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**METHODS, TECHNIQUES AND PROCEDURES TO
MAXIMIZE THE INFLUENCE OF
ORGANIZATIONAL CULTURE ON THE
EFFECTIVENESS OF MILITARY LEADERSHIP**

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Abstract:

Increasing military leadership efficiency can be achieved through a combination of methods, techniques and different procedures. Thus, the maximization of the military leadership efficiency is achieved through the flexibility of the commandant and his management team members, through their creativity in performing the duties emerging from their status in the organization, through the effectiveness of their entire management work.

Key words: management, leadership, creativity, flexibility, efficiency, organizational culture.

1. Introduction

Broadly speaking, culture is the set of definitions that people have at some point of all that exists and happens around them - their representation of the world. The sphere of culture encompasses symbols, norms, laws, values, rituals, customs, myths. All these form a style that defines in a particular way each organization, representing a micro-society at the organization level.

Organizational culture is one of the main factors of productivity and profitability because it forms certain structures of thought and ways of action, widespread throughout the organization through individual and collective patterns of behavior, through widely accepted behavioral scale of values through objectives and common strategic direction.

Organizational culture tends to be a key parameter for the design and control of the management processes.

2. Cultural traits of effective organizations

Researchers have been interested in the relationship between the culture and effectiveness for more than three decades, more precisely in the early 1980s. Many authors have investigated culture from a strategic perspective and have presented culture as being a

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source of competitive advantage, they explored the importance of the “fit” between an organization and its environment emphasizing the characteristic of “adaptability”. Daniel R. Denison [1] created a model based on four cultural traits of effective organizations: involvement, consistency, adaptability and mission as can be seen in figure 1.

Involvement refers to how organization manages to develop into their members the sense of ownership, showing commitment to their work. People at all levels of management feel that they have a say into the decisions that will affect their work and that their activity is directly connected to the goals of the organization.

Consistency refers to strong coordination and integration. The individual and group behavior is built upon a set a core of strong values and agreement and common points of view are sought in order to take a decision. Consistency is a powerful source of stability and internal integration because it creates a common mindset and conformity.

Adaptability refers adaptation to the environment. Sometimes, internal integration and external adaptability are in contradiction. Adaptable organizations are more open to change and take risks. Well integrated organizations are less willing to change what they consider to be well built.

Mission refers to a purpose and direction, there is a clear image of the objectives and where the organization needs to be in the future.

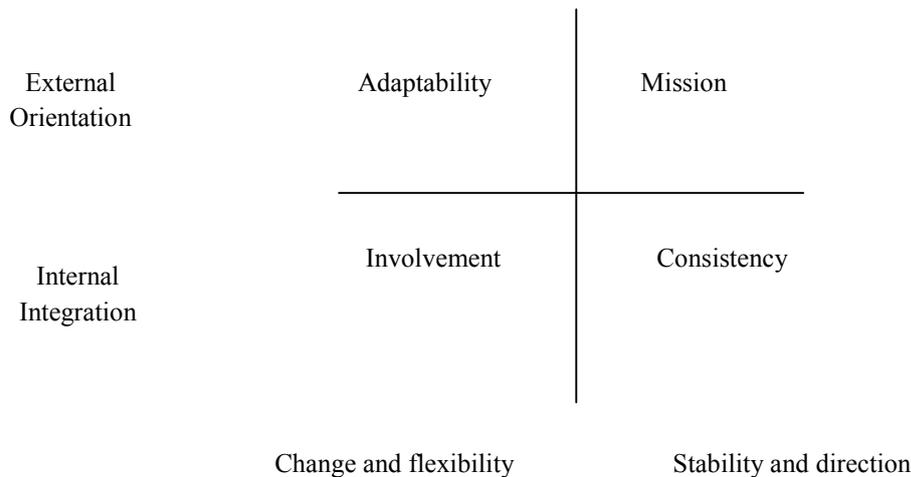


Fig. 1 Model of culture traits

Therefore, maximizing the efficiency of the military leadership is and should be a constant concern of all commanders due to the diversity and complexity of the tasks entrusted to the military on the one hand and on the other hand, the trend of diminishing the human, financial, material and information resources allocated as a consequence of the austere defense budgets. An organization will be effective only if pursues a mission which is meaningful to its members thus obtaining their involvement but, at the same, time it must be able to receive and interpret signals from the environment and turn them into normative, cognitive and structural changes.

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The efficiency of the overall behavior of the organization is determined by the consistency of the relationship among some changing and variable components which are subject to diagnosis analysis. The analysis will be focusing on the following issues: individuals, organizational configuration, task and management (leadership).

Efficiency will be influenced by the extent to which the organizational configuration corresponds to the individual needs, the extent to which each member has an accurate perception of their task and how their individual skills and abilities match the task requirements. Furthermore it is very important that the individual needs should intersect if not overlap with those of the organization and that every individual should be influenced and made to commit to fulfill his obligations. All these elements and relations are set in place by the managerial team.

3. Methods, techniques and procedures to maximize the influence of organizational culture on the effectiveness of military leadership

Increasing military leadership efficiency can be achieved through a combination of methods, techniques and different procedures. Thus, the maximization of the military leadership efficiency is achieved through the flexibility of the commandant and his management team members, through their creativity in performing the duties emerging from their status in the organization, through the effectiveness of their entire management work.

The relationship among these elements is shown in figure 2.

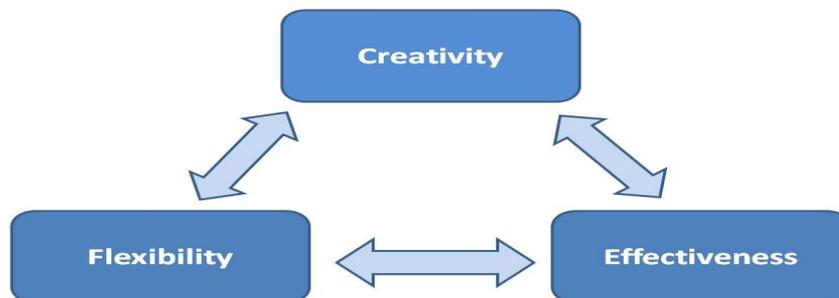


Fig. 2: The relationship between creativity, flexibility and the effectiveness of the military leader and his management team

Hereinafter, I will define briefly the terms of *flexibility*, *creativity* and *effectiveness*.

Flexibility is the ability of a person to be fully aware of the current situation and to persist in or change their behavior in accordance with what best helps attain the objectives. Therefore, the flexibility of the leader and his team shows their ability to adapt, without causing major disruptions, to new and challenging situations. [2]

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Creativity has been defined in cognitive psychology, as the ability to produce new as well original and appropriate ideas. Researchers in the domain have identified two components of the creative performance: divergent thinking and cognitive flexibility. Divergent thinking refers to the ability to develop original ideas and to consider many solutions to a given problem.

Cognitive flexibility describes the ability to restructure knowledge in multiple ways depending on the manner the demands of the situation evolve.

Nowadays, creativity is defined as the art of asking a question and finding original ideas within a given context. Each of the terms of the definition has its importance. The art of asking a question means insisting on the fundamental stage of problem formulation and absorption. During this phase the members of the team will be involved in a creative competition. The ideas obtained can be transformed into a number of solutions, nevertheless only the original and relevant will be maintained. Originality means new ideas in the individual and / or group context. Of course, there is no such thing as an absolute novelty. Context is also very important because it simultaneously generates the problem and assesses the originality and relevance of the proposed solutions.

In my opinion, creativity contributes to the efficiency of military leadership by seeking and finding innovatory solutions while taking into consideration the resources allocated for the accomplishment of a mission or another. At the same time, creativity helps the military leader to assimilate new knowledge and to experiment with new ways of action in his daily management of the organization, which translates usually by an increased effectiveness and efficiency. In addition, a divergent and creative thinking of the military leader means that he is open to changes and transformations, even within the military organization, resulting from the technological progress in the field of defense and national collective security.

Effectiveness means the ability of an individual or group of people to achieve their goals entirely and at the required quality parameters. [3]

At the individual level of the military leadership, flexibility, creativity and efficiency are obtained by applying methods such as the management methods adopted by the commander, the leadership styles used to motivate the individuals, case study method and simulation method. These methods will be discussed below.

The management methods adopted by the leader are subject to a number of parameters: the military hierarchical organization, the nature of the tasks entrusted (combat missions, training and education, professional etc.) and the resources allocated.

Essentially, a management method represents a set of rules, principles and procedures which enable the functioning of an organization. In practice we will not encounter neither pure management methods nor will we find any pure management style – what we use are hybrid methods and styles bearing features of several methods depending on the psychological traits of the leader.

Of the many management methods existent we can enumerate the following: results management, management by objectives, management by exceptions, management by crisis, management by walking around, systems management, participatory or consultative management method, forecast management, creativity management etc. [4]

In my opinion, results management is the most appropriate for the specific activity of the military organization as it sets rigorous targets on all matters related to the functioning of such organizations. This management method usually has two stages, the first one is to assess the military organization at certain moment in order to pinpoint targets

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and to develop appropriate strategies, taking into account which service that specific structure belongs to. The second step is to determine the actual concrete objectives which are necessary for the organization to accomplish the mission assigned and then to adopt the most appropriate strategies.

At the same time, I consider that a management method which allows for creativity can add value to the results achieved. Basically, such a method consists in managing through the use of techniques which stimulate creativity both individually and in groups (brainstorming, Sinectics, Philips 6-6 method, 6-3-5 method, Frisco method etc.)

According to my assessment, the combination of the two methods of management is beneficial because it takes into account the specific activity of the military organization and the nature of the tasks entrusted by the law. In fact, after the decision is taken and transmitted to the subordinate(s) the commander expects them to use their knowledge and skills acquired during education and professional training as well as their imagination in devising and carrying out specific tasks.

4. Conclusions

These methods develop the flexibility, creativity and effectiveness of the management team characteristics which will be reflected by increasing in the efficiency of the military leadership. Making use of such methods the management team members relate directly to organizational culture which leads to an increase in its influence on their behavior oriented towards tasks fulfillment.

Also, the usage of these methods strengthens management team cohesion and consensus, obedience, the organizational climate improves as well as the effectiveness in fulfilling the organizational tasks.

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