

THE IMPACT OF LEADERSHIP AND MANAGEMENT CHANGES ON THE MILITARY ORGANIZATION

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ABSTRACT

Leadership in a military organization is a multi-faceted phenomenon that involves expanding vision, enhancing performance, and cultivating personality beyond conventional boundaries. Effective military leaders not only inspire and guide their people, but also articulate a clear and compelling vision of future tasks and goals. Military leaders perform key tasks such as setting and explaining strategic goals, assessing the feasibility of long-term operational plans, and ensuring the adequacy of organizational structures to achieve those goals.

The issue of leadership in the military organization is of paramount importance, as the stakes in military operations are high and the cohesion of well-motivated units capable of executing complex missions under pressure is critical. Effective leadership is essential for maintaining discipline, morale and operational effectiveness in the face of adversity. This article addresses the essential qualities and responsibilities of leadership in a military context, emphasizing the importance of vision in motivating and leading personnel. It examines how military leaders can effectively communicate their vision and values to create a guiding fire that inspires their units to greater success and performance. Through a comprehensive analysis of leadership behaviors and the impact of vision orientation, the article provides insights into the mechanisms by which military leaders can enhance performance and foster a culture of excellence and readiness.

KEYWORDS: army leadership, army leadership change, army management change, leadership change

1. Introduction

People notice what leaders say or do by observing their behavior. Leaders demonstrate behaviors that encourage participation and collaboration. They promote variety of thought and appreciate various ideas, all while assisting team members in staying focused on the job ahead. Leaders demonstrate the value of

teamwork by fostering understanding and harmony, allowing them to make clear and excellent judgments. Leaders prepare people to offer their all. They inspire individuals to think beyond the box, to explore and take chances, and to break the routines that constrain their thinking. The capacity to listen as an ally and intentionally encourage the expression of

others' thoughts and ambitions is the most essential tool that a leader can possess. Leaders create learning and development environments for their teams by acting as supporting coaches.

Leaders in the military form cohesive teams, with each member playing a unique function in order to achieve a shared goal. Both leaders and followers are members of the same team. Leaders demonstrate trust in the team's judgments and conclusions, both when their ideas succeed and when they fail. Leaders prioritize results and competencies. They do not leave problems unresolved; they include the team in analyzing the elements that contributed to the failure and addressing the situation. A leader values viewpoints, encourages risk-taking, promotes team ideas, and depends on the work of qualified members to solve various difficulties. They challenge people to be the best they can be. I lead by example in terms of performance and motivate others to do the same. It encourages people to overcome the preconceptions that impede their performance. Leaders are well familiar with their teams. This includes knowing what motivates each of them, how they prefer to work, their abilities, and their degree of confidence. Leaders also care deeply about their employees. They often refer to them as family. They are active in their lives and have a strong contact with them. I understand their goals and desires, and I find methods to connect with them on a personal level. Being referred to as the "leader" of a group or organization does not always imply that all members of that group automatically recognize you as such. When a person in an elected position (such as the president of an organization) refers to himself as a "leader", it does not imply that he is automatically recognized as a "leader" in the respective group or that he possesses the necessary skills to become an authentic leader of that group.

The research methodology used in this article on military leadership includes a range of qualitative approaches. Following a comprehensive review of the existing literature on military leadership, vision orientation and team cohesion, key themes and gaps were identified. In addition, specific military units or operations were examined to illustrate successful leadership practices and their impact on performance and morale. Structured interviews were conducted with military leaders and personnel to obtain first-hand information on leadership behavior and effectiveness. Another research method consisted of direct observation of military training and operations to assess leadership dynamics and team interactions in real time.

This mixed-methods approach provides a comprehensive understanding of the essential qualities and responsibilities of military leadership and the mechanisms by which leaders can improve performance and foster a culture of excellence.

2. The Management of the Military Organization – Discipline and Leadership?

The commander is the soldier who has been granted the power to lead, coordinate, and govern a military unit. In this position, he uses his authority to plan, organize, lead, and manage the actions of subordinates, as well as the utilization of human, material, financial, and informational resources assigned to achieve the stated military objectives. The commander has the legal authority to instruct his subordinates to take risks, even risking their lives, in order to complete a task. The other heads of organizations or institutions in society do not wield such influence. The contemporary military needs good counseling. Leaders encounter actual confrontations as a result of the equipment's complexity, worker variety, and organizational structure. To overcome these challenges, a leader possesses skill,

expertise, and a strong will to achieve. Leaders assist subordinates in resolving their challenges by directing them to feasible options through excellent counseling. Counseling is essential and must be included in the training programme to allow enough time for issue solutions. Leaders prepare their subordinates in the same manner as sports coaches do: by recognizing shortcomings, defining targets, designing and implementing an action plan, and encouraging observation and encouragement along the process. To be an effective counselor, the leader must grasp the subordinates' flaws, strengths, and professional aspirations.

Leaders are, in fact, organized individuals who devote a portion of their lives to planning their own endeavors as well as those of the organization's other members. An individual's conception of what it means to be an effective leader differs. The members of an organization have varying perceptions of what constitutes an effective leader. The leaders' competencies are assessed based on their perception of the particular attributes possessed by the individual aspiring to attain the leadership position within the organization. Thus, it is critical for a leader to be aware of how others perceive his own skills, expertise, and values.

The leader is perpetually scrutinized, whether or not he is cognizant of this fact. By observing his every move, his subordinates determine which type of leaders they will become. A leader serves as an exemplar, irrespective of his own successes or failures. The example set in the counseling session is crucial. His behaviour will be imitated by his subordinates, and that behaviour is a potent instrument in the teaching, training, and instruction process.

Instead of recounting events from the distant past, counseling is an effective method of persuading subordinates. Guidance centres on subordinates who are actively engaged in the achievement of the organization's objective. No leader can consistently satisfy all individuals; however, the development of subordinates is the leader's responsibility. Counseling necessitates knowledge, comprehension, and capability, as demonstrated by the command actions. It requires the study and application of techniques designed to enhance the effectiveness of counseling methods. A compassionate demeanour is the most critical among the attributes or orientations that foster effective counseling. It is essential for the leader to cultivate an authentic sense of concern for the military. Additionally, in order to function as an effective advisor, the leader's conduct must mirror this mindset. He must develop abilities and implement a variety of techniques that demonstrate a sincere concern for others. Actions speak louder than words when it comes to leaders demonstrating concern for the military.

For advisors to be effective, leaders must set an exemplary example. Every aspect of their personal and professional conduct must be conducted ethically. They must be knowledgeable of their responsibilities, subordinates, professional obligations (attributes), as well as the military's capabilities and limitations. They must comprehend the rationale behind the selection of a particular counseling approach. Additionally, they must recognize their limitations and refer the military to specialized counseling agencies when necessary.

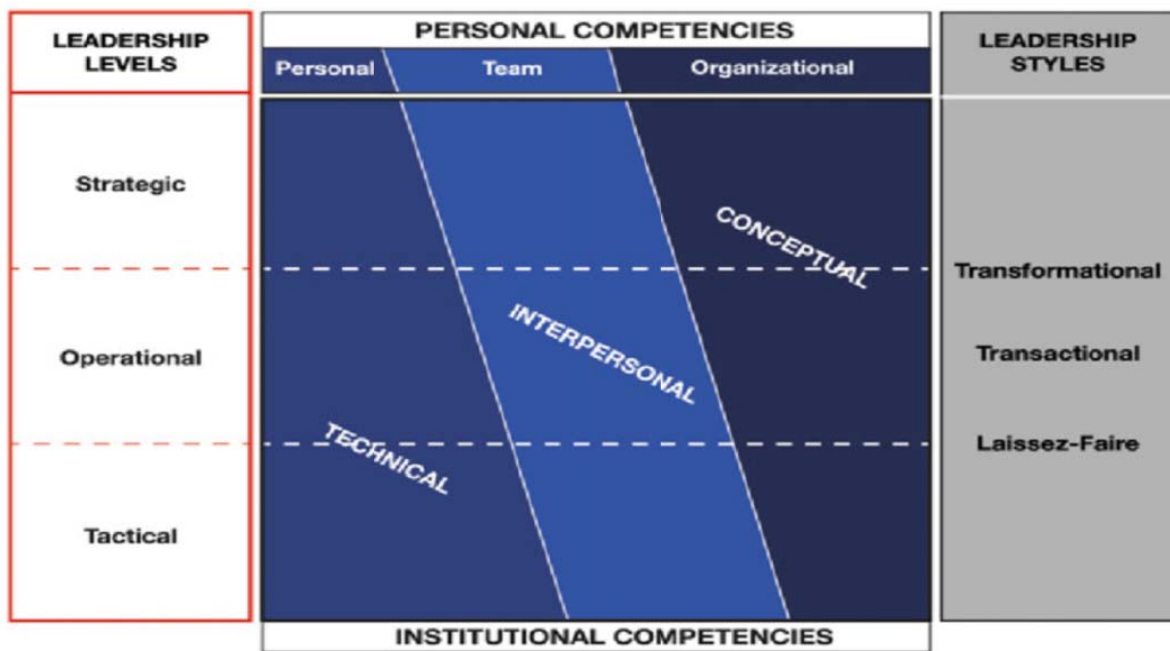


Figure no. 1: *Military Multilevel Leadership Model*
 (Source: Narváez, Vélez, Fernández & Fosado, 2020, p. 168)

Figure no. 1 illustrates the interconnected levels of leadership responsibilities and attributes in a military context. This model helps clarify how leaders can simultaneously address strategic objectives, promote team cohesion, and develop individual subordinates. By visually representing these layers, the model provides a framework for understanding the complexity of military leadership and the multifaceted approach necessary for effective counseling and mentoring. The model emphasizes the importance of a leader's actions and behaviors at each level, reinforcing the idea that leadership is not just about commanding, but also about continually leading by example, guiding and developing others.

Research on the efficacy of leaders frequently identifies the following personal qualities as crucial: intelligence, competence, integrity, equity, benevolence, spiritual receptivity, progressive thinking, and fortitude. Although there are innumerable qualities that could be appended to this list, in practice, every list of qualities contains both distinctions and similarities. The essential qualities of a

leader are not universally agreed upon, and the possession of some or all of the qualities that are frequently cited does not guarantee effectiveness.

3. Transitioning towards the Transformational Leadership in the Military

In today's world, military leaders face a variety of challenges, including asymmetric conflict, terrorism, cyber warfare, and complex humanitarian crises. These modern threats require increased adaptability, advanced strategic thinking and rapid response capabilities.

Asymmetric conflicts, where adversaries use unconventional tactics and limited resources to destabilize traditional forces, require leaders to develop innovative approaches and motivate units to push their limits. Cyber warfare is also a growing threat, so leaders must be prepared to manage cyber attacks and protect critical infrastructure. Humanitarian crises triggered by conflict or natural disasters require military leaders to coordinate rescue and relief efforts, demonstrating empathy and crisis management skills.

Transformative leadership in this context requires the ability to communicate a clear and motivating vision that inspires and guides military personnel in the face of these challenges. Leaders must value diversity of thought and foster innovation by encouraging calculated risks and interdisciplinary collaboration. By cultivating an organizational culture based on excellence and continuous learning, transformational leaders can ensure that their teams are prepared for any modern threat and maintain discipline, morale and operational efficiency even under the most challenging conditions.

This comprehensive approach to transformational leadership, coupled with a deep understanding of current threats, provides a solid framework for developing leaders who are able to lead successfully in the modern age of global conflict and crisis.

An essential challenge encountered by those responsible for overseeing missions and human resources in a military organization is the precise conceptual delineation of the officer fulfilling a leadership role: should they be classified as a leader or a manager? Do these words have the same meaning? And if not, precisely where do the disparities lie? To what degree can the theoretical models of leadership or management, which are designed for profit-driven civilian organizations, be applied to military systems that are inherently non-transactional? Due to this significant distinction, military experts and others have shifted their focus away from traditional leadership approaches and towards transformational leadership in recent years.

In recent years, the transformational approach has gained considerable attention in organizational research and has overcome the initial skepticism of the scientific community. Initially, researchers were wary of endorsing the transformational leadership style in order to avoid emotional bias or associations with authoritarian figures. Although this

leadership style is often associated with charismatic leaders, it is important to clarify that transformational leadership goes beyond mere charisma. Charisma is an innate quality, regardless of the leader's professional training, socio-economic background or personal development. Instead, transformational leadership focuses on inspiring genuine engagement and growth within the team.

In today's rapidly evolving VUCA (Volatile, Uncertain, Complex, and Ambiguous) world, leaders must foster adaptability and resilience and lead their teams through an environment characterized by constant change and unpredictability. This requires not only a willingness to embrace change, but also a culture that learns from challenges, responds proactively to unexpected situations and sees innovation as essential. Creating a work environment that values experimentation and sees failure as a learning opportunity is critical to fostering a forward-thinking, resilient organization. As global markets become increasingly interconnected, additional complexities arise, such as geopolitical risks and changing trade dynamics. To overcome these challenges, organizations need to rethink their approaches to leadership, strategy and decision-making (Zakharov, 2022), promoting flexibility and a willingness to continuously learn.

The BANI (Brittle, Anxious, Nonlinear, and Incomprehensible) framework (Cascio, 2020) offers further insight into managing today's complexity. Succeeding in such an environment requires a comprehensive resilience approach that includes developing a keen awareness of vulnerabilities in different contexts to enable informed decision making. Targeted training that equips individuals and teams with the necessary skills to respond to changing circumstances, along with a culture that promotes adaptability, are critical to meeting the demands of an unpredictable landscape (Salun & Zaslavska, 2024).

As a result, organizations in all sectors are prioritizing the development of transformational leadership skills in their training programs, even in service-oriented industries. This focus on transformational leadership reflects the increasing recognition of its importance, particularly for roles that go beyond transactional tasks. At the operational level, transformational leaders use the 'psychological contract' to encourage emotional engagement from their teams. From an institutional perspective, this engagement is achieved by cultivating and internalizing a strong organizational culture that reinforces a shared sense of purpose and commitment across the organization.

The transactional leader's actions are guided by the anticipation of likely reinforcement. The motivation of subordinates primarily relies on formal incentives such as material rewards, promotions, and social indicators of status and prestige. This motivation is unilateral, meaning that individuals are rewarded not only based on their performance but also on their position within the organisation. Furthermore, this motivation is contingent, as it appears after and depends on the achieved results. When it comes to correcting subordinates, negative reactions, threats, and disciplinary actions are employed. Subordinates fulfil their job duties out of obligation, even if some of their personal values and beliefs are not aligned with those of the organisation. Transactional leadership is focused on the current situation and aims to prevent the repetition of past errors. Transactional leadership may be defined by two distinct dimensions: contingent reward, which involves providing rewards in direct proportion to the effort and performance of individuals, and leadership by exception, where the leader only intervenes when standards are not fulfilled.

A transformational leader is characterized by charisma, ambition, intellectual engagement, emotional resonance and a genuine focus on individual care. This

type of leader begins by considering the values and beliefs of their team members and inspiring them to take the initiative and align with the leader's vision. Employee motivation is primarily based on internal drivers such as personal commitment, a desire to better themselves, a desire to make a meaningful contribution and a sense of duty to complete their tasks.

Looking to the future, research on transactional leadership should place more emphasis on the impact and role of technology in how leaders address new challenges (Venkatesh & Davis, 2000). Future studies could examine how technological tools, including online collaboration platforms and video conferencing, can enhance team communication and collaboration (Hoch & Kozlowski, 2014). In addition, technologies such as artificial intelligence and data analytics could help managers to better understand the needs and behavioral patterns of their employees and thus develop tailored leadership approaches.

Transformational leadership is focused on the future and does this by making significant changes in the present.

Transformational leadership is characterized by several key elements (Figure no. 2):

- Idealized influence: The leader establishes a vision, instils a sense of pride and belonging, earns respect and trust, and fosters optimism.

- Inspiration: The leader serves as a role model, communicates the vision effectively, and uses symbols to focus efforts.

- Individualized consideration: The leader helps subordinates reach their full potential by supporting their personal development. This involves connecting individual needs with the organization's mission through mentoring, training, and coaching.

- Intellectual stimulation: The leader introduces new ideas, encourages the reevaluation of old ones, and cultivates

critical thinking, imagination, and initiative in subordinates. This enhances their ability to embrace their own beliefs and values, as

well as to generate innovative solutions to problems.



Figure no. 2: *The four “I’s” of transformational leadership*
(Source: Beck, 2020, p. 1)

The transformational leader is a military leader who possesses a profound comprehension of the military organization’s position and function within society and the international military forces. They excel at constructing a vision for the organization’s future objectives, effectively coordinating and overseeing changes, making proactive decisions, identifying opportunities, and leveraging advantageous forces to facilitate change. The presence of resistance to change is an undeniable fact in any organization. Within the military organization, these issues are evident via a hesitancy to adopt novel weaponry and utilize advanced information reception, transmission, and processing technologies. However, similar challenges can also arise at any level within the management structure. The transformation gives rise to disruptions at the individual level, characterized by the emergence of internal conflicts, states of anxiety, and restlessness stemming from the apprehension of embracing the new orientations. Additionally, there is a decline in

self-esteem resulting from the inability to ascertain the significance of the new values. The transformational leader encounters a challenging scenario that requires them to employ tact, diplomacy, empathy, and intellect. Their objective is to swiftly and efficiently persuade their subordinates to relinquish their adherence to outdated ideas. The implementation of the new structures initiates a period of mild disarray, leading to feelings of disappointment, confusion, and disillusionment among the subordinates in their personal life. The realization of this process is contingent upon the presence of a leader who possesses the objective of galvanizing the subordinates in order to accomplish the desired transformation. To achieve success, the leader’s change strategy must include logical, succinct, and convincing qualities. It should clearly define the problems, outline the recommended solutions, address the following ramifications, and provide a realistic plan for execution. Altering the motivation of subordinates is crucial during this phase of transition. The process is

challenging and requires leaders with specific psychological aptitudes, including advanced cognitive abilities, charisma, and a strong sense of consideration and respect for both the military organization and their subordinates. These leaders must also possess the ability to inspire enthusiasm, loyalty, and trust. The leader's attentiveness to the requirements of subordinates is crucial in this intricate strategy. Individual attention entails seeing subordinates as unique persons, with the leader demonstrating care for their personal growth and acting as a mentor when suitable. The emphasis is on a precisely targeted effort to fulfill the specific individual's requirements within the framework of the overall goals. Bass demonstrates that the display of individual concern is particularly noteworthy when it originates from a military cadre, since military culture places emphasis on equal and impersonal treatment (Ngayo Fotso, 2021).

The military leader must possess the ability to exert influence over his subordinates in order to align their perspectives with his own. He is an outstanding leader, possessing charm, assertiveness, and efficiency, and serves as a professional and moral role model for his followers. There is a positive association between professional competency and directiveness. Incompetent leaders tend to be non-directive, have distant interactions with group members, and adopt an authoritarian and strict attitude as a strategy to hide their professional incompetence. The leader's temperament greatly influences his behavioral style, making a lasting impact. An excessively volatile, vigorous, and erratic behavior is challenging to tolerate when compared to a consistent and predictable driving behavior executed with moderate dynamics.

4. Modern Threats – The Key to Changing the Management Style of the Military Organization

The organizational change in the army should begin by focusing on knowledge and learning. It is important to recognize that change does not occur simply because we desire it. Instead, it is crucial to prioritize talent management and recognize that individuals play a key role in driving change. These individuals, who are bold and courageous enough to envision a different future, should be considered the catalysts for change. Therefore, it is necessary to initiate change by first addressing the structure of the office of human development, in conjunction with the process of education and doctrine within the military establishment. This approach serves as the foundation for change, which we aim to implement over a period of time. However, it is worth noting that the political environment of the 21st century's second decade may influence the speed at which this change occurs.

Organisations get many inputs that they utilize to produce both tangible and intangible outputs. While certain outputs are easily identifiable, others may be less apparent, as there are instances where we may not be fully aware of the goods created or the resulting repercussions. Within the Army, these inputs unquestionably align with those provided by the state for its functioning and the institution has utilized them to provide security services to the civilian population. However, the focus should now shift towards effective management and the pursuit of development. Without a sustainable competitive advantage, organisations cannot maintain their competitive edge and long-term success. Competitive advantage is defined as a distinguishing factor that is highly valued by the client. Competencies refer to the skills and abilities required to perform tasks with specific quality standards in a successful environment. In order to achieve renewal, it is imperative to shift focus towards the younger

members of the organisation. To facilitate this, the military institution must initiate a process of change and transformation. Change is a constant phenomenon in today's world. The environment changes daily, so that yesterday's decisions are no longer sufficient to meet today's circumstances. The orders given by superiors, often accompanied by slogans such as "carry out or face the consequences", used to be given in the military without clear guidelines. Today,

however, it is essential that subordinates critically question the execution of orders, taking into account their intellectual training, which emphasizes regulatory frameworks such as human rights and other specific behaviors. Consequently, blind obedience to orders is no longer acceptable. In the context of the competencies and attributes of army leaders, this evolving dynamic underscores the need for leaders to adapt to changing conditions and lead their units accordingly.

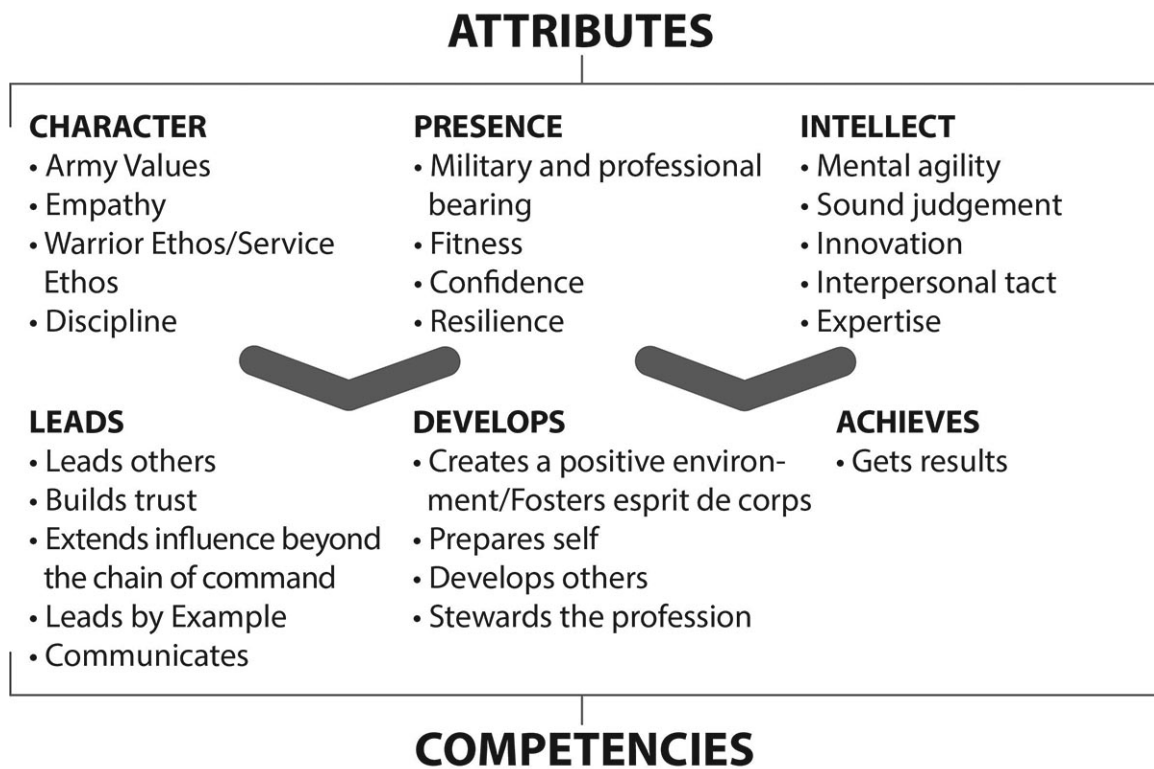


Figure no. 3: *Competencies and Attributes of Army leaders*
(Source: NCO Journal, 2018)

The figure above illustrates the essential qualities required to effectively manage and lead change. For example, managers must be able to adapt their strategies and decisions to a rapidly changing environment. This includes not only recognizing when change is necessary, but also implementing it effectively. Managers must be able to incorporate this knowledge into their decision-making processes to ensure that orders are not simply followed blindly, but are carried out with an awareness of the wider

implications. Effective communication is also important to explain the reasons for decisions and directives. Leaders must be able to clearly articulate their vision to ensure that subordinates understand and are committed to the mission objectives.

Last but not least, leaders must be committed to continuous learning and improvement, knowing that there are always others who are excelling in similar areas. This requires a commitment to benchmarking and adopting best practices within and outside the organization.

The transformation within organizations is much deeper than anticipated and will take place at a much faster pace than is apparent. The actual magnitude of change will consistently exceed our initial expectations. However, when confronted with the need for change, it is essential that we transform not only as individuals, but also as organizational leaders to lead the enterprise to change. Several options emerge in this context. The initial option is to embrace change proactively, by anticipating and assessing future circumstances and then developing a well thought out strategy. The crucial question is whether we are adequately prepared for this change. The proportion of individuals or companies who adapt proactively is small. Many organizations tend to go through change reactively rather than proactively (Šimanauskienė, Giedraitė & Navickienė, 2021).

Remarkably, this change is being managed within the military with meticulous training, which has served as a stepping stone in several promotion courses. It is not feasible to embrace change in the first mode. In this context, certain elements of transformation become apparent.

Organizations are distinctive because of their composition of individuals who form communities working together to achieve common goals. Each community generates its own unique culture. It is important to keep in mind that strategies or practices that are effective in one organization may not produce the same results in another, even if they belong to the same sector. Changing an organization involves altering its culture, which leads to a change in people's thinking patterns, approaches to tasks and decision-making processes. If management does not understand the organizational culture, their use of optimal procedures may result in encountering unknown obstacles (Zeike, Bradbury, Lindert & Pfaff, 2019).

Over the course of history, advancements in technology have consistently led to significant transformations in military doctrine, organization, and strategy. The current information revolution is a result of the progress made in computerized information and communication technology, as well as the corresponding advancements in organizational practices and management philosophy. Significant transformations are taking place in the methods of gathering, retaining, analyzing, transmitting, and displaying information, as well as in the structuring of organizations to capitalize on the growing volume of information. Advanced information and communication technologies have the potential to enhance the efficiency of many operations. However, enhanced effectiveness is not the sole or even the most optimal outcome. The emerging technology is causing a significant impact as it challenges traditional mindsets and practices, enabling alternative approaches and indicating potential improvements through innovative methods. We are currently seeing a profoundly distinct epoch of conflict. The swift proliferation of computer-based information systems, driven by the impetus of technical advancement, has ignited a Revolution in Military Affairs (RMA). A Revolution in Military Affairs (RMA) refers to a significant transformation in the nature of warfare resulting from the creative utilization of technology. This, in conjunction with substantial shifts in military doctrine and operational ideas, radically transforms the nature and execution of military operations. This type of warfare may encompass a variety of technologies, particularly in the areas of C3I for gathering, analyzing, and disseminating intelligence, as well as for tactical communication, location, identification of friendly forces, and the use of advanced weapon systems. It may also encompass the use of electronic methods to disable, disrupt, mislead, overwhelm, and infiltrate an enemy's information and communication infrastructure (Malinowski, 2019).

To more accurately apply the concept of revolution in military affairs (RMA) to digital transformation, we need to recognize the nuanced similarities and differences between these two types of revolutionary change. RMA traditionally focuses on the profound change in warfare characterized by the innovative application of technologies that, in conjunction with changes in doctrine and operational approaches, redefine the nature of military operations. Digital transformation, on the other hand, refers to the strategic redesign of an organization's processes, structures and offerings enabled by new digital technologies. Both concepts have a common foundation, but differ in scope, focus and desired outcomes.

RMA is about using technology to gain a strategic advantage, primarily through the development of C3I (Command, Control, Communications, and Intelligence) systems that improve data collection, tactical communications and strategic decision making. A similar strategic drive can be seen in digital transformation: Organizations are leveraging digital technologies – such as wearables, cloud computing, and Big Data analytics to improve decision-making, streamline processes, and increase operational efficiency. However, to properly utilize RMA in relation to digital transformation, we need to apply it as a framework that focuses on strategic benefits, operational coherence and core process transformation.

For example, wearable devices – one of the key enablers of digital transformation – mirror the tactical role of C3I in the military by enhancing communication and information sharing, but in a civilian, non-combat context. Wearables such as Fitbits (for health monitoring), VR headsets (for virtual training) and exoskeletons (to enhance human capabilities) demonstrate how digital transformation tools can improve data insight, augment

human capabilities and improve situational awareness, similar to the benefits sought in military RMA.

IT will have a pivotal influence in determining the manner in which future ground warfare is conducted. The essential characteristics of warfare in the Information Age are speed and knowledge. In the future, on battlefields that are not linear, highly adaptable combined weapons teams will utilise precise munitions with increased range and exceptional accuracy. Information superiority will allow friendly troops to decrease their susceptibility by spreading out, make choices more quickly than the adversary, and operate at a faster pace. The utilisation of precise strikes, swift manoeuvring, and coordinated assaults can effectively overpower adversaries, leaving them with little time to respond. The advent of the digital revolution necessitates organisational innovation to transform the components of an institution into interconnected networks rather than distinct hierarchies. Transitioning to a networked structure may need the decentralisation of command and control. There is a possibility that this may be opposed due to the belief that the new technology would result in further centralised control over military activities. Information Technology (IT) will provide enhanced information dissemination at all levels (Sharma, 2014).

This sharing should eliminate the necessity for some layers of control that now exist. The likelihood of humans being able to concurrently control a bigger number of components is unlikely to grow. It may be required to decrease the span of control due to the increased complexity of future settings and the demands placed on human commanders. While the workforce size may decrease at division and higher levels, the ratio of leaders to employees in the firm and below may actually grow. Units should be structured in a modular manner. Reducing the size of self-contained units will need an increase in leader ratios.

Given the progress in communication technologies, it is necessary to formulate new principles about the required military troops, their strategic deployment, and the methods and targets for offensive actions against the adversary. The strategic placement of various types of computers, sensors, networks, databases, and other associated components may soon be considered as crucial as the deployment of air force units and their supporting operations.

The current information revolution is benefiting and reinforcing network-based organisations, which have significant benefits over hierarchical organisations. While the commercial sector has seen significant changes in its organisational structures, the armed services have not made substantial adjustments, albeit for valid reasons. When comparing organisations such as General Motors and Tata Industries, as well as the military forces during World War II, it is evident that there was little variation between them, since they all adhered to a strict hierarchical structure. Nevertheless, while examining contemporary Microsoft or Infosys, it becomes evident that the structure of business organisations has significantly shifted towards networked models. In contrast, the organisation of Armed Forces has experienced few changes (Malinowski, 2019).

5. Conclusions

In a rapidly changing world, it is imperative that the military keeps up with the pace of change and adapts to remain relevant and maintain a competitive advantage. Effective implementation of change enables the military to maintain agility, foster innovation and remain relevant. However, implementing change and innovation comes with significant challenges. Driving change and innovation requires more than just adjusting priorities or making minor changes to existing equipment or processes. It is about promoting and nurturing new ideas, technologies and approaches to replace outdated and obsolete elements.

Implementing change and fostering innovation often requires the introduction of new technologies, but the adoption of new behaviors always remains a fundamental element of both change and creativity. The strategic landscape will constantly evolve, so military readiness must continually adapt and rejuvenate. However, the military's efforts to bring about change are often ineffective due to a lack of the necessary expertise to execute change within a deeply entrenched traditional organization that is not known for its adaptability in peacetime.

Every organization must be able to strike a harmonious balance between execution and adaptability. Execution refers to the accomplishment of tasks using established competencies and capabilities, such as managing logistics, developing strategy and executing activities. Efficiency, control and incremental progress are highly emphasized in this scenario. During its operations, the military must effectively and simultaneously adapt its strategies, incorporate new capabilities and update policies. Adaptability requires qualities such as flexibility, independence and a willingness to try new things.

The ability to use both hands equally well, known as ambidexterity, is a major challenge. The military's expertise lies in execution rather than adaptability, a tendency that stems from cultural and behavioral norms. Because the military operates in a bureaucratic and hierarchical structure, it relies on standardized operational procedures and extensive regulations. It relies on procedural rather than entrepreneurial thinking, and its decision-making is highly regimented. Organizations such as the military are structured to emphasize stability and consistency, prioritize functional effectiveness, and do not accept ambiguity. Occasionally, standard solutions imported from the corporate world can be ineffective in the military if not adapted accordingly.

Effective leadership and management are essential to manage this complexity and successfully drive change and innovation. Military leaders play a critical role in fostering a culture that balances execution and adaptability. They must have the vision to lead their units through change, the communication skills to articulate that vision, and the resolve to implement necessary changes quickly.

Finally, a strong case can be made that the impact of leadership and management in the military context is profound. Leaders who are able to effectively manage change and foster

innovation ensure that the military remains agile, resilient and able to meet the demands of modern warfare. By embodying essential competencies and traits, military leaders can guide their people to achieve key objectives, contributing to the overall readiness and effectiveness of the organization. The insights gained in this study provide valuable guidance for developing and nurturing the next generation of military leaders, who will be tasked with maintaining these high standards and driving future advances in military effectiveness.

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