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Research paper

Leadership Abilities of a Military Manager, Professionalism of a Commander as the Guarantee of the Practice of Effective Activity of a Military Organization

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Abstract

In their paper, the authors studied sequence of development and importance of leadership, military management as the basis of effective management of the military organization. The emphasis was placed on the managerial qualities of a modern military commander as a leader of a military organization. Leading talent for military commanders was announced on the example of Sun Tsu and Alexander Suvorov. It is stated that charismatic leadership as a special type of leadership is based neither merely on the law and the constitution as in legitimate leadership, nor on tradition as in traditional leadership, but solely on the special talent of a charismatic leader capable of enchanting and leading a mass of people. The authors suggested three groups of elements of the leader's image in relation to the political leader are outlined, namely, personal characteristics – physical, psycho-physiological features, his character, type of personality, individual style of decision making; social characteristics – the status of a leader associated with the official position, as well as related to the origin, wealth, etc. in the paper it is singled out the main psychological and pedagogical properties of the military commander and his functions in modern military management.

Keywords: *military management, leaqdership, commander, charismatic leadership, psychological compatibility, tactical-theoretical and practical training.*

1. Introduction. Articulation of the problem

The urgency of the accomplishment of the task of organizing rational military administration (management) depends on the maturity of the officer (military commander) as a leader, which is due to the need for victory in military operations and hostilities, in confrontation. The basis for winning is understanding the goals of leadership by the officer himself in the practice of military management. For effective formation of a commander as the leader of a military organization in modern realities, taking into account the experience of scientific substantiation and development and formation of leadership qualities of a military man is necessary.

2. Analysis of studies and publications

Scientific approach has been applied to the problem of military leadership since ancient times; this problem was defined by such prominent military commanders as Sun Tzu, Alexander Suvorov, Mikhail Kutuzov, Moltke the Elder, management scholars and philosophers Michael Armstrong, Max Weber, Nikolai Berdyaev, F. Taylor, H. Emerson, and many others. Contemporary scientists Ye. Yegorova-Gantman, V.S. Pokalishin, S.Yu. Polyakov, V.V. Sta-syuk and others elaborate on the problem of leadership, organization of military management in contemporary socio-economic context.

The purpose of the article is to substantiate the sequence of the development and importance of leadership, military management as the basis of effective management of a military organization; to practically substantiate and show the managerial qualities of a contemporary military commander as the leader of a military organization.

3. Presentation of the main material

In March 1796, the final version of the famous instruction of A. Suvorov (1730-1800) on tactical training troops, which became the rules of behavior of a soldier, the so-called military catechism "The Science of Victory", appeared. These rules are a valuable contribution to the treasury of military management. Suvorov's method of training and character training troops is still of great interest to us today; many of its statements have become winged phrases-slogans: "knowledge is light; ignorance is darkness," "master has it," "the more you sweat in times of peace the less you bleed in war," which are still relevant today [1]. For the development of military management, the winged phrase that was said by A. Suvorov back in the 18th century – "the more you sweat in times of peace the less you bleed in war" – is still relevant today. Management of a military organization is a complex systemic mechanism, in which many components are interspersed, and the absence of one component is reflected in the performance of the entire system.

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At the beginning of the twentieth century, German sociologist, philosopher, and historian Max Weber gave the term "charisma", which is still considered classical, a second life. He noted that "...charisma is a quality of the individual that is recognized as extraordinary, due to which he/she is considered endowed with supernatural, superhuman, or at least specifically peculiar powers and properties that are not present in other people" [2]. M. Weber defined charismatic power as a separate type of power along with rational and traditional power (which he called domination), namely: 1) the rational one, which is based on the belief in the legality of the established order and the lawfulness of the implementation of domination on the basis of this legality (legal domination); 2) the traditional one, based on the common faith in the sanctity of tradition and on the belief in the legitimacy of authority based on these traditions; 3) the charismatic one, which is based on exceptional manifestations of holiness or heroic power, or on exemplarity of a personality and on the order created by these manifestations.

Thus, M. Weber characterized charismatic leadership as a special type of leadership based not only on law and constitution (as in legitimate leadership), not on tradition (as in traditional leadership), but solely on a special gift of the leader who is able to charm and lead behind him/her masses of people [3].

Famous Chinese commander Sun Tzu argued that "...the army wins due to its good organization. When commanders are lazy or fussy, commands are incomprehensible, rewards and punishments are unfair, and people reflect instead of accurately fulfilling their tasks – even if there are a million of such people, what is the use of them?" [4]. One of the main criteria for a victory is good organization. Lack of organization in military formations deprives them of victory. Therefore, it is possible to paraphrase the Sun Tzu's statement in today's manner, namely, well-organized management of a military organization is one of the keys to victory. The organizer of military administration (management) is a commander – a military leader.

Under the new, changed conditions of waging war, Mikhail Kutuzov (1745-1813) relied in his activity on his headquarters, using it entirely to control the troops. He substantiated and created the line and staff structure of army, being 100 years ahead of the classic of American management H. Emerson (1853-1931), who substantiated line and staff management in production using the works of military theorist, Prussian general field marshal Moltke the Elder (1800-1891) [5], [6].

One of the most prominent Russian philosophers of the 20th century, Nikolai Berdyaev, spoke about leadership this way: "A state cannot exist without the head of the state, without ministers, officials, policemen, generals, soldiers, but states are moved and large missions are carried out in history by great people, heroes, reformers, people of extreme energy. Science cannot exist without professors and teachers, without academies and universities, but it lives and moves thanks to geniuses and talents, discoverers of new ways. "

Many scholars and researchers point out that a leader is not just a person who himself knows and is able to do something; it is a person who is able to lead people in extraordinary circumstances to an extraordinary goal. And it is the ability to lead others, to galvanize people is the key moment of the maxim, since it is people that are the resource, the potential that needs to be developed and guided [7].

Different researchers single out different components of the image of a leader. Thus, Ye. Yegorova-Gantman [8], [9] singles out three groups of the components of the image of a leader (regarding a political leader):

1) personal characteristics – physical, psycho-physiological features, his/her character, type of personality, individual style of decision making, etc;

2) social characteristics – the status of leader associated with the official position held, which is also related to the origin, wealth, etc. In her opinion, models of the role behavior are closely linked with the status, too. In addition, social characteristics include the relationship of the leader with various social groups whose interests he/she represents, with those who support him/her and are his/her allies as well as with opponents and real enemies. Social affiliation largely determines the norms and values a leader adheres to;

3) symbolic characteristics – leaders become signs of certain ideologies, of one or another visual future, of a certain course of action.

The author stresses that each of these groups of characteristics makes a different contribution to the formation of the personal power of a leader and is differently subject to conscious construction.

A book by Yekaterina Yegorova-Gantman published by "Nikkolo M" publishing house represents a detailed psychological and strategic analysis of information operations against the enemy, aimed at destroying the decision-making process of its military and political leadership. The book analyzes the use of one of the most important types of weapons of psychological warfare – a message – from ancient times to today [9].

In the context of military leadership, every commander at his managerial level is the leader for his subordinates. Taking into account scientific analysis and our own experience, we identify the notions of leader and manager in the military.

A manager (a military manager) is a professional administrator, a person who has special knowledge, talent, and some information on news in the field of production organization (combat application) and enterprise management (military organization management) [10], [11].

According to Michael Armstrong [12], human resource management is a strategically and logically consistent approach to managing the most valuable asset of an enterprise, because people who work there collectively and individually make personal contributions to solving the tasks of the enterprise. The main task of human resource management is to ensure the success of the organization with the help of people.

A military manager – commander is the undoubted, undisputed leader for the subordinates. There can be only one official leader in a military group, hence an informal leader as a concept is absent in military management, since with the appearance of such an informal leader the commander will not have the appropriate absolute authority. During the execution of orders involving the risk of losing one's own life, orders of the commander are not subject to any consideration, analysis, and require strict execution. An important constituent element for the formation of such unity of command, of the only leader in a military group is psychological compatibility.

This axiom runs all through the work of Sun Tzu, where he notes: "...treat your soldiers well and take care of them. It is this that is called defeating the enemy and increasing your strength" [4].

Among the causal factors of the emergence of an informal leader in a military group, O. Kolosovych [13] singles out the following ones: low management competence of the military commander who dominates; – group features, namely distortion of the norms, goals and traditions of the group which contradict to the functional purpose of the military unit instead of ensuring it; – informal leadership can occur as a protest and a destructive position.

From the moment of his/her birth, a person wants to be the first. This desire is in his/her blood, and, as psychologists assert, it has its deep meaning. Being the first means to be a leader, the best, to be distinguished from among others. A leader is, above all, a group phenomenon. Wherever more than two people come together, there is a problem: who will manage, guide in the relationships. In the process of the formation of a group, some of its participants begin to play a more active role than others, they are preferred, people listen to their words with great respect, and they become dominant among their peers. In this way, the division of the group members into those who lead and those who imitate the former, that is, into leaders and followers, takes place [14], [15], [16].

In power-wielding structures, rituals of greeting, formation, taking oath, awarding, laying wreaths for fallen colleagues (worship of

heroes) etc. are actively used. The applied meaning of a ritual is that it consciously and subconsciously affects servicemen, creating in them a sense of unity, as, for instance, the ritual of the initiation of novices does [10].

Interpersonal roles emerge from the powers and status of the leader at an organization and cover the scope of his interaction with people. Consequently, a leader can become the object of concentration of information, which gives him the opportunity and at the same time forces him to fulfill information roles and to act as a center for processing information. By taking on interpersonal and informational roles, a leader is able to perform roles associated with making decisions on resource allocation, conflict resolution, search for opportunities for organizing and conducting negotiations on behalf of the organization. Taken together, these roles determine the volume and content of the work of the manager, regardless of the nature of the specific organization. Thus, the manager (commander) at a military organization performs the same roles. However, there is no unanimous opinion about a specific description of the work of such a manager, which would suit all as far as the tasks and roles of the manager (commander).

Thus, our research suggests that the contemporary head of a military organization acts as:

– a manager clothed with authority and exercising direction of the military organization;

– a leader able to lead his subordinates using his authority, high professionalism, and positive qualities and emotions;

– a diplomat who establishes contacts with his partners and the authorities and successfully resolves internal and external conflicts;

– an educator with high moral qualities who is able to form the group of the military organization and to channel its development in the right direction;

– an innovator who understands the role of science in contemporary conditions, is able to evaluate and, without delay, to introduce at the military organization inventions and know-how's;

– a person who has profound diverse knowledge and abilities, has a high level of culture, a strong character, resistance to stress, who is honest, brave, etc., and at the same time is prudent, capable of being a model in everything.

Researchers of military management [6], [17][21] characterize the head of a military organization who must be able to:

– scientifically prognosticate the organization's development strategy and reasonably articulate (orally and in writing) his ideas;

– formulate the goals of the development of the group, to understand the nature, peculiarities of the subordinates' personalities and to adequately evaluate himself and other people, to maintain the normal moral and psychological climate in the organization's staff, to smooth out conflict situations;

– analyze, predict, economically evaluate, and make decisions in the context of uncertainty of external and internal factors;

– understand the technical and technological peculiarities of the process of the functioning of the armament complexes of the military organization, their principles of action, the unification, standardization, specialization, and automation of management;

– orient himself and the group to the achievement of the goals set, serve as a resource allocator, a controller and coordinator, delegate functions and responsibilities to management levels, organize incentives for subordinates to implement the concept of the development of the organization, of the improvement of the quality of the product, and of resource saving;

– use temporary resource efficiently and effectively to achieve the goal set.

It should be borne in mind that care for the authority of a commander is not only personal business of the latter, but also a task of his senior management, and especially – of his subordinates, who are meant to strengthen, protect, and bolster it. They should follow the example of their commander as far as conscientious attitude to the duties, good organization, honesty, modesty. Authority should be considered as a factor facilitating management and improving its efficiency. Only that commander who is held in respect, who enjoys confidence of the subordinates can effectively influence the group.

The authority of a military leader is formed by the latter in the actual behavior and activity. Authority cannot be built on words, since subordinates judge the commander by his deeds and actions.

Military organizations that have achieved tangible success among other units in terms of the quality of the personnel training process differ mainly in that their commanders use more dynamic and effective management and their leadership. The words 'management" and "manager" are synonymous with the words "leadership" and "leader", respectively [22], [23].

Regardless of his command level, a military commander is already the leader for his group and subordinates. If the commander of a military unit will not be the leader for his subordinates, in this case he simply will not be able to fulfill his professional duties, namely, to effectively manage the entrusted unit in the system of ensuring the accomplishment of a collective task before the military formation which includes the military unit of the above commander.

"Therefore, he who fights well is on the verge of the impossibility of his own defeat, and he does not miss the opportunity to defeat the enemy. That is exactly why an army that has to win first wins, and then seeks battle; an army that has been doomed to defeat, first fights, and then seeks victory." Sun Tzu [4].

V. S. Pokalishin, S. Yu. Polyakov, O. V. Pokalishin [10] in their scientific paper "Who are military managers and what should they do at a military organization?" argue that a new hierarchical chain of command of military managers - regardless of how many levels of management there are at a military organizations – appears. For their purpose, they divide military managers in three levels of command: the lower one, the middle one, and the higher one. The pyramid shape in this figure is used to show that at each higher level of command, there are fewer military managers compared to the lower level.

Below, there are two examples of the distribution of military managers at three levels of management: the first example is for a corps, and the second one is for a brigade.

Example #1. Distribution of military managers in a corps:

1) the commanders of the companies, their deputies, the platoon commanders, and the military managers of the companies will be included with the military managers of the lower (first) level of management;

2) the commanders of the brigades, regiments (separate battalions), battalions as well as their deputies including the military managers of the brigades, regiments (separate battalions), and battalions will be included with the military managers of the middle (second) level of management;

3) the commander of a corps and his deputies including the military commander of the corps will be included with the military managers of the higher (third) level of management.

Leadership in the military environment is the ability of a commander (a manager) to influence individual soldiers or groups in order to subordinate (direct) their efforts to perform the tasks facing the element (the military unit).

A military leader who organizes the service or the activities of the group solely on the principle of unity of command is characterized by an authoritarian type of leadership. An authoritarian leader takes on the risk of self-deciding and programs all the actions of his subordinates. In an autocratic leader, the desire to command, to exact unconditional execution of his orders is always in the first place. He uses extraordinary methods in circumstances that do not necessarily require them. The autocratic style of leadership inherent in the military service requires for the role of a leader a certain type of person – an imperious, determined, demanding one [22], [23].

For organization of leadership in military management, we traditionally choose three levels: higher management, middle management, and lower management. For our purpose, we will start from the military unit of company (See Table 1).

Table 1: An example of organization of management of a military unit

Management level	Military commander position	Organizational and managerial support for the managerial activities of the corresponding level of the military commander
Higher management	company (battery) commander	The professional duties include knowledge of the business and psychological qualities of the officers, warrant officers, sergeants of the unit, and in the case of a battery commander – the military rank, surname, term of service, position, profession, and marital status of each serviceman. In addition, the unit commander individually works with the officers, warrant officers, employees of the Armed Forces of Ukraine, the sergeants of the unit, with undisciplined military personnel and the risk group
Middle management	platoon commander	He individually works with the personnel of the platoon and must know thoroughly the business and moral qualities as well as the name, surname, and year of birth, the type of employment before the military service, the marital status, achievements, and shortcomings of each soldier in combat and human training
Lower management	squad commander	He individually works daily with each military officer of the squad, is personally obliged to constantly know where his subordinates are and what they are engaged in. The forms of his work with the subordinates are conditioned by constant personal contact with them

One of the important elements in achieving the goals and objectives of a military group (unit) – we can call a military unit a "team" – is group compatibility. In this case, in case of compatibility in small groups, we select a military unit of up to one hundred people as a single team; this may be a platoon, a company, or some other unit. Group compatibility is the ability of the members of a group to act in different situations as a single, harmonious organism: to understand each other, to establish good personal and business relationships, to skillfully interact, and so on [24][26].

This is extremely important especially when a group resolves its most important issues. Typically, psychological compatibility and cohesion are two sides of one component – the performance or efficiency of a small group. In a military team, psychological compatibility is especially important when performing a combat task in a limited time space at increased risk with the maximum, and sometimes extreme, psychological and physical load on the human body; when each member of the team must act in the system to achieve a single result – the operational task set [27]–[29]. Failure to perform a task by one military unit leads to the impossibility of effectively performing the task by other units, which, along with the said unit, form a military unit at a higher level of organization (a battalion, a regiment, etc.).

In science, they distinguish the formal and the personal authority of a manager. In our case, we define a military commander as the commander or the sole leader for his subordinates in the military group.

The formal authority of a commander-manager is determined by his rights as an official to control his subordinates, to give them tasks, to demand their execution, to control and stimulate their activities. The personal authority of a manager is determined by the complex of his personal qualities as a person, such as humanity, tolerance, ethics, etc.

We have conducted a questionnaire survey among cadets and scientific and pedagogical staff of higher military educational institutions (HMEIs), young people of conscription age for the purpose of practical definition of the leadership abilities of a military manager.

A list of relevant issues regarding the need for, the significance and the maturity of the leadership abilities of a military manager (commander), which identify the military leader as a person and a professional manager, was formed. The question "What factors determine the personality of a military leader?" should have been answered with the specification of the importance of the significance of a leadership ability (quality) in relation to other ones that were proposed. The analysis of the questionnaire survey by the matrix method revealed the following.

The above question "What factors determine the personality of a military leader?" was answered by the respondents in the following hierarchical sequence of significance:

1. Example achieved by his own work.
2. His own professional abilities.
3. The statutory documents of the armed forces - subordination to the commander and impeccable execution of his orders.
4. Normative nature of the role – the position, job description, functional duties.
5. Personal abilities of the person.
6. The social significance of the military profession.

The most significant factor of a military commander (leader) corresponds to the number 1, with a gradual decrease in the significance to number 6. From the six criterion factors proposed, the above-mentioned hierarchical assessment according to the significance by subordinate military men regarding their probable commander was formed.

The study shows that the personality of a military leader is determined not by the "authority" given to him, not by the "normative nature" of the role, not by the "social significance", but it is rather "conquered" by his work, professional abilities, and personal qualities.

According to the analysis of the conducted survey: "How do you see your commander (leader)?", cadets – future officers (military managers) see him as a mentor, older mate, adviser, bearer of knowledge, culture, morals, who can and wants to understand, to help; he is an authority that cannot be "bypassed", that is equally exacting to himself and to them; he is an organizer who appreciates not only his opinion but also the opinions of others.

Taking into account a scientific and practical analysis of literary sources and our own practical research conducted, as for the definition of the qualities of a military leader (manager) as a team leader, we believe that a military manager can be a leader when he is oriented towards spirituality – love, faith, hope, goodness, justice, freedom, dignity, which become the principles of his professional activity.

In the process of conducting the survey, the pedagogical component of a military leader was pointed out to, and this correlates with what we noted – that a military leader is the commander in a military group. The respondents added in the questionnaires such a component as the pedagogical or educational one. One third of the respondents noted that the military component is necessary for a military commander. Therefore, we conducted an appropriate survey taking into account the psychological and pedagogical qualities inherent in a military commander. An analysis of scientific literature and our own practical research has made it possible to single out the following *main psychological and pedagogical qualities of a military commander*:

– unbiased perception of reality; – a mentor who knows his business; – the ability to conduct both tactical-theoretical and practical training which is as close to combat operations as possible; – the ability to organize constructive business communication in the unit; – perception of himself and those around him as they are; – maturity of creative abilities; – moral and psychological endurance; – civility in his own actions; – dialogic interaction with «others»; – serving as a model of an officer in all spheres of life; – mastering the pedagogical culture in his own professional activities of an educator; - moral criteria of the behavior, actions; – orientation to spiritual values; – relative independence from the social environment; – appreciating and practical understanding the goals of the training and character training process in the armed forces; – knowledge of advanced psychological and pedagogical gains in the formation of the personality of a military man and capability of using them; – dialogical thinking; – respect for the

intentions and wishes of others; – the ability to introspect his own training and character training daily practice of a military commander; – defending and turning into reality his beliefs.

4. Conclusion

A military manager (commander) must have a systemic combination of formal and personal authority, which we call full authority. Only under this condition of full authority will a military manager be able to effectively discharge his responsibilities for management of his subordinate unit so that the latter can carry out combat missions in a single system of military operations as a structural unit of armed formations. In our opinion, the concept of a leader in the structure of military management is a notion identical to the full authority of a military manager (commander). In general, it is the commander who is the manager of a military unit. It is this practical characteristic of a manager that has its roots in military practice.

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