

MILITARY LEADERSHIP CHALLENGES IN THE INFORMATION AGE

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Abstract: History shows that man is the catalyst of evolution, and our times are witnessing the rise of this evolutionary slope, which manifests itself in all social fields and metamorphoses the world we know from day to day. Like any aspect of life, this development acquires, in turn, a dual value. The first, through which man enjoys a helping hand through the prism of technological evolution, and the second facet characterized by the loss of society in the networks of emerging technologies, losing sight of the negative effects of this continuous development. The World Wars serve as proof of this impregnable desire of man for development, for conquest, which needed human massacres to understand that having an increased speed does not mean having a good direction. Returning to the present, the present paper aims to bring to the public's attention the responsibility that military leaders, both current and future, have for their actions, which define the world of tomorrow, in the context in which uncertainty is currently ubiquitous, through the ongoing military conflicts, thus establishing fear and confusion among the global population.

Keywords: military leadership, EI, AI, challenges

1. Introduction

The leaders are those in whose hands lies the way the world will look, whether we are talking about religious, political or military leaders. Among these fields, the military environment is the one that aims to create leaders who, based on foundations that have as pillars principles and values, can make decisions that will capitalize on the people they lead, at the micro level, and at the macro level, to positively influence both the military organization they are part of, and society. The challenge is all the greater because, although with the help of technology, military values and principles could be socially promoted today, there are others that prevail and catch the eyes of social actors. The approach proposed by this paper is one in which the future is characterized by a closer collaboration

between the military environment and the society it is a part of. As the army is the defense shield of society, it is necessary that the promotion of autonomy, teamwork and group spirit manifested in the military framework through the vicissitudes that bring people together, cross the military border into the social environment, and that society, in its turn, to share with the military organization what contributes to its smooth running. Consequently, we are talking about collaboration, about the cohesion of principles, for the development of flexibility, efficiency, creativity but also discipline, actions initiated by military leaders, who in this manner will become leaders at a social level, promoting healthy values that will revive both the military organization and society in general [1]. Although current technologies seem to

substitute the human work in many ways, the motivation, the inspiration and the support that future leaders need come from the current leaders. In the way we reorient our attention towards the man, and not towards the technological means. The future lies in the man, in the leader. The current technologies, the asymmetric warfare facilitated by them, only challenge leaders to new approaches that will improve them, and thus military leadership will evolve concurrently with this digitalization, fulfilling its vision and mission in accordance with the objectives of the military organization, but also of the society [2].

2. Methodology

This paper aims to bring to the attention of readers the effects that the dynamics of our days have both on the military organization and on society, as well as the approaches through which military leaders can respond to the uncertainties that the future promises. The formulation of these topics is based on specialized literature, which, through the particularities about the relationship of leaders with the present and future times, has brought into discussion the relevant aspects of this problem.

From the need for a close relationship between the military system and the society it is part of, to the leader-artificial intelligence symbiosis or the need to speculate on emotional intelligence, this going unnoticed due to the prevailing technological and industrial dynamics, both the military leader and humanity are faced with challenges that they either adapt to or fall behind.

The strategy for approaching the research was inductive/experimental and the main data collection method was to study specialized documents, qualitatively analyzing narrative content, decisions, opinions, modes of action in certain situations, the way of thinking of certain leaders, etc., trying to identify and interpret the meanings, relationships, explanations, causes, effects, influences, importance or

structure of the investigated phenomena.

3. Military Leadership Integrated into Society

The concept of leadership has been and will remain a topic of great interest to the public. This analysis continues to develop like a snowball because, like other aspects of life, the concept of leadership metamorphoses, changes, stimulating human curiosity again and again through its charm that guides people to fulfill missions, visions, and goals, both individually and organizationally.

The direction of organizations depends directly on its leaders, who create the organizational climate through which the organizational culture will take shape.

For military organizations, the need to deepen the concept of leadership is all the more urgent, as the military, through their activities, acquire the necessary qualities to carry out the orders of their superiors, and also to inoculate the spirit and attitude characteristic of a leader to those under their command.

Our millennium forces current and future leaders to possess qualities such as versatility, adaptability, and also efficiency, which are indispensable in the complexity of the current social context, where rapid changes and the interdependence of fields represent a challenge for those who lead. Thus, in our era, leaders are forced by the current social configuration to acquire qualities such as the ability to facilitate, to motivate, to train and to learn at the same time.

The current environment, which presents a landscape in which leadership is challenged in a society adapted to new digital technologies, determines the military environment to improve its ability to adapt according to the changes that occur every day.

With the development of technological systems, the evolution of the intelligence dimension, the man-machine symbiosis and the transposition of physical space into

virtual space, respectively vice versa, the military organization acquires a chameleon-like valence, surviving the changes of our times.

The unpredictability and the uncertainty make leadership, in the current environment, situational, showing adaptability, depending on time and other variables. The leader of our days should interact with the social environment, in order to understand how his activity within the military organization evolves simultaneously with the changes that occur in society. At the same time, the prestige of the military organization, determines confidence in it, when the military anticipates possible factors that could destabilize society, acting both within the organizational and social framework. In this way, society could access models of initiative, risk-taking, but also related to responsibility. Through the close connection between the military organization and the society in which it is embedded, military leadership allows influence on external segments regarding a culture in which loyalty prevails.

Today's society is characterized by economic progress based on technological development. However, we are seeing a growing interest in the human factor, in its importance, due to its indispensability in the process of integrating cyberspace into physical space.

The contribution of a future leadership that will capitalize on human potential represents a necessity in a society where its importance is diminished due to intelligent robots. The pedestal on which technology is placed will present in the future an edifice of the man, who, guided by transformational leaders, will be intellectually stimulated, so as to use technology to conserve their resources, and especially to be productive. The direction that the current workforce is adopting is that characterized by a leadership with collective responsibility, which encourages participation regardless of social position

and also by cooperation, both interpersonal and between fields.

A country's perspective on military leadership refers to an army-society collaboration, where principles and values such as discipline, uniformity, and camaraderie prevail. Thus, military institutions that promise tomorrow's leaders have the role to create and define the principles that represent the pillars of the military organization, and also of tomorrow's society [3].

4. Integrating Artificial Intelligence in Leadership

Artificial intelligence aims to help military leaders, in order to make the leadership process more efficient through rapid information processing. Military commanders are forced to act quickly on the battlefield where the difference between life and death is represented by a decision they make. Emerging technological means can thus contribute to observation, orientation, decision-making and to the action initiated by the commander.

The artificial intelligence approach must be a tempered one, understanding the context in which this tool can be integrated, and especially its limitations, given that it will decide the fate of subordinates and comrades.

Military leaders are enthusiastic about this artificial form that serves as an aid in the decision-making process due to the clarity it brings and the useful objectivity in the decision-making process. There are reports that certify the attempt of artificial intelligence to relate to human judgment, in accordance with humanitarian rights. By raising questions about the human capacity to understand the purpose of integrating AI into the leadership process, we end up identifying gaps in the operating mode of the artificial system. Thus, the way in which artificial intelligence effectively interprets certain aspects can create an ideal image of itself, which involves the applicability of the same algorithm in

different fields, leading to progress in both cases. In reality, however, what, for example, may have value in the medical field, can gain other dimensions, applying the same processing system within the military organization.

One aspect that the human, the military leader, wants to accomplish by collaborating with artificial intelligence is the reduction of uncertainty, both in terms of one's own and enemy forces. However, the concept of uncertainty can only be reduced, not removed. Thus, it is desirable that the human hope in the technological means that contribute to making a decision should be well balanced, starting from the models on which predictions for future phenomena appear, such as the place, time and manner of the acting of the enemy forces. The advantage of AI lies both in the amount of data it can provide and in the way it approaches it. It is known that the human mind has a lower memory capacity than the digital means of storing information, but what substantially differentiates the two options is the objectivity and openness to choices to which there is no emotional relationship, on the part of artificial intelligence, while in the case of humans, a leader will have a narrower spectrum of choices and a predisposition of his reasoning to be shaped by already formed mental patterns, being guided by his own beliefs and ideas. We get to the biases specific to humans, the characteristic prejudices, which decide the future through the filter of the past. Whether we are talking about the bias that seeks evidence to confirm one's own decision, or whether it is an extreme approach to a decision, a problem, the artificial means of storage and decision-making tend to demonstrate a higher degree of efficiency, to the detriment of human emotions that affect the decision-making process in general.

Reiterating the vision of integrating artificial intelligence into the process of leading troops, a military leader of the

future should be open to using the technologies made available to streamline the working time, but at the same time to remain aware of the fact that the responsibility for decisions, for controlling artificial intelligence, still remains in his hands.

5. The importance of Emotional Intelligence

Despite the distorted perception that emotions have a negative effect on reason, we see how, most often, the integration of the affective component, through understanding others and the configuration of relationships in the organization, within the leadership process enhances the direction of the leader's thinking and, implicitly, its positive effects.

Within the military organization, emotional intelligence manifests itself socially through our relationships with our comrades, subordinates, and commanders. The way we perceive the behaviors and emotions of others will provide an additional resource that we can use in the necessary contexts. Social intelligence in the military organization is reflected by adapting to the way of being of those around us, enhancing each social relationship that contributes to organizational success, but also shaping and polishing those that represent a social residue and that lead to the stagnation of the evolutionary process of the military organization. Due to the way in which emotions determine our behavior, we believe that a healthy organizational climate, which is conducive to the conduct of military actions, is directly connected to military leaders. They should possess the skills to capitalize on their own emotions through the cognitive process and further through relating to those around them. The ability to integrate emotions into the list of intended goals of a military leader also involves the perception of emotions, of the motivations behind non-verbal behaviors of both people within their own forces, but

also of possible enemies, being able to improve the relationship with them by using facial expressions, gestures, tone, language, with the purpose of collaboration. We can currently see the importance that these aspects acquire, due to the fact that in such a dynamic world, most people forget to connect with their own and others' feelings, the value of the information that we can extract from the person's behavior going thus unnoticed. The emotional problems of military personnel will be much easier to manage by a leader who masters the ability to understand emotions and capitalize on them. Thus, the concept identified by Mayer and Salovey in the 1990s and later developed by Goleman, this emotional intelligence promises to be a determining component of the military organizational climate, in an era where technology, global security and many other aspects induce in the world fear and a state of uncertainty, which the new devices cannot improve, but rather contribute to accentuating them. It is in the hands of leaders, both military and from other social segments, to formulate a direction that presents an ideal balance between a predominantly digitalized world and a holistic, inner one of the people, where the fuel for the engine that makes what is seen, palpable possible resides [4].

Another direction of applicability of emotional intelligence is represented by the context of globalization, in which leaders must carry out their activity effectively interacting with foreign militaries, both across borders and on their own territory. Through this we have a collaboration between military personnel who come from different economic, cultural, and also political backgrounds, which represents a challenge for both sides. Effective cooperation requires the cultural intelligence of the military, and especially of the leaders. In this way, the cultural baggage of each individual should be managed by the leaders, so that it does not contradict the beliefs,

desires or motivations of the different culture, respecting the culture of foreign partners, and trying to harmonize their different ways of being. As a result, multinational actions carried out under the umbrella of NATO, can enjoy an appropriate and encouraging climate through the emotional maturity of the combatant military, taking into account the cultural discrepancies between their own comrades and those of other nations, and trying to use the advantages of each culture for interoperability between nations [5].

To reiterate the essential skills of the leader of the military organization, we recall the ability to recognize those around them, the mastery of the means of capitalizing on both personal and other people's emotions, and the accurate interpretation of emotions [6].

6. Conclusion

Leadership means responsibility. When it comes to military leaders, they are responsible to the people they lead, to the military organization, to society and to the country. Thus, they must face the uncertainties of our times, accentuated by technological expansion, the unpredictability of global security and also by the way in which humanity chooses to respond to these imminent changes. Our paper presents the importance of collaboration, of unity between the military organization and society through which mutual trust should increase, in times when individualism is promoted to the detriment of teamwork.

We see how artificial intelligence can be used to the advantage of military leaders, capitalizing on the aspects through which it facilitates the decision-making process, while the emotional intelligence presents the direction of action at an interpersonal level, with military relations establishing the climate of an organization that could respond as promptly as possible to the inadvertencies of the future.

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