



The Republic of Moldova Military Institute's Lecture Series: Leadership and Ethics

LIEUTENANT COLONEL VINCENT R. LINDEMMEYER AND DR. R. CRAIG BULLIS

As part of the Republic of Moldova's defense transformation efforts, the Moldovan Military Institute (MMI) is in its second year of a three year action plan to completely revise its professional military education (PME) curriculum. In September 2011, the MMI will begin its new curriculum for its incoming cadets where they will complete the four-year program finishing with a bachelor's degree in public administration. To prepare the faculty members in developing the curriculum, the MMI is hosting a series of subject matter expert lectures through Mar 2011 when their curriculum is due to the Moldova Ministry of Education. The lecture series topics include: civil-military relations, leadership & ethics, defense management, geostrategy and communications & media. These lectures will assist the MMI in developing a basic course PME curriculum to become the premiere academic and military training institute for the Moldovan Armed Forces (MAF). The MMI Action Plan is supported by the NATO International and Military Staffs, and by the PFP Consortium of Defense Academies and Security Studies Institutes.

In February, 2010, Dr. Marybeth Ulrich facilitated an expert lecture series on civil-military relations.¹ The MMI invited Dr. Craig Bullis, Department of Command, Leadership and Management (DCLM), U.S. Army War College (USAWC), to facilitate the second event of this lecture series titled, leadership and ethics. Before seventeen faculty members and over the course of a three day period, Dr. Bullis presented three lectures on leadership entitled, "What is leadership?"; "Leading Yourself"; and "Developing Leaders." The discussion of developing ethical leaders and integrating ethics curriculum was discussed throughout the seminars. LTC Vince Lindenmeyer, USAWC, provided the faculty members an overview on the Partnership for Peace (PFP) generic PME curriculum initiative, a multinational effort supported by NATO and the PFP Consortium. LTC Lindenmeyer emphasized the importance of nesting their leadership curriculum in a leadership development system over the four years of the cadets' experience. The leadership lecture series allowed the MMI faculty the insights to work on their curriculum during the three days together. The remainder of this article describes the leadership lecture series and subsequent discussions with the MMI faculty, and concluding with general observations toward the development of an MMI leadership curriculum.

WHAT IS LEADERSHIP?

Beginning his lecture, "What is leadership?", Dr. Craig Bullis wanted to ensure that the faculty members understood the term "leadership." Definitions of leadership vary depending on the perspective:

- A Military Perspective: Leadership is the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. (Army Leadership Manual, FM 6-22, 2006)

1. Lindenmeyer, V. R. & Ulrich, M.B. (2010). Integrating Civil-Military Relations into the Professional Military Education Curriculum within the Republic of Moldova's Military Institute. Center for Strategic Leadership, United States Army War College. Retrieved from http://www.csl.army.mil/usacsl/publications/IP_03_10_Moldova.pdf.

Lieutenant Colonel Lindenmeyer is the Director, Joint Operations, Operations and Gaming Division, Center for Strategic Leadership, U.S. Army War College (USAWC).

Dr. Bullis is a Professor of Management, Department of Command, Leadership and Management, USAWC.

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Leadership and the U. S. Army John B. Richardson IV, 2011-12-15 To win on today s complex and competitive battlefield our military leaders have had to try to shed decades of organizational culture that emphasized control and stability as the solution to solving problem sets Instead today s leaders must be adaptive and agile in their analysis and development of innovative solutions to the complex challenges of the 21st century Today s security environment requires men and women in uniform to think critically and be creative in developing new strategies and solutions These skills will allow our military

leaders to maintain the operational initiative against an enemy who is by nature adaptive and always evolving to overcome the tremendous advantage in technological and material overmatch of the United States and many of its allies This paper argues that the U S Army should continue its bold initiatives in its current Campaign of Learning and go even further It should develop creative leaders who can exercise adaptive leadership with the capacity to provide learning environments within their organizations Included in the paper is an analysis of adaptive challenges facing the Army Specifically the Army espouses the need for decentralized operations and operational adaptability but the author argues that the Army culture is driven by control stability and risk aversion A case study provides a means for analyzing the complexity of organizational leadership in the contemporary security environment The study presents a high stakes problem set requiring an operational adaptation by a cavalry squadron in Baghdad Iraq This problematic reality triggers the struggle in finding a creative solution as cultural norms serve as barriers against overturning accepted solutions that have proven successful in the past even if they do not fit today s reality The case highlights leaders who are constrained by assumptions and therefore suffer the consequences of failing to adapt quickly to a changed environment Emphasizing the importance of reflection and a willingness to experiment and assume risk the case study transitions to an example of a successful application of adaptive leadership and adaptive work performed by the organization The case study serves as a microcosm of the challenges facing the U S Army The corresponding leadership framework presented can be used as a model for the Army as it attempts to move forward in its efforts to make adaptation an institutional imperative Chapters 1 and 2 The paper presents a holistic approach to leadership whereby the leader transcends being simply an authority figure and becomes instead a real leader who provides a safe and creative learning environment for the organization to tackle and solve adaptive challenges Chapter 3 The paper concludes with a recommendation that Army leaders apply Harvard Professor Dean Williams s theory of leadership to the challenges confronting the Army s leader development process so as to improve its efforts to grow adaptive leaders Chapter 4 **Defense White Paper** ,1989 Military Essays and Recollections Military Order of the Loyal Legion of the United States. Commandery of the State of Illinois,1894 **Policy Research Study: Political-military Relationships in Communist China** United States. Department of State,1963 **The Leadership Development Of Dwight D. Eisenhower And George S. Patton Jr.** Major Lawrence F. Camacho,2015-11-06 Global tensions and threats such as terrorist acts continue to pressure America s effort to provide peace and stability to regions around the world Consequently military leaders have traditionally been called to protect American interests at home and abroad Today s Army is faced with the important task of producing competent leaders who can successfully accomplish America s worldwide endeavor to combat the contemporary challenges it faces Yet the process of developing individuals into consummate leaders requires a great deal of time planning resourcing and a collection of skilled cadre Illustrating the meaningful development of victorious wartime leaders is one way to educate today s aspiring leaders General Dwight D Eisenhower and General George S Patton Jr

demonstrated superb leadership in World War II Their childhood upbringing military education Army assignments as well as the mentoring they received during the interwar period essentially strengthened their development making them triumphant leaders Therefore Eisenhower and Patton s leadership growth coupled with their personal determination to become successful commanders in World War II is an indispensable model and a valuable lesson for today s leaders **Accounts and Papers of the House of Commons** Great Britain. Parliament. House of Commons,1879 Paper Work of the Medical Department of the United States Army Ralph Waldo Webster,1918 *Defining Command, Leadership, and Management* David Fielder,2012-05-28 This monograph addresses the topic of Command Leadership Management CLM success attributes in Stability Operations and is intended to reach a wide audience of actors including military and civilian deliverers of effect at the strategic operational and tactical levels of operations It was developed from a dissertation and updated while the author was deployed in Iraq at a time of transition from Combat Operations Operation IRAQI FREEDOM to fully declared Stability Operations Operation NEW DAWN **Adelphi Papers** ,1984 **Papers of the Archaeological Institute of America** ,1884

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