ Origins
- ◆ Organizational context
- ◆ Scope/Scale
- ◆ Nature/Nurture?
- ◆ Touchstones
- ◆ Challenges ...rewards?
- ◆ Examples

“Why
would
anyone
follow
me?”

Formal, Hierarchical Leadership



Royal Roads Military College, 1975-79

“College” in the sense of an institute oriented toward training a specific professional competence, a font/guardian of professional ethics, the epitome of professional conduct...

Leadership as a function of Organizational Ethos

Truth, Duty, Valour¹

Duty, Honor, Country²

1. Canadian Military Colleges motto

2. West Point Military Academy motto

Informal, Practical Leadership



Royal Canadian Sea Cadets
HMCS Quadra PL Course 1973

“Outward Bound”

- 12 teenagers (16-17 Yrs)
- 32' naval cutter
- Sail and oars only
- 1 day's rations for 5 days
- Round-trip itinerary of ~100nm
- “don't come back early ...don't come back late!”
- No adult supervision

No assigned leader

Leadership Competence ...Competencies



Is there a difference in the leadership required of a “Commander”* rather than a “Manager”?

* LMMW are the pillars of the RCN’s Command Development Course, the qualifying course for sea command candidates

Leadership as a function of Context

...Large/Small Teams

International staff
of the Sea Combat
Commander
onboard USS Kitty
Hawk (CV63) at
RIMPAC 2008
(crew of 5000)



Captain and helmsman in
a “Panamax” bulk carrier
(crew of 20)

Visible leadership ... invisible leadership



“No man
is a hero
to his
butler...”

(Goethe)

Canadian Fleet Pacific 2007-2009 “Inner suite”

Leadership as a function of “Character”

By command*,

I mean the general’s qualities of
wisdom, sincerity, humanity,
courage and strictness

Sun Tzu

** In military usage, often synonymous with leadership*

Character(istics) of Leadership*

- Loyalty
- Simplicity [honesty]
- Self Control
- Tact
- Energy, Enthusiasm, Perseverance
- Common Sense, Judgment, Acumen
- Assiduity
- Earnestness
- Justice
- Faith
- Truthfulness
- Courage, Decision
- Honour
- Discipline, Punishment

“Your actions speak so loudly, I can’t hear what you’re saying...”

RAdm R.D. Yanow (1992)

RCN 1951-87

** Can be perceived as a “shopping list” ...how many of these are enough?*

Greenwood's List of Leadership Essentials

- Vision¹
- Decision²
- Competence³
- Character⁴
- Communication⁵

➤ *Not a shopping list!*

... all of these essential in each leadership opportunity/performance, but sometimes in different proportion

Elaborations:

1. Objective (goal), perception, analysis, intuition, strategy, innovation
2. Authority, risk acceptance, courage, commitment, timeliness
3. Professional ability, diligence, skill, experience
4. Personal motivation, ethics, empathy, fairness, enthusiasm, resilience
5. Articulation, clarity, logic, persuasion, ***listening!!***

Leadership as a function of Achievement

“Leadership is the art of accomplishing more than the science of management says is possible.”

Communication

“Mission First, People Always”

Or...

“People First, Mission Always”?

False dichotomies: *Mission/People, Nature/Nurture, Efficiency/Effectiveness ...*

➤ ***Leadership is often about resolving dilemmas***

Final Word on Leadership:

Share the successes,
own the failures

Resilience, tolerance for failure ...

A faint, light blue illustration in the background shows a person standing and pointing towards a large gear. The person is positioned on the left side of the frame, and the gear is a large, complex mechanical structure that occupies most of the background. The entire scene is set against a solid dark blue background.

Questions?



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