

Army Leadership Literature Review

Patrick Wakefield

WKU

LEAD 600

Dr. Stacy Edds-Ellis

June 30, 2024

Army Leadership Literature Review

The Army is an organization that prides itself on developing and creating leaders in dire situations. Leadership is expected of everyone who wears the uniform. George Washington, George Patton, Douglas McArthur, Bettie Adams, Caryl Chesset, William McKinley, and my personal favorite, Colin Powell, were all Army leaders who took charge and made a difference in some of the nation's most notable conflicts. Army leaders, at some time in their careers, will have many lives in their hands during dangerous times. We need to understand how these individuals become leaders when the opportunity appears. This review aims to help determine if and how the Army develops leaders who answer the call of duty at the right time.

Military Leadership Development

The Army's leadership doctrine, a set of beliefs deeply ingrained within the service, plays a pivotal role in developing leaders. This doctrine is instilled at the organization's initial entry levels and further reinforced in the Army Doctrine Publications (ADP). ADP-6-22, an essential publication, delineates the Army's leadership principles and Professional standards. It outlines the foundational aspects of Army leadership, the various levels of leadership, and the competencies that all Army leaders are expected to possess (US Army, United States Government, 2019).

Leadership and followership

Some studies link military service leadership and higher education, like “Education and Military Leadership, A Study of the ROTC by John Masland and Gene Lyons in 2015. This review looked at the past, present, and future issues of the Reserve Officers Training Corps

(ROTC) program as it pertains to developing the type of leaders to fight future wars in America. The urgency and importance of this review are underscored by the fact that leadership needs are constantly evolving due to changes in the character of combat and advancements in technology and weapons (Masland & Lyons, 2015). As drones and unmanned aerial vehicles become more advanced, the art of war is undergoing a significant transformation. The ROTC program is instrumental in developing the Army's future leaders, but it's equally important to understand the role of followers in this changing landscape.

Followership is equally essential as leadership to large-scale operations in combat due to the potential for mass loss of life, equipment, and supplies. Colin Powell was an example of how followership could propel someone from an unambitious teenager to the most trusted leader in the United States (Matthews, 2019). His followership was exemplary as the primary commander at the 101st Airborne and as a staff member on the National Security Council for President Regan. His managerial skills were most notable because of his exemplary followership. Followership is also taught in the Army through our rank system. As you increase in rank, you incur more followers, but you also become a follower of a more specific leader and leadership philosophy. Colin Powell was a great leader because he was a great follower at some point in his career. His ability to follow only amplified his leadership skills. We learn that followership validates leadership in programs like ROTC and Army basic training. We must understand that there are no leaders without followers. The leader's vision and direction require quality followers to execute.

Mission Command Leaders

There are great literature reviews like *On Leadership* by Fowler in which he addresses that the warfighting environment is changing due to technological advances and leadership must adapt. The objective is to emphasize the challenges and potential for future officers to acquire "Mission command" expertise, specifically by enhancing options for commissioning cadets in the Army, ROTC programs, and military boarding schools (Fowler & J., 2022). Curiously, the numerous American observers who were frequently dispatched to Europe throughout the 19th century to study the perpetually conflicting European armies failed to grasp the extensive ten-year debate regarding the groundbreaking leadership philosophy of previous commanders. ROTC produces about 300 new officers who will lead soldiers yearly and should be the center of leadership development. Since college produces military leaders annually, why not increase participation in high school JROTC programs to instill leadership in youth?

Youth Leadership in J/ROTC programs objections

War is unwanted but necessary, and there are debates about whether military leadership training is a good idea. The book *Breaking the War Habit* examines militarism in American Education. Teams were established, and committees were formed to oppose ROTC and JROTC. The policies and practices that were started in the early 1920s became firmly established by the end of the century, as the military's recruitment agencies made more efforts to influence the thinking of teenagers. When the Committee on Militarism in Education (CME) was established, the country possessed approximately one hundred Junior ROTC units. Currently, secondary schools typically contain approximately 3,400 students. JROTC units are now present in one of every six public high schools, making military training a permanent fixture in the U.S.

educational system. In some areas of the United States, particularly the majority of the Southeast, the concentration of JROTC is significantly higher, with its presence observed in 30 to 60 percent of public high schools. These actions are hindrances to developing military leaders (Fowler & J., 2022).

Conclusion

The Army has a mission to fight and win our nation's wars, which has been done for centuries and decades. Since the 1970s, we have been an all-volunteer force that developed our leaders from the inside. With the changes in technology and the art of war, we will need continued cross-sector collaboration to develop future warfighters. We follow our doctrine to train and prepare leaders to lead in high-stress environments; this is unique since many scholars do not believe leadership is taught. Strong leadership in the Army is vital for the survival of America on the world stage as other nations challenge us. We must develop leaders prepared for great power competition, crisis, and conflict. Developing these leaders is challenging because our pre-membership leadership development courses begin in high school and college. In closing, Army leaders must actively work to recruit and retain members and prepare for the changes in technology, the changing art of war, and a changing nation.

References

- Fowler, & J., D. (2022). *On leadership: An interdisciplinary approach*. Information Age Publishing.
- Masland, J. W., & Lyons, G. M. (2015). *Education and military leadership. a study of the rotc* (1st ed.). Princeton University Press.
- Matthews, J. J. (2019). *Colin powell: Imperfect patriot*. University of Notre Dame Press.
- US Army, United States Government. (2019). *Army doctrine publication adp 6-22 army leadership and the profession change 1 november 2019*. Independently published.