



CAMP ATTERBURY
JOINT MANEUVER TRAINING CENTER



Into Command ~ The Barry to Todd Smart Book

Into Command

**It was
the best
of times
and it was
the worst
of times**

Charles Dickens



Todd – welcome to command! I know you are looking forward to this experience with a blend of enthusiasm and trepidation. I was in your same shoes three and half years ago – sitting across the table from LTG Russ Honore, getting his guidance as he twirled a tomahawk in his hands. Know that I will be near to assist you in whatever way I can should you need some assistance. Hopefully our left seat/right seat ride will give you a solid start on what I believe is the greatest command position in the State. I say that because of the myriad, unique opportunities that present themselves nearly daily. Opportunities to be innovative and creative, opportunities to learn, and yes, opportunities to deal with anklebiters and alligators.

Part of this booklet is a project for a course I am taking that requires me to review various leadership approaches as they apply to my profession and daily work. The rest of the booklet includes an overview of our structure, and complex operating environment, some critical thinking approaches to problem solving, my reasoning for some of the major changes I have made, and a list of some of the outstanding issues I was not yet able to resolve. Hopefully there will be some value to you in explaining some of the experience I have accumulated in the past three and half years in command at Atterbury. The timing is good to use it as a “Smart Book” of sorts for you and as an introductory short course on leadership studies.

The rest of the SmartBook defines the operating environment. I have included charts, pictures, graphs, and questionnaires interspersed with hopefully meaningful quotes and inspirations as a way of quickly “sheep dipping” you in the “theater immersion” of command here. Some may be of more value than others, but I have tried to make them all relevant to your duties and environment.

The goal of this leadership research was to qualify and quantify just what the leadership box contained. Unfortunately, no one has been able to come up with one grand theory of leadership, so this short plethora of a few key approaches will serve to share the significant complexities and differing points of view on leaders and leadership. Ultimately, it is your decision what to put in your shopping cart as you stroll though the “leader mart”.

**Leadership
is in the eyes
of other people;
it is they
who proclaim
you as a leader**

**~ Carrie Gilstrap,
Hewlett Packard**



So...What is leadership anyway? And what is the relationship of the leader to the process of leadership? There are probably hundreds of definitions – giving one some idea of the complexity of consensus (or lack of it) that surrounds this mystical process. Attempts at a grand or unified theory of leadership that accommodated and integrated theories such as are presented here, have failed to provide a single, consistent model. Perhaps there is not one, or perhaps it is that the nuances of complexity cannot be deciphered well enough to understand and develop into a single, holistic model. So for the time being, it is up to every leader to try to understand the many moving parts and components of the leader and leadership environment, that they may be as competent and efficacious and effective as possible.

The purpose of the first part of this booklet is to review leadership through the eyes of studied theory and research in an attempt to better understand our command leadership role. While the Army spells out its perspective of leadership very thoroughly in Field Manual 6-22, the complexities of Garrison command can benefit from such a review of leadership theories as is cursorily presented here.

Northouse identifies leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”. Alan Keith, of Genentech, says, “Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.” The Army defines leadership as “the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.”

Leadership is providing others a shared opportunity to lead under the umbrella of the command leadership. When geese fly in their V formations each bird’s wing actions provides uplift for the one behind encouraging them to stay in formation because the flying is easier. They get about 70% greater range by team flying this way. As you can imagine the lead goose is the most difficult and tiring position. As it tires, it moves to the back of the formation to rest and recoup, while another goose steps up to lead. This is what we do as commanders – we define the journey and

**To command
is to serve,
nothing
more,
nothing less**

~ Andre Malraux

give our team the understanding that it is easier and more beneficial to our organization to perform as a team and we give each member an opportunity to lead for a portion of the journey and find a supporting environment when they need leadership rest and respite.

Command leadership is more specific and comprehensive than other aspects of leadership because it has a lawful authority component by virtue of rank or position. To leadership and authority is added responsibility and accountability, all oriented and focused on mission accomplishment. To command is to be given the charter to provide superior leadership; exercise judicious authority; be responsible for health, welfare, readiness, morale and discipline; and be accountable for all things associated with achieving mission success. Inherent to this is a set of character standards and values that more demanding and restrictive than most other leadership positions.

Garrison or installation command leadership is even more complex because the commander must deal with all of the nuances of basically running a small city. A city that presents all of same or similar infrastructure complexities associated with providing services: law enforcement, fire protection, water, sewage, communications, etc. A city that has governance structures and must interface with other local, state, and national communities and agencies.

A city with complex workforce structures and one that comes under local, state and federal operating codes. So Todd you will be (and I am) sort of like a mayor _ only instead of being only positionally responsible for all things, you are personally liable for all good and evil that occurs here – which is just a tad more than the typical Army structure responsibilities in the Indiana Guard. Not surprisingly, the rewards and opportunity for professional and personal development are remarkable.

Rocks are hard critters no doubt, but the power of moving water shapes, polishes, and rearranges them – such is one of the natures of leadership – the vision and application of the leader shapes the leadership environment more than the rocks do. – BR's Spot-On Wisdom



Servant Leadership

**It begins with
the natural
feeling that one
wants to serve,
to serve *first*.
Then conscious
choice brings
one to aspire
to lead.**

~ Robert Greenleaf

Todd, I saved what is in my opinion, the best, for last. As Greenleaf notes, servant leadership may to some appear as an oxymoron, or a diametrically opposed ethos. To some it would appear to be an example of weak or cowering leadership, or not leadership at all. With that image possibility in mind, some researchers have recharacterized such a leader as a serving leader or one devoted to service leadership. The roots of this approach originate in an ethical and empathetic follower-focused perspective. , the focus is on the follower with a significant



Whenever we have our “Rock” update or strategic brief, I specifically identify servant leadership as a critical component of our values and ethos and a preferred leadership focus. I do that so that all of our employees and partners clearly understand our focus is on service to the soldier; not the nebulous, general, and impersonal image of the soldier, but the personal, unique, individual soldier asking the question, sitting across the table, needing our service or resource. Sometimes it is easy for our folks to escape to rules, regulations, processes and controls. Without considering the individual soldier needs and figuring how to support them in concert with, or in spite of, those possible constraints, they unwittingly, uncaringly, or purposefully elevate our institutional needs above those of our customers. So I wanted them to know they have the power and the charge to lead with a servant’s heart and in doing so serve as an exemplary role and leadership model to others. Their desire to lead and serve in these roles has earned us the reputation of “user friendly” and delivering superior soldier service.

Greenleaf’s test of this model he proposes “is this: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous more likely themselves to become servant leaders?” (Greenleaf, 1977). This is a difficult paradigm for most military leaders to come to grips with because it appears to abdicate necessary control and power. The hard part is to have enough confidence and surety in one’s abilities to prevent the ego from destroying the leadership and

**The greatest of
all arts is the art
of losing
ourselves in the
service of others.**

~ Anon

service possibilities. Our performance scorecard is renewed with each new unit that comes and each new soldier that has needs. In an institution such as ours, it is so easy to become complacent through familiarity of repetitious processes; so easy to lose the sharpness of creativity and innovation; so easy to become callous to unique and personal needs because they present themselves over and over – there is just a different last name on the uniform.

I believe there is tremendous power and goodness in this approach, as it builds not only the value of the follower but the expectation that they lead in the same manner, adopt the same ethos, and serve first. I think this is really at the root of Army leadership even if it is not characterized in the same language. Our Army values and ethos underscore both the privilege and the charter of service. That is the overarching reason we join the military: to serve a greater purpose than ourselves. And once we make that fundamental decision, “then conscious choice brings one to aspire to lead.”

