ATTITUDES AND BEHAVIORS RELATED TO CHANGING THE MILITARY ENVIRONMENT

Eugen SOARE

Land Forces

Abstract:
It is indubitable that for Romania, the Romanian Armed Forces, a fundamental institution of the state are the main factor in ensuring national security and the guarantor of internal stability of the Romanian society. Is the Romanian Armed Forces strong, well equipped and well trained, with people endowed with prestige arising from their specific military profession? They are endowed with strength of character, honour, and ability to overcome difficulties they have their own activity or initiative in seeking satisfactory justifications? Society is concerned to create a modern army. Can it be a modern army without an effective, one based on people skills, on their preparation? The Armed Forces mean order, discipline, obedience, obedience is not initiative, to know how to quit driving. The values promoted by the system and military organization are the closest to what we define as civic: loyalty, selflessness, personal development, fair play, individual initiative, conscientiousness. Forced change creates natural conflicts between the traditional and the new models. Old mentalities are changing slowly or partially, and new mentalities are bought, sometimes quickly, but not in positive terms. We want instant assimilation of new models, but at a satisfactory pace of acceptance and change the new.

Keywords: Transformation, Leadership, Charisma, Military Organisation, Change, Motivation

1.   Introduction

Similar to the business world, the military organisation is in the midst of unprecedented transformation. The way of thinking the military action, the way of fighting and developing new strategies, and most important, people, are the focus of the Armed Forces future change. The most recent approaches to transformation point out a more complex framework, in which the military transformation process itself undergoes transformations under the pressure of the experiences in theatres of operations, especially in Iraq and Afghanistan.

The dynamics of the global and regional security environment has had a major influence on the Romanian Armed Forces transformation process, on their structure as well as on the nature and content of their missions.

The events in December 1989 found the Romanian Armed Forces engaged in combat preparation, with a view to fulfilling the missions assigned for the country's defence, as well as in carrying out tasks in the national economy, in keeping with the requirements of the policy of the communist regime of that time.

The main determinations that lay at the basis of the Romanian Armed Forces transformation were:

- to join the general reform process of the Romanian society;
- to radically change the overstaffed structure of forces, approximately 250.000 active troops, in order to meet the requirements of NATO;

- to change the role of forces from exclusively proper territorial defence to expeditionary forces, certified and made available to NATO to act anywhere in the world.

2.   The individual – subject of change

One component or another may be subject to change, and the entire system, from strategy, doctrine, tactics, the organizational structures, systems selection, training and evaluation, education, to scientific research, endowment, logistics, mentality, attitudes, formal and informal relationships. Management provides a number of guidelines, principles of strategy and programs that actively treated, and promoted to facilitate the necessary change of the status quo, without much interruptions, waste of time, human and material energies, transforming every man's overall structures in real agents of change. A radical change in the organization cannot be achieved if its members do not understand and if, on the basis of understanding, they need not consent to participate in its achievement.

The above assertion is of utmost practical importance given that the success of any change depends not only realistic on goals, their opportunity, the funds allotted but also on people, as authors who should understand the transformation reasons, determination and the impact for the moment and for the medium and long term. Moreover, they must win this battle, stating reasons and for this fact that at the individual level and the subsystem intervenes resistance to change. Given the occurrence of such matters, customized from one situation to another, from one echelon to another, change management highlights the need for timely military leader to find out the true causes of resistance to change, its sources, using some forms and ways to remove or reduce retention. Beyond a set of principles, norms and criteria of theoretical and practical value appears indubitable master, military leader looked a double role: 1. personality who has some strengths and weaknesses, which are reflected in the attitudes towards new; 2. the decider, leading element of the upgrade, and the leader of the group that achieves change.

Who leads the change, the implementation of new methods of organizing, planning and action should himself have self-control, and to examine their attitudes and behavior to refer to what extent they are favorable transformations, putting several questions:

- In what amount own behavior stimulate searching actions that involves his subordinates?

- Does he consider, with proper understanding, their periods of doubt, search an internal unrest?

- Does he properly appreciate the personal points of view of the people?

- Does he assist them during the research activity, during testing and materialization of the new solutions?

- Does he share own information that he holds it for finding the optimum solution?

Psychology studies highlight the potential of innovation, of change. It is estimated that there are individuals whose behavior shows tend to reproduce, just to apply what they have learned, without express keen interest in the initiative and renewal. The reproductive type manifests responsiveness to what set others, he proves himself reserved, even fearful when to walk on untrodden paths. Other persons are strongly internalized, imagine new things but do not reveal their views, did not even have enough initiative. In environments where leadership is excessively authoritarian - a situation common in military system - his tendency to closing is more emphatic. If only one approach, a proven understanding with calm and confidence can to manifest its true resources. Highly creative people are characterized by power of generalization and abstraction. People with these traits are found

in each group. They should be identified and encouraged to highlight the availability creative to overcome some states inhibition.

People can be motivated by the desire to become creative self-improvement, promotion, to assert a collective increase of the social ladder, getting some rewards etc. There may however and bottlenecks constraining creativity: lack of resources, fear of ridicule, public attitudes superiors, etc. They must overcome some obstacles such as fear of failure that blocks the availability of creative individuals and collectivities, paralyzing inventiveness and creativity.

Change management is recommended to leverage the capabilities of creative people

3.   Effective leadership styles regarding change process

In Romania, the military reform has experienced a natural evolution: firstly, in the field of concepts and attitude and then through the structural, operational and infrastructural. The Romanian Armed Forces transformation – from the organization organised, equipped and trained to be part of the Warsaw Treaty into the one able to meet the new risks and threats of the contemporary world. Did this modification and adaptation guided, directed, and supervised by leaders possess the necessary vision and ideals to see it through? How did these leaders understand the very nature of the transformation they were about to undertake? How did these leaders provide direction and purpose during periods of change?

My intent is not to determine which leadership style is more effective for the profession of arms, you to think about what kind of leaders will most likely succeed in a changing environment.

3.1.   Transformational leadership

Leaders set the development direction of the organization - which involves developing the vision and strategy development, mobilize subordinates - informing them of the action directions, winning their devotion and support, motivates and inspires - that is to meet their needs and emotions, to highlight the values.

The makings necessary for transformational leadership may be summarized in many ways. One of the most important distinctiveness of a great leader is his capability to make sound judgments based on their internalized vision. Is this what is preferred in military leaders? People, who dare to think, are creative, come up with the solutions, don't need to be closely supervised and realize what is just because it is the exact thing to do?

The transformational leader is the kind of military leader who deeply understands the place and role of the military in society and in all international military forces, managing to build a perspective view of the goals of the organization, coordinating and controlling changes taking dynamic decisions, grasping opportunities and capitalizing. The existence of strong forces inimical to favorable changes represents a real change in any organization. In this military organization is materialized through reticent to respond efficiently to any assigned mission, through hard adapt to the new conditions in the environment in which they conduct their activity and to the requirements of the new missions they are required to carry out. Change at the individual disturbances, manifested by the appearance of internal conflicts, anxiety, restlessness due to fear of accepting new directions, low self-esteem caused by inability to find meaning new values. Transformational leader is facing this difficult situation that we have to resolve with tact and diplomacy, using empathic ability and intelligence, finding the fastest and most effective methods by which to influence the subordinates to give up attachment to the values of the past.

ATTITUDES AND BEHAVIORS RELATED TO CHANGING THE MILITARY ENVIRONMENT

The transition to the new structure starts with a slight disruption, which causes disappointment, disorientation, deception in the sphere of subjective feelings of subordinates. This process can not be achieved without the existence of the leader who aims to mobilize subordinates to achieve change. To successfully change strategy the leader should be logical, concise and persuasive, clearly delineating the problems, how it will work, its implications, concrete plan of achievement. Change subordinates is fundamental motivation this time of change is a process that makes it difficult and leaders must have certain physical traits, such as cognitive capacities developed at higher level, charisma, consideration and respect for the values and military organization to subordinates, their inspiring enthusiasm, loyalty and trust. The importance of this complex process is responsive to the needs of subordinates' leader. The military leader must be able to influence subordinates for them to share his point of view. It is an exceptional leader, charismatic, assertive and efficient, which is a professional and moral model for subordinates.

3.2. Charismatic leadership

The meaning of the term "charisma" varies in the literature and its connotations differ considerably. A common premise of most theories of charisma is that followers, not leaders, are the determinants of charisma's existence. Thus followers substitute the "charismatic" leader for their own ideal. Organizational theory approaches are predisposed to emphasize the attraction that followers have for the person and abilities of the charismatic leader. The follower is depicted as being in admiration of the leader's.

Ideas and orders of the leader are accepted without question merely because they were issued by the leader (not his office), and an emotional bond, approaching the irrational and not mandated by rules and regulation, is extant between follower and leader. Most charismatic leaders appear to emerge from crises, suggesting they are major agents of change. And charisma may coexist, however uneasily, with traditional and rational/legal authority.

In accordance with self-concept-based motivational theory of charismatic leader (Shamir, House and Arthur-1993)[1], charismatic leadership has its effects by strongly engaging followers' self-concepts in the interest of the mission articulated by a leader.

In this respect, charismatic leaders make efforts and objectives meaningful for subordinates and use the motivational force of self-expression, self-confidence, self-esteem. This category of behavior rely on a leader's communication and on symbolic devices (labels, slogans, flags, emblems) displaying high involvement in the task, angaging in self-sacrifice to show comittment to the mission. By demonstarted determination, optimism, and self-confidence, a military leder impowers followers (unit or subordinates) in sense of effectively manage the complex mechanisms of change especially for the values and norms which guide human behavior in military organization. When they admire and identify themselves with the leader, they are likely to emulate the leader's desire for doing changes.

4. Conclusion

This paper emphasized the importance of leadership, the military organization in the particularly, looking from a perspective of attitudes and behaviours related to changing.

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[1] Correlates of Charismatic Leader Behavior in Military Units: Subordinates' Attitudes, Unit Characteristics, and Superiors' Appraisals of Leader Performance; Boas Shamir, Eliav Zakay, Esther Breinin and Micha Popper ,The Academy of Management Journal Vol. 41, No. 4 (Aug., 1998), pp. 387-409]

ATTITUDES AND BEHAVIORS RELATED TO CHANGING THE MILITARY ENVIRONMENT

Experience shows that a change effort requires a good start. Having a correct judgment about what should be changed and shared responsibility is not enough. There must be people who have critical and innovative minds, who will love to experiment, to foresee the future, to have the belief that change is possible and to influence others not talking about change, but demonstrating what can be achieved. These 'innovators', 'men of the avant-garde', or 'militants' as sometimes called, can work or not in leadership positions. Organizations interested in change must encourage innovation, experimentation and entrepreneurship. For driving it is not just to tolerate deviations from the routine and tradition and accept that this is not possible without some risk, but also deliberately attract innovative people, giving them a chance to work, observing them during activity and using them as examples to show that the organization can achieve. Individuals or teams play a prominent role in the success of organizational change strategies. These are the main agents of change for the organization.

To sum up, leaders must understand when they must to lead and when they must to manage, as well as provide a coach that ensures organizational cultural changes is received throughout the organization. It must be everyone's objective in the group to have a attitude, to embrace change, and not to allow any blocking obstacles to the achievement change. By performing as a team that enables change, the self-esteem of the organization will remain high and the organization will grow.

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