Exploring the Implications for Training of the US Army Leader Development Model in Non-Military Organizations

By

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Abstract:

Leadership is a complicated concept in general, however, its implementation is critical, particularly within military organizations. Several people feel that the theory of leadership began with studies of military commanders. Furthermore, empirical research on military leadership has been insufficient in current years. The goal of this paper is to conduct a thorough study of the modern literature on military leadership and learn more about military leadership development programs. Aforementioned topics are abstracted into a suggested military leadership paradigm, as well as numerous proposals were studied based on the military leadership framework. Leadership characteristics and also the features remain a promising subject for future research on the leadership of military people which is consistent with other themes. This study suggests that some other topics should be examined like the present military leadership and the hybrid approaches for the betterment of Military Leadership.

Keywords: Army Leader Development Program (ALDP), Leader Development (LD), Military Leadership, Non-militant.

Introduction

Military Leadership was found to be modified according to the areas, variables, and also development patterns. The majority of modern leadership researchers, agree with the previous famous leadership, scholars believe leadership transforms whenever the context changes (Bass & Stogdill, 1981). However, the definition of leadership has been claimed to be strong as well as accordingly changed following conditions and also the environments (McLaughlin & Kunk-Czaplicki, 2020). Although leadership is a complex concept to tolerate, organizations have not to hesitate to empower the development of leadership within the employees. Furthermore, leadership is always a crucial consideration within the military. Indeed, the leadership development program is an essential idea that is believed to encourage military leaders (Taylor, 2018). Across history, military leaders have been respected and esteemed for their leadership qualities. Therefore, numerous military commanders have been named the most powerful people in the history of civilization.

Military commanders, like other types of leaders, make important decisions for their organizations, often at critical times. Although a great CEO may generate billions of dollars in corporate income from a commercial agreement, a powerful military general impacts a country's destiny on the battleground. Yet, unlike some other leaders, errors committed by top generals have the potential to kill numerous people who are also not necessarily fighters, yet innocents. Commanding officers' mistakes often proven to be more disastrous than leaders in those other sectors, as evidenced by World War II history or a variety of many other sources also the disputes over international security. The triumphs or shortcomings of military leaders or military leadership always have served as examples.

Military leaders were confronted with the dynamic of difficult spots in recent times. And then there is the flexibility of today's geopolitical as well as geostrategic surroundings, and the quick advancement of combat technology or the variety of today's defenses. Security issues are among the most important issues. This has undoubtedly increased the scope of military leadership (Kark, Karazi-Presler, & Tubi, 2016). Retired military personnel's leadership qualities generally stick with them long after their military obligations have finished. According to Benmelech and Frydman (2015), Executives having military duty might execute effectively under pressure as CEOs void of military service, despite being around 70% more likely to perpetrate fraud. Although a few firms are still run by military veterans, the ratio of CEO positions having military background has declined at an alarming rate first from the 1980s (59 % to 6% of today's CEO) (Benmelech & Frydman, 2015). An interconnected approach for developing the leadership in warriors begins with basic training as well as proceeds until the troops have their first experience with an official Army leader development program (ALDP), also referred to as the Warrior Leader Course training (WLC). Furthermore, this contrasts the ALDP against classic Leadership development (LD) techniques in nonmilitary situations. However, the analysis by Benmelech and Frydman (2015), involves an examination of potential issues that companies might encounter whenever larger installations in the United States Army's leadership training program within their organization. It is vital to highlight to investigate of the leadership training of enlisted soldiers, as a result, officer instruction has been dropped from the debate. Military commanders assume leadership duties immediately after commissioning or engage in their very own leadership development throughout the military academy.

Several of the deaths could be due to troop reductions, as well as the proportion might rise again when the conflicts in Iraq and Afghanistan expire. Even so, notable CEOs having past US Army services, such as "Robert McDonald" "(Proctor & Gamble)", "Robert Myers (Casey's General Store)", "Josue Robles (USAA)" or "Sumner Redstone (Viacom)", demonstrate the potential influence of combat background has on executives' growth which explores the methodologies utilized by the U.S. Army to promote soldier leadership capabilities in nonmilitary companies (Swain & Korenman, 2018).

Literature Review

The objectives of a study conducted by Lin Lin et al. was to investigate the impact of CEOs' military experience on corporate results within the country of China and it also discovers that businesses directed by military officers are more financially risky or underperformed comparable to non-military counterparts, instead of performing better throughout moments of industry turmoil. Authors employed a statistical model as well as instrumental variables and the received findings were strong. Military commanders in China commit greater corporate

violations than military expertise. Author's study compared results with the results of Benmelech and Frydman study and considerable differences in culture, educational qualification, and ethical practices among U.S. military CEOs in contrast to Chinese military CEOs were found (Benmelech & Frydman, 2015; Lin et al., 2021).

Mohammad Nazri et al., conducted a study that was successful in vocalized military commanders based on their findings. In their study, four major topics were recognized:

- leader characteristics as well as qualities;
- leadership growth;
- unfavorable events and surroundings; or
- Policy, guiding principles, and standards.

It was found that, the prominent and strong historical data regarding prior leaders, the professional military study still is substandard in the field of research. As a result, their evaluation made many recommendations for future research efforts. Authors concluded that leadership qualities or attributes still are a viable subject for further research. Considering fresh ideas, perspectives, or methodologies, this assertion may spark renewed interest in their trait approach at the very next level. Authors found that the results would practically strengthen the army leadership training programs (Nazri & Rudi, 2019).

Robert Stănciulescu proposed in a study that organizational leadership is an essential problem that has been extensively researched by professionals since the leader's style determines the effectiveness of any societal structure. This is one of the explanations that modern scientific research is focusing on strategies to improve leadership and the selection of leadership that has the skills and competencies to fulfill such responsibilities successfully. This paper explored the characteristics of the military group as well as the complicated environment within which it operates, seeking to impose significant demands on military leaders who must develop specific skills and abilities to deal with the variety of challenges they face on the battlefield. Authors concluded that the characteristics of strong leaders, focusing on the interaction among employees and representatives, is built on an intellectual, religious, and sometimes even non-rational tie between leader and followers (Stănciulescu & Beldiman, 2019).

G.P. Krueger discussed in a study that the employment of members of the armed forces against Americans on their home ground has been a sensitive topic because the formation of the Constitution. In the United States, there is indeed a long heritage of civilian control over the military or worry over the establishment of a big permanent army. Author stated that the design of the Constitution reflects the founders' reaction to these issues. Because of the varied tasks allocated to every, both Congress and President form a coalition over the uniformed military forces, according to the Constitutional. Furthermore, author also found that the federal government and the state governments maintain authority over the army. Author concluded that some of human concerns and demonstrated the value of incorporating human systems integration methodologies into military uniform design and development (Krueger, 2012).

Charles D. Allen, stated in a study the profession of Artillery project, like so many others before it, serves as a diagnosis of America's Army's health. The United States Army, despite its numerous successes over a long period, after a devastating war, Iraq has several major concerns which must be addressed. Professionals have publicly communicated their

professional identity, ideals, and sense of service. Embraced an Army profession must be encompassing of the many generations to succeed." Members of the profession must trust one another as well as the institution. The statements of then-Secretary Gates in a presentation to West Senior Military officials give pertinent perspective. The Army would be able to investigate or diagnose its health as a profession by asking questions and detecting the reactions of its personnel. The author concluded that assisted in defining significant points of concern will reinterpret many of the present difficulties and guide the path forward. The Army would achieve just what desires through this important and potentially difficult self-reflection: "the power to conquer as well as the courage to persevere" (Allen & Groh, 2014).

Discussion

Leadership Development in the United States Army, which involves training the soldiers to prepare for every possible battle situation should be looked upon as a potentially transferable strategy in modern organizations. Several researchers have tried to correlate much of the literature attempts to provide a solution to this topic. Enhance leadership skills in non-military groups early study has revealed it implies that on the job, veterans outperformed their civilian colleagues, and companies value former military personnel's leadership and collaboration abilities as attributes that make them most employable (Harrell & Berglass, 2012). The workstation is shifting rapidly today, thus the leaders must be prepared to implement it throughout these changing circumstances. Both Military and nonmilitary enterprises are using the abbreviation "VUCA" to represent today's modern volatility, uncertainty, complexity, and ambiguity. Everybody, regardless of income or circumstance, is expected to display leadership qualities while also being engrossed in the work (Department of the Army, 2012b). Soldiers were required to be capable and dedicated. Characteristic professional leaders. Given their working conditions, troops should go without saying that several persons having comparable VUCA levels successfully move into non-military groups (Department of the Army, 2012b).

3.1. Leader Development within the Army:

Since the Army's inaugural leadership program in 1962, the improvement of soldiers' leadership abilities has long been an important aspect of military training. Leadership development training is critical to the Army's overall performance as well as is included in the everyday training regimen. This is a process that combines training, education, as well as experience to produce leadership competent in exerting leadership to triumph throughout the operations. The Military leadership training program is divided into 3 training areas:

- The organizations of institutional area or training;
- The operative area and development of learning when one is actively executing one's work; and
- The area of self-development or education is achieved by an individual's action plan or efforts (Department of the Army, 2013).

These 3 training areas are a fundamental aspect of training, whereas equal or evolutionary relationships, provide the development for an Army leader. This recognized area is the Army's very first possibility to train as well as the development. However, education provided within schools or in training centers, warriors are presented with the duties or challenged to initiate the developing personnel tasks and also the knowledge (Department of the Army, 2012a). Training for whole units is common, commencing with basic training or

continuing regularly throughout a soldier's service. In practice, instances of the organizational area always include unit preparedness, security, weaponry operations, or maintenance of equipment which add to a soldier's probability of victory when eventually transferring into the leadership post. Every participant should receive structured education to be advanced or retain good standing. The military is supposed to take what they have learned at school as well as implement it on the battlefield after they have completed the course.

Self-improvement is the longest of the three foundations of leadership development programs and is also the soldier's duty. The Army might offer possibilities that can assist a warrior in advance in his or her career, although troops might make the effort to determine whatever they want to acquire as well as the procedure for learning attainment. Self-development, whether through reading novels, viewing movies, or participating in college classes, must improve a soldier's capabilities. This area plays a comparable or equal role, expanding on the Army's training as well as on learning. Because personality is self-directed, there are few repercussions for not engaging. Demonstrating the implementation of learning basics in military experience or behavior, on the other hand, could have a favorable influence on promotion opportunities. Soldiers must for their personality to be effective (Gunther et al., 2015).

Leadership Development for Non-Military Personnel:

The study of the influence of the leader on the performance of their company's setup. Universities and Schools began getting training courses into the classroom within the early twentieth century. However, the strict empirical research on the subject of leadership did not begin before the 1950s. Although empirically based training programs were increasingly general now, colleges usually had very little indication to promote or strengthen the current leadership programs during the twentieth century. However, effective leadership has indeed been intensively researched over the last 2 decades, as well as the massive majority of research was published. Despite the growing focus, this sector of leadership remains active to be affected by an absence of a worldwide agreed definition of leadership and also the uncertainty in the conceptions (Kaye Hart, Conklin, & Allen, 2008).

The overall distribution of training environments varies widely (— in other words, conventional classrooms, groups, on-the-job, virtual, hybrid, or virtual) and is thus influenced by the type of learners, trainer expertise or effectiveness, financial capacity, and duration of instruction. Several processes, as well as treatments, have proven to be more successful than others. Work shadowing, mentorship, 360º evaluation, action-based learning, difficult job assignments, skill development, and simulation are among the finest methods for leadership development. Those best processes allow instructors to introduce their staff to a variety of effective treatments. Nonetheless, they are frequently used in conjunction with time spent in a classroom with such an instructor (Curry, 2012).

3.2.1. Similarities:

In many ways, the development of leadership capacity in the Army or non-military groups is comparable. Every entity considers LD to be an essential element of organizational progress very well. According to the Army Department, the development of leaders is essential to the survival of the organizations (Department of the Army, 2012a). Given the significant investment in leadership development, non-military units share similar sentiments whereas the Non-military groups might benefit from leadership development programs (LDPs). They are organized around the Army's 3 domains of leader development and training.

Despite the organization, the best significant LD happens over time. In reality, these LD programs are a long-term ongoing process rather instead of a single action. The Army's integration of leadership development into every day of training resembles interventions for personnel and at all organizational levels. Governments interact with diverse units of members at each level as well as also get particular leadership training programs. The participants should be given the chance to study also the practice of leadership in a change of conditions as well as with a diverse group of individuals.

The employing prior experiences of the senior representatives are the training approaches that are divided among the both Army and also the Non-military organizations. Sometimes, all leaders face challenging situations, whenever the response which is received from their subordinates does not fulfill their expected outcomes. In truth, leadership could look disorderly at moments when activities that were working well collide with just an unexpected shift, disrupting the flow of the management structure. Criticism or understanding prior answers or reactions helps prepare LD individuals to be successful in upcoming comparable circumstances. Other similarities include:

- The aim is to define the leadership development programs,
- Recognize that the supervisor is accountable for driving leadership training activities, and also that the organization must encourage a training and development environment,
- The leadership development program should be the part of continuing developments process to successful,
- The leadership should be skilled;
- There must be an efficient feedback mechanism in place, or
- Efficient leadership programs should be featured.

3.2.2. Distinctions:

The participants have the distinctive qualities between either the Army's leader development programs or the LD in nonmilitary organizations, as was one of the Military's areas of specialization. Many troops who enroll in the Military are exposed to LD chances, which is unusual in other businesses. This soldier training setting is particularly distinctive because it frequently takes place outside or requires the trainees to participate in the physical exercises. According to the Army, leader development is a focused, progressive process or ongoing accomplished through professional life education, experiences as well as the integration of training (Hay Group, 2014). Effective leadership in nonmilitary circumstances, training has often been provided using an organized instructional technique, whether it is supplied by the organization itself or outsourced to a consulting firm. According to International Development Dimensions, 60% of organizational leaders feel that formalized seminars, training classes, or conferences are one of the most successful means of leadership training; while 70% believe that developmental tasks are much more beneficial.

3.3. The Army Leader Development Program (ALDP) is being Integrated:

The LDPs, in general, are entirely comprises of at least three aspects comparable to the ALDP, the introduction of opportunities for leadership development for all personnel, the instant initiation of leadership training for new staff, as well as the formation of an educational environment in which Leaders must inspire their employees to lead projects, programs, or training. It is crucial to emphasize each one of those characteristics is critical or distinctive to the Army's mission leadership training initiatives. This applies instantly to military and civilian organizational situations. The section that follows this section goes through the three factors of leadership development in further detail.

3.3.1. Participants:

Organizations were frequently eager to recognize development and learning as one of, though not the, most significant training and development programs. This overall budget highlights how important those initiatives are to businesses in their attempts to fulfill their ambitions and missions. Workers need to understand or articulate the importance that a business places on leadership.

3.3.2. Leadership Development Overview:

Long-term changes in behavior or expert competency in leadership could take more than 10 years for employees, though few firms start developing individuals before they would be promoted to leadership roles. Effective leadership for new employees is unusual beyond the rotating programs. New employee introductions were intended to educate newcomers while also increasing their information, abilities, or capacities. These programs are a purposeful endeavor to expose workers to the culture of a business by delivering organized training relating to the corporate history, aims, as well as values. Training programs could have a direct impact on an employee's work happiness, dedication, as well as retention; however, they have a leadership training component. This ALDP introduced troops to the notion of leadership at the start of their enrollment, whereas new employee orientations stress the traits most appreciated by employers (Klein & Weaver, 2000).

3.3.3. Vertical Expansion:

Petrie recognized there are two forms of leadership development: horizontal and vertical. 'A lot of time is spent on "horizontal" development programs, i.e. (competencies), but just a little effort on "vertical advancements". The Army urges its top leaders to empower their subordinates by implementing calculated risk-versus-reward judgments to maintain the safety and well-being of the institution while also giving innovative learning opportunities. The Army's persistence includes all troops, regardless of position, and understanding their superiors' roles also instructs subordinates to achieve their obligations which distinguishes it from non-military leader development (SCHR, 2010). Army officers train the soldiers to take any action on leadership roles within their groups and also in their future responsibilities. This is also the obligation of Army leaders to grow and improve in their ongoing and prospective responsibilities. The Army places have a better focus on their personal growth by learning the role of seniors than numerous other branches, or governments. Even though attention is scarce in nonmilitary groups this particular developmental approach may be less possible if individuals are dedicated. Although it is not always manageable, learning by experience is frequently the most efficient approach for development (Rogers, Meis, & Haun, 2013).

Petrie's conclusions were aided through conversations involving LD field specialists and also experiential- learning. Vertical growth is different from horizontal development, which promotes learning capacity, complicated problem-solving skills, also the ability to determine the direction to change the lead. Since they have a larger mind and have great learning skills, they have been able to go to the higher stages of learning and react faster to make sense of the situation. Due to speedily shifting the workplaces, the advancement of technology, globalization, or the greater competition, which require leaders to be adaptable as well as respond to complicated situations that lack "correct" solutions, resulting in a 3rd or last assumption (Petrie, 2011).

3.4. Limitations:

Although implementing the concept of this ALDP within nonmilitary organizations presents incredible opportunities, for managers and also the executives. The managers and the executives must address several problems or constraints. Time committed within the program, as such programs were, is one of the hazards for implementing this ALDP programs within nonmilitary organizations, yet this is not comprehensive. This training is usually broad, as well as the number of employees might be limited due to the normal business needs. The financial risks associated with the participation and also the involvement in the near term. However, these corporations generally concentrate on the short-term return on the investment, the cost is considerable, and it is a risk. It is difficult to show leadership success in a short-term strategy; absence of employee buy-in, since not all workers are enthusiastic or interested in gaining leadership abilities or becoming a leader; and lack of organizational participation. Implementing ALDP might involve a significant transformation for the firm that might or might not be feasible, as well as dealing with concerns of establishing a military environment. Many of these restrictions might well be solved by nonmilitary organizations by differing degrees of incorporation of multiple parts of the ALDP, including strong backing from top management as well as a culture change that places management at the basis of the organizational procedure.

3.5. Training Suggestions:

Considering the Army's success in developing leaders, the ALDP has the potential for interchangeability as well as application to nonmilitary groups in the framework of training that has not been adequately explored. One aspect that may contribute to this is the minimal proportion of war members from whatever department and reserve components relative to civilians in human capital development-related research and practice jobs. On a larger scale, the minuscule proportion of the US community which has participated might be an issue. According to the Pew Research Center, since September 11, 2001, less than 50% of US citizens have served in the military (Pew Research Center, 2011). However, the years of leadership training troops get must not be overlooked. Military experience results in the development of leadership qualities and traits as a consequence of deliberate training, recognizing the ALDP can aid "Human Resource Development (HRD)" practitioners in the transfer of knowledge.

Conclusion

Organizations nowadays are primarily concerned with successful planning and managing leadership shortages, prompting them to devote significant portions of their training and development resources to the subject. This study was conducted to identify the various opportunities for future military leadership research. This is accompanied by a limited number of studies from those other nations or the continents. The future study of the military leadership across various continents and countries would likewise offer up completely new leadership thought and improving the framework of global military command studies. There is a need for the study into the effectiveness of leadership development programs and also the business funding within this field to continue or expand significantly. This study in future has the unique purpose of the leadership development of the Army. We can also conclude that a combination of leadership training within daily activities help a lot in the daily job and also overcoming the significant difficulties.

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