

MODULE 5 – LEADERSHIP

INTRODUCTION

1. The purpose of Module 5 is to introduce participants to leadership theory and its application to strategic and military leadership. The module will analyse various theories, approaches and models to help participants appreciate the complexity of explaining and understanding the leadership phenomenon. Module 5 will link theoretical concepts with application by analysing various leaders at the strategic, military strategic and operational levels of warfare. This is expected to instil in participants knowledge, skills and attitudes that will enable them identify the best leadership style that suits their individual personalities and aspirations. It will also afford them an opportunity to conceptualize the impact of leadership on the outcome of wars.

2. The module will focus on leadership theory as a basis for imparting military strategic and operational level leadership skills. The participants will build on seminars as well as central lectures by subject matter experts through rigorous syndicate room discussions and presentations. Participants are expected to apply critical and strategic thinking skills in their analysis.

AIM

3. The aim of Module 5 is to appraise leadership theory and its links to strategic and military leadership.

LEARNING OBJECTIVE

4. The Learning Objective of Module 5 is to enable the participants analyse military strategic and operational level leadership and apply competencies required.

ENABLING OBJECTIVES AND KEY LEARNING POINTS

5. The Enabling Objectives (EO) and Key Learning Points (KLP) are as follows:

Enabling Objectives	Key Learning Points
(a)	(b)
<p>EO 5.1: Discuss approaches to the study of leadership.</p>	<p>KLP 5.1.1: Define leadership. KLP 5.1.2: Describe leadership. KLP 5.1.3: Contrast leadership and management. KLP 5.1.4: Appraise team building process and its importance in leadership. KLP 5.1.5: Appraise organizational change/transformation by leaders and change management.</p>
<p>EO 5.2: Evaluate leadership theory using strategic thinking skills.</p>	<p>KLP 5.2.1: Describe the various leadership theories, approaches and models. KLP 5.2.2: Identify the strengths and criticisms of the leadership theories, approaches and models. KLP 5.2.3: Discuss the gender dimensions to leadership. KLP 5.2.4: Discuss the cultural nuances that affect leadership.</p>

RESTRICTED

(a)	(b)
<p>EO 5.3: Examine ethics in leadership.</p>	<p>KLP 5.3.1: Define ethics and ethical theories. KLP 5.3.2: Discuss the principles of ethical leadership and ethical reasoning. KLP 5.3.3: Demonstrate the centrality of ethics to leadership.</p>
<p>EO 5.4: Appraise military leadership in the context of leadership theory.</p>	<p>KLP 5.4.1: Apply leadership theory to conceptualize strategic leadership. KLP 5.4.2: Apply leadership theory to conceptualize military leadership. KLP 5.4.3: Evaluate the distinction between leadership and command. KLP 5.4.4: Apply strategic leadership and decision-making skills in crisis situations. KLP 5.4.5: Appraise military leadership as a key winning factor in war and warfighting. KLP 5.4.6: Employ leadership theory to case studies using strategic thinking skills.</p>
<p>EO 5.5: Employ Survey Instruments to identify individual leadership traits/styles.</p>	<p>KLP 5.5.1: Apply the Leadership Style Questionnaire. KLP 5.5.2: Apply the Multifactor Leadership Questionnaire (MLQ). KLP 5.5.3: Apply the Authentic Leadership Self – Assessment Questionnaire. KLP 5.5.4: Apply the Psychodynamic Approach Survey.</p>

<p>EO 5.6 Evaluate the basis of human behaviour and the influence of Emotional Intelligence as well as Motivation on leaders' behaviour.</p>	<p>KLP 5.6.1 Understand the basis of human behaviour and Freud's Psychodynamics approach.</p> <p>KLP 5.6.2 Appraise the influence of Emotional Intelligence on leaders' behaviour.</p> <p>KLP 5.6.3 Appraise the influence of various theories of Motivation on leaders' behaviour.</p> <p>KLP 5.6.4 Understanding of leaders' behaviour using Johari Window.</p>
---	---

SCOPE

6. The module will cover the following aspects:

a. **Introduction to Leadership.** The lecture will introduce participants to leadership as a subject matter. Linked to EO 5.1, it will provide them with the rudiments that will enable them analyse leadership theory and its application. The lecture is expected to assist participants in conceptualising leadership as well as differentiate it from management. The lecture will also discuss team building and change management process by leaders. The essential readings for this lecture are as follows:

(1) PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2013), pp. 1 – 18.

(2) C Kolenda, **Leadership: The Warrior's Art** (Carlisle: Army War College Foundation Press, 2001), pp 3 – 25.

(3) JP Kotter, **Leading Change** (Boston: Harvard Business School Press, 1996).

b. **Leadership Theory**. These series of seminars and lectures will break down leadership theory and critique the various theories, approaches and models. These seminars/lectures are linked to EO 5.2 and are expected to give participants insights into the link between theory and application. Participants are expected to begin the correlation of the various theories with their individual insights and approaches to leadership. The essential reading for the series is PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2013), pp 19 – 328.

c. **Gender Dimensions to Leadership**. This lecture will discuss the implications of gender on leadership style and effectiveness. It is meant to create awareness on the effects of gender expectations and bias on the exercise of leadership

and the emergence of leaders. The lecture is linked to EO 5.2 and will introduce participants to the concepts of the Glass Ceiling and Leadership Labyrinth. Participants are expected to interrogate their own gender biases and its effects on their leadership style and expectations. The essential reading for the lecture is PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2013), pp 397 – 426.

d. **Cultural Influence as a Factor in Leadership**. This lecture will discuss the cultural implications of leadership practice. Also linked to EO 5.2, it will x-ray the effects cultural biases and worldviews have on leadership style and expectations using the concept of Culture Clusters. Participants are expected to correlate their personal experiences in leadership and how cultural nuances have shaped their leadership style. The essential reading for the lecture is PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2013), pp 427 – 466.

e. **Leadership Ethics**. This lecture will analyse ethical leadership using ethical theory and ethical reasoning concepts. It will introduce participants to the imperative of ethics in leadership style and effectiveness. The lecture is

linked to EO 5.3 and is supposed to create awareness in participants on the effects of ethics on successful leadership. They are expected to apply concepts discussed in gauging their individual insights on ethical leadership. The essential reading for the lecture is PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2013), pp 329 – 362.

f. **Strategic Leadership Package**. The Strategic Leadership Package will synthesize the principles and concepts learned during the module to provide insights into strategic leadership. The package will provide participants with further opportunities to discuss the application of leadership theory and link it to practical application. The participants are expected to use the tools and concepts considered in the module to address a real-life crisis situation. The Strategic Leadership Package is also linked to EO 5.4. The essential reading for this package is United States Army War College, **Strategic Leadership Primer**, 2010.

g. **Military Leadership Package**. The Military Leadership package will introduce participants to military leadership as a unique style of leadership and is linked to EO 5.4. It will

RESTRICTED

demonstrate those qualities that make effective military leaders and battlefield commanders. One important wartime strategic leader in history will be selected as an example for participants to evaluate. Also, the participants will evaluate some military strategic and operational leaders from history before assessing operational level leaders of the NA. They are then required to explore the concept of military leadership further during syndicate room discussions. The military leadership package prepares the stage for the study of military history by participants. The essential reading list for this lecture is as follows:

(1) MI Handel, **Masters of War** (New York, Routledge, 2001), pp 255 – 276.

(2) J Keller, “Military Leadership and Leaders,” **ENDC Proceedings**, Vol 19 (2014), pp 26 – 45.

(3) WE Rapp, “Ensuring Effective Military Voice,” **Parameters**, Vol 46 No 4, Winter 2016 – 17, pp 13 – 25.

h. **Leadership Theory Survey**. This package consists of administering a series of survey instruments linked to some of the leadership theories, approaches and models considered during the module. The aim is to enable participants to

gain some personal awareness in terms of their leadership traits and styles. Participants are expected to discuss the insights gained during syndicate room discussions to further enrich the discussion on leadership. The instruments will be found on the pages indicated in PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2013) pp 91 – 93, 211 – 213, 278 – 280, 343 – 346.

- i. **Emotional Intelligence and Leadership.**
The package will link emotional intelligence to leadership which is linked to EO 5.6. Emotional intelligence connotes soft skills and competence to understand emotions in oneself and others. It has been observed in recent studies that a strong positive relationship exists between emotional intelligence and transformational leadership. Emotional intelligence equally contributes to workplace performance and engender success in all aspects of an individual's life. It is necessary for officers to understand how to manage emotions as well as relationships. The purpose of this package is to ensure that operational leaders understand the importance of emotional intelligence in leadership roles.

j. **Theories of Motivation and their Influence on Leadership.** Leaders behaviour are often driven by some overt or internal motivation. Study of theories of motivation will help in understanding of reasons behind some leaders behaviour which is linked to EO 5.6. Some leaders are driven by rewards that come from achievements while some are in pursuit of self actualization. Some globally accepted theories of motivation such as Maslow's Hierarchy of Needs and McClelland's Achievement Motivation theory amongst others will be studied to appraise their influence on leaders behaviour.

ASSESSMENT

7. Participants are to write a 2000-word paper on a military leader chosen from a list that will be provided. They will be required to evaluate a military leader from the past and analyse his abilities as a leader. They will also analyse factors that could have contributed to the leader's successes and failures. The requirements for the paper will be through separate instructions for participants. Participants will also present their solutions in the syndicate room.

READING LIST

8. The reading list will include essential, desirable and supplementary readings. Participants are expected to read prior to the commencement of the module, as discussions will be participant-driven and DS directed. The inputs from participants are vital based on the Socratic approach to be adopted for this module.

9. Essential Readings.

a. C Kolenda, **Leadership: The Warrior's Art** (Carlisle: Army War College Foundation Press, 2001), pp 3 – 25.

b. PG Northouse, **Leadership: Theory and Practice** (Los Angeles: Sage, 2016). Seventh Edition.

c. MI Handel, **Masters of War** (New York, Routledge, 2001), pp 255 – 276.

10. Desirable Readings.

a. J Keller, "Military Leadership and Leaders," **ENDC Proceedings**, Vol 19(2014), pp 26 -45.

b. United States Army War College, **Strategic Leadership Primer**, 2010.

c. JP Kotter, **Leading Change** (Boston: Harvard Business School Press, 1996).

11. **Supplementary Reading.** WE Rapp, “Ensuring Effective Military Voice,” **Parameters**, Vol 46 No 4, Winter 2016 – 17, pp 13 – 25.

LECTURES AND EXERCISES FOR MODULE 5

12. The lectures, seminars and exercises for Module 5 are outlined below:

- a. **7 May 24.** Introduction to Module 5.
- b. **8 May 23.**
 - (1) Introduction to Leadership.
 - (2) Leadership Theory (Trait and Skills Approaches).
 - (3) Leadership Theory (Behavioural and Situational Approaches).
 - (4) Leadership Theory (Path-Goal and Leader-Member Exchange Theories).
- c. **9 May 24.**
 - (1) Leadership Theory (Transformational, Authentic and Servant Leadership).
 - (2) Leadership Theory (Adaptive Leadership, Team Leadership and Psychodynamic Approach).
 - (3) Gender Dimensions in Leadership.
 - (4) Cultural Influence as a Factor in Leadership.

d. **13 May 24.**

- (1) Military Leadership.
- (2) Leadership Ethics.
- (3) Strategic Leadership in War:
Winston Churchill.

e. **14 May 24.**

- (1) Military Strategic Leadership in War:
Dwight Eisenhower.
- (2) Operational Leadership in War:
Erich Von Manstein.

f. **15 May 24.**

- (1) Operational Leadership in War: Vo
Nguyen Giap.
- (2) Operational Command and
Leadership in the NA: My Experience
(Nigerian approach).

g. **16 May 24.**

- (1) Operational Command and
Leadership in Multi-national Joint
Operations.
- (2) Emotional Intelligence and
Leadership.

(3) Theories of motivation and Johari Window as applied to leadership behaviour.

h. **20 -21 May 24**. Strategic Leadership Package.

i. **22 May 24**.

(1) Operational Leadership in Joint Air Support Operations.

(2) Leadership paper presentations.