# The Framework of Military Leadership, 2nd Edition

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By

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# PREFACE

The contemporary security environment is characterized by an increase in the complexity, dynamics and number of wars carried out in a vague and flexible warfare environment. Naturally, this requires military leaders to adapt more rapidly to the challenges than ever before. For this reason, military leaders need to be more versatile and capable in order to achieve their duties and missions. So, today, army commanders have to behave more like diplomats, intellectuals, academics, and technicians in this respect. Regarding this issue, this book provides an eclectic and analytic conceptional study regarding military leadership and its components and dynamics. In terms of its style and the way it deals with the issues, this work on the phenomenon of military leadership is a valuable original reference book for academics, scientists, students, and professional members of the armed forces, as well as for anyone else interested in personal development issues.

From the point of view of the norms of the philosophy of management, this study discusses the phenomenon of leadership, the character and organizational climate of armies and military organizations, authentic leadership, and issues related to the paradigmatic transition from Prussian-style military leadership to authentic military leadership. In this context, some conceptual suggestions have been made by reviewing the facts and concepts that should be taken into account regarding military leadership. Thus, a military leadership model, which can be conceptualized as authentic military leadership, has been put forward for the leadership aspect of military organizations. As a matter of fact, authentic military leadership refers to a leadership model that links the legitimacy of leaders to the extent to which they value the contributions of their subordinates and build the managerial process on ethical foundations and establish fair, sincere, genuine, and honest relationships with their subjects. In this respect, the authenticity of authentic military leadership is associated with remaining true to one's own leadership ideals and ethical values.

This book first provides some explanations of the phenomenon of leadership, basic leadership theories, the organizational climate in military units, the leadership qualities expected from today's military leaders, armies' human codes, the Prussian School's understanding of military service, and the organizational climate in military units. Subsequently, based on the idea that everything is better known through its opposite, an

ontological conceptualization is made from an axiological point of view concerning the similarities and differences between authentic military leadership and authoritarian, narcissistic and toxic leadership paradigms.

Those who have the opportunity to read this book will find valuable thoughts, ideas and tips for their own lives, and I hope they will carry this book with them as a point of reference and will want their colleagues to be aware of it. So, taking into account the aphorism that "the value of a word is fully appreciated when it is fully recognized," I would like to dedicate this book to everyone who can appreciate the value of wisdom because it is certainly a privilege when people appreciate something truly valuable. Indeed, only worthy people can really appreciate the true value of something.

# INTRODUCTION

Today's security and warfare environment is characterized by unprecedented complexity, uncertainty and speed, as well as multifaceted pressures from various civilian and military circles. Therefore, today's national and international security environment and the issues affecting security issues, conflict and warfare are subject to ever greater uncertainty and complexity than in the past, and it is, therefore, critical to be able to respond more quickly to such influences and inputs and eliminate uncertainties to the greatest extent possible. Indeed, when things are going according to plan, it can be relatively easy to lead, but when conditions become more difficult and uncertainty increases, i.e. in difficult times when conventional wisdom is disrupted, being able to make the right decisions is a privilege that belongs only to those with a well-rounded, flexible and innovative mind and judgment, i.e. those whose leadership qualities have been perfected. For this reason, military personnel at all levels who serve as commanders in today's armed forces are expected to possess, in direct proportion to the position they occupy, but at the same time and to a sufficient extent, both the conceptual reasoning ability to see the big picture in order to carry out their efforts in line with the desired end state in a strategic sense and the tactical, technical and human skills they need in the process of fulfilling the tasks entrusted to them.

In this context, providing the necessary agility in the management and leadership processes, encouraging subordinate elements to provide input to decisions to the fullest extent possible, and giving them the opportunity to intervene in the formulation of decisions related to their own duties, thus establishing the situational awareness of subordinate elements and allowing them to adapt to the situation, will certainly contribute positively to the proper performance of their duties. To this end, it is necessary to consider a management and leadership style that encourages subordinates to take the initiative, provides clarity on the goal-oriented or desired outcome, and allows them to fulfill the tasks entrusted to them in the most optimal way. For this purpose, it is important that a process of reasoning and planning is carried out at all levels by the logic of parallel planning in the process of establishing possible objectives during the formulation of the mission. In this way, the sense of ownership of the subordinate elements, especially the executing subordinate elements, can be increased,

and all an individual's efforts and energies will fall within the framework of coordination and a shared vision to fulfill the mission.

Today, leadership is considered a cultural phenomenon in the context of a directive aspect rather than all its other components. At this point, it is a matter of establishing a participatory management climate in which all efforts can be concentrated, directed and managed with a sense of absolute responsibility to achieve the identified goal or goals. To this end, it is of critical importance that a unity of purpose, a sense of empathy and trust, and a balanced relationship of authority and responsibility are established at all levels in military organizations to strengthen the ideal of working together and thus increase the motivation for success. For this reason, with the technological developments in warfare, weapons and equipment, the importance of leadership in military organizations continues to increase. As a matter of fact, what makes a commander victorious in battles is not only his personal and commanding qualities and skills but also the presence and loyalty of brave and agile trained soldiers with high technical and tactical capacities, a developed warrior spirit and a sense of military camaraderie. Consequently, the organization of military organizations, i.e. the organization of military organizations, as well as the existence of a leadership and organizational climate that enables the establishment and loyalty of military camaraderie, i.e. the human and axiological aspects of military leadership, are of paramount importance.

Moreover, to paraphrase Mustafa Kemâl Atatürk, the Commander-in-Chief of the Turkish Armed Forces, during the War of Liberation after the 1st World War (Kolektif, 2019), "The strength of a country definitely depends on the strength of its army and the strength of the army is based on the professional and leadership skills of its officers…." Therefore, he points out that no matter how advanced weapons and combat technology an army possesses, the strength of an army is an accumulation of the quality of its command and the loyalty of its soldiers. This is because no army can be led and commanded solely based on only rhetoric of heroism. The success of an army as a whole, depends on the presence of weapons and tools of war that meet the demands of the modern age, effective command and control, a functional institutional structure, an established loyalty to the oath of military service, an organizational climate in which the phenomenon of military camaraderie is established and well-trained soldiers with a developed sense of obedience. As a matter of fact, no matter how high generation technological military warfare capacity is possessed if there are no well-educated, clean-hearted, self-sacrificing and self-sacrificing soldiers who will use these advanced modern military systems, both the ability of these systems to be force multiplier cannot be

realized and as a result, no military success can be achieved. Just as without team spirit in a football match, having the world's best stars on the field, the best coach and other professional staff on the bench and the most enthusiastic fans in the stands do not promise a certain success. Even an army of highly trained soldiers with the latest generation of warfare, weapons and equipment cannot succeed if the human and axiological aspects of military leadership are ignored, that is, if hearts are not united in a common idea if soldiers are not ready to die for each other if necessary. This is because the spiritual atmosphere, as a projection of a shared set of ideals, is a force multiplier and a harmonic instrument that constitutes a key value for a military organization at its most primary level.

Undoubtedly, the value and importance that each nation attributes to its army carry various historical and cultural symbols. Indeed, nations with strong and warlike armies have been able to build strong states throughout history. For this reason, presidents of states are usually the commanders-in-chief of their armies. In well-established countries, this position is even more pronounced and institutionalized. For example, in the former British Empire, the empire on which the sun never set, all male and even female members of the royal family were graduates of the Royal Military Academy and had the right to wear military uniforms.

Therefore, the respect a nation shows to its army and soldiers is, in a way, a manifestation of its own self-respect. In other words, armies are a symbol of unity and solidarity in a country and a symbol of state tradition. The army is a chronicle of every ancient nation, an important marker of its existence. Indeed, every nation respects its army not only because it is a military organization but also because of its love of homeland, sacrifice, honesty, high sense of duty, and humility. If an army is far from meeting these requirements, it will not be respected, and its country's people will not walk shoulder-to-shoulder with it.

In this context, based on the considerations mentioned in the previous paragraphs, this research aims to draw attention to the distinction between authoritarian military leadership and toxic military leadership and points out the principles and characteristics of authentic military leadership, thus contributing to the relevant academic literature. Unlike many other studies, this research is unique by not relying on quotations and copying information only through the similarity of ideas and, therefore, inevitably and paradigmatically repeating what has been written before but is essentially based on philosophical and free reasoning. The essence of such reasoning is regular reasoning and syllogism because it is a pioneering study written independently and without any concern of representing the

views of any institution or group, ultimately consisting of some analytical, eclectic and holistic opinions on authentic military leadership.

# DYNAMICS AFFECTING LEADERSHIP APPROACHES

It can be stated that leadership studies should be handled within the scope of behavioral sciences, together with the disciplines of motivation and job satisfaction. Organizations' managerial requirements and management climate have a very important effect on the emergence of leadership behaviors that are expected to be adopted and demonstrated. Moreover, today, issues such as the authority, responsibility and power of leading personnel, the strength of the interactions between them and their subordinates, the quality of the work and the technology used, and the degree of difficulty and complexity of the work affect the leadership styles expected from the leading personnel. In jobs that require high levels of cooperation and harmony, where success is dependent on positive, joint efforts from everyone, require a high level of communication ability and above-average flexibility and dynamism, and use intensive and connected technology, the leader may be expected to strengthen teamwork by directing group dynamics in the right way rather than leading. In essence, leadership means, first and foremost, motivating the people who work together by ensuring that they focus on a common goal and preparing the necessary ground for them to do their best in order to ensure that the task is carried out properly. Leadership is not about being able to accomplish great things on one's own; on the contrary, it is about having the ability to accomplish things together, to walk toward a goal together.

Motivation refers to an internal state that mobilizes and directs behavior toward the goal (Kutaniş, 2009: 85). In this context, how to motivate is as important as what to motivate. Typical classical motivation theories include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, Alderfer's ERG (existence, relatedness, growth) theory, and Vroom's expectancy theory.

Maslow's hierarchy of needs argues that human needs arise in a hierarchical order. According to this theory, needs at a certain level cannot arise until needs at a higher level are satisfied. According to Herzberg's two-factor theory, individuals' motivation increases when they engage in work that challenges their abilities. Alderfer's ERG theory, in contrast to Maslow's hierarchy of needs theory, claims that there are no definite

boundaries or hierarchical order between need groups, that needs can arise without following a certain order, and that more than one need group can motivate an individual at the same time. Unlike content theories, process theories are not concerned with what motivates people but with how people are motivated. In this context, Vroom's expectancy theory suggests that individuals choose between alternative courses of action according to the consequences of their preferred course(s) of action. Therefore, what is preferred should be both attractive and attainable.

Contemporary motivation theories are, in a way, typically eclectic and holistic approaches to classical motivation theories. In this context, McClelland's theory of three needs argues that needs arise fundamentally, that is, in proportion to the need to achieve, the need for power and the need for relationships. According to the goal-setting theory, the main source of motivation is the individual's goals, which are the result of conscious choices. Reinforcement theory, on the other hand, states that it is not personal choices and preferences but the imposition of the environment that directs an individual's behavior. According to the equality theory, an individual compares himself/herself with others and consequently wants to be treated equally. It is common for personnel to compare themselves with others in their organization. According to Vroom's expectancy theory, which is accepted as one of the modern motivation theories, job and task success result from rewarded behavior. At this point, the harmony between expectation and achievement increases organizational commitment and job satisfaction, while the opposite results in low productivity, organizational silence, decreased commitment and procrastination.

Following the brief description of leadership theories above, leadership skills and traits can generally be defined as the characteristics and abilities that prepare a person to lead a team or succeed in a supervisory or managerial role. These qualities and traits may include natural abilities or learned soft and/or technical skills. Indeed, leaders employ autocratic, authentic, narcissistic and toxic leadership in proportion to their predisposition to or distance from these traits. Thus, in practice, all leaders may, to some extent, possess authoritarian, authentic, narcissistic and toxic leadership traits. In this context, the general leadership qualities every leader should be expected to possess are presented below.

## Adequate Professional Knowledge and Skills

Professional competence refers to the knowledge, skills and abilities required to perform a particular profession effectively. It includes both technical and non-technical skills, such as applying relevant laws and

regulations, communicating effectively with colleagues and maintaining professional standards of ethics and integrity. Maintaining professional competence often requires ongoing education and training. To this end, leaders must possess both a broad body of knowledge about their profession, including a sufficient level of detail, as well as a broad vision, understanding and scholarly acquisitions that enable them to see the strategic picture in order to coordinate their efforts in line with the goals and objectives of the institution and organization to which they belong.

Tactical and strategic acumen as well as technical skills are essential components of leadership. Therefore, it is of critical importance that objective merit components are taken as a basis in the recruitment, training, appointment, evaluation and promotion of managerial personnel. Merit refers to having the knowledge, skills or experience necessary to perform a specific task or profession, the completion of a specific training program or certification process, and an individual's level of ability, skill or achievement. It is often used to determine a candidate's suitability for a particular profession. However, if admissions, appointments, evaluations and promotions are instead made based on nepotism and other subjective criteria instead of merit, and if this becomes accepted, commonplace and normalized, this increases arbitrariness and replaces merit with loyalty to individuals and cliques. A professional qualification is a certificate or title that indicates that an individual has the knowledge and skills necessary to perform a particular profession. These qualifications are usually gained by completing a specific course of study, passing an examination or meeting other requirements set by a professional organization or regulatory body.

## Empathy and Effective Communication Skills

Effective communication skills include listening actively, conveying information clearly and understanding messages received accurately. In addition, effective communication often involves adapting to the communication style of the person one is interacting with, as well as non-verbal cues such as body language and tone of voice. Effective communication is also about tailoring messages, whether technical or non-technical, to different audiences and adjusting one's communication style accordingly. Being empathetic helps leaders to understand the perspectives of their personnel and take into account what contributes to their success. Aligning leaders' perceptions and understandings with organizational expectations, providing the necessary feedback and inputs and establishing effective communication with team members are critical. In this respect, empathy is an expression of the leader's human situational awareness.

# Organizational Capability

Leaders must have the ability to organize resources, people and tasks to achieve a specific goal or purpose. Organizational capacity includes the ability to set goals, create a plan of action, delegate responsibilities and coordinate efforts to ensure that the plan is carried out effectively and efficiently. In addition, good leaders are able to adapt to change and make quick decisions to achieve their goals. For this, leaders are expected to analyze the characteristics of the material and human resources they manage and to have the skills and competence to bring them together in a way that will provide optimum benefit. Any managerial activity, whether in the planning or execution phase, necessarily begins with the determination of the task and continues with the organization of the task and the execution of the necessary directions, that is, the process of direction and management.

# Details of the Profession

At the crux of leadership is the duty to give orders. In this context, the ability to make timely, optimum and regular decisions and give orders is one of the basic qualities of effective leaders. To this end, leaders are expected to identify and announce the key points, critical issues and sensitive points for the execution of work, to announce objective success criteria and to concentrate organizational efforts in the direction of a common goal. However, as a leader, it is not always necessary to know every detail of how a task or project is completed, but it is important to have a general understanding of the process and communicate effectively with team members. A leader must also be able to delegate tasks effectively and trust that team members have the necessary skills to complete them. In addition, a leader should provide support and resources to help the team succeed and be prepared to answer any questions that may arise. Finally, a leader needs to be knowledgeable about the organization's goals in order to make informed decisions that align with the organization's mission.

# Ability to Motivate

In many ways, leading means encouraging personnel to reach their full potential. For this, leaders are expected to be as authentic, sincere and convincing as possible. By eliminating uncertainty to the greatest extent possible, leaders can ensure that synergy, synchronization and orchestration

among team members are established and maintained. Indeed, effective leaders also inspire and motivate others to work toward a common goal and communicate effectively with team members to ensure that everyone is on the same page.

# Critical Thinking Skills

Critical thinking skills provide leaders with the tools they need to make informed, objective decisions. Critical thinking often allows for an unbiased assessment of a situation, free from emotional and mental commitments, and to determine the most optimal course of action for a solution. In short, critical thinking is the ability to analyze information and make logical and well-reasoned judgments. It includes the ability to identify assumptions, evaluate evidence and consider alternative points of view. It is a necessary skill for problem-solving, decision-making and effective communication.

# Fostering Teamwork and Team Spirit

Leaders can work as members of a team. Whether they work with other managers or supervisors or act as a group leader, the ability to collaborate with others is an important part of effective leadership. Indeed, effective teamwork is valuable in making it possible for everyone who has a role and responsibility in the performance of the task to work spontaneously, considering themselves as the real owners of the work and directing and concentrating their talents toward the realization of a common goal in a value-adding way. The essence of teamwork is to ensure that individuals perceive themselves as essential and valued members of the team. However, for this to happen, leaders must have sufficient knowledge and experience of how things are done and the perception and insight to appreciate their team members' performance. The essence of effective leadership requires the ability to determine and appreciate the contributions of each team member to the whole task.

# Trust and Dependability

Trust can help leaders inspire their teams, communicate clearly and earn the respect of their people. Developing and promoting a sense of trust and confidence can contribute to the success of leaders in a wide range of industries and positions. Therefore, leaders need to inspire trust in their subordinates and confidence in their superiors. To be trustworthy as a

leader is to be reliable and consistent in one's actions and decisions and reassure one's subordinates that the leader can do what he or she says he or she will do and fulfill his or her commitments.

# ON MILITARY COMMAND AND CONTROL

The purpose of the military is to wear down or erase the opponent's military capability through conventional, high-intensity, large-scale operations. Its role and competencies have largely been confined to the Clausewitzian role; every member of the armed forces knows exactly what their role, end goal, doctrine and procedures are and, obviously, those of their opponents. But today, with the rise of new forms of conflict, peacekeeping forces observe and monitor rather than separate the warring factions. Now, commanders and troops are facing uncertainty, as they do not know exactly where, when or how a crisis will emerge.

International security is affected by multiple factors, such as wide, complex, unforeseeable threats related to ethnic, social, economic and religious conflicts. High-intensity crises, often in remote areas, have a considerable impact on global stability and international relations. There is concern over the proliferation of weapons of mass destruction, different perceptions of global security regarding the simultaneous involvement of all components of national power, and the continuum between internal and external effects. The main reasons for crises are no longer conflicts between sovereign states but are closely related to a nation's internal instability due to its depleted economic or social situation, insurgency, organized crime or global terrorism.

The nature of military operations has changed considerably, as can be understood from a direct overview of various forms of operations, such as humanitarian relief, peacekeeping, peace enforcement, stability, military assistance, and counter-terrorism. Looking at the overall context, military operations develop today to cope with or to note a complex, ever-changing security environment. Current battlefields include urbanized, sometimes densely populated terrain, limiting the use of lethal, decisive force. We can say that modern operations are primarily characterized by asymmetry that requires them to be handled with different principles, doctrines and procedures between regular military forces and the opposing party, which always includes non-conventional warfare in its techniques. Conflicts are more about people and ideas and are becoming truly multidimensional.

These concepts are all the more valid for phases of post-conflict and stability operations. A comprehensive approach is therefore required for the military component, which should be able to interact with the other

main actors and ensure that its contribution is right and sufficient and able to maintain the proper balance across all lines of operation. In other words, soft power or additional capabilities have become an indispensable component of military forces. All efforts must be synchronized and balanced; as a matter of fact, stabilization requires efforts in the security, reconstruction and development sectors, as well as in providing support for local institutions.. Publius Flavius Vegetius Renatus, who was a Roman military writer, lived during the late 4th century, in his book "De Re Militari," which was translated to English as "Concerning Military Matters" or "On Military Affairs" highlights that: "The courage of a soldier is heightened by his knowledge of his profession and he only wants an opportunity to execute what he is convinced he has been perfectly taught. "  Because training has always been at the center of the military profession because all military skills are brought to perfection only through continuous practice. Well-trained soldiers will normally also be well-equipped for their specific missions because training without proper equipment is unsuccessful and equipment without trained soldiers is useless. While military skills remain the basic requirement for military commanders, additional skills are needed to meet the challenges of the current security environment. Close civil-military coordination and detailed knowledge of the security circumstances are necessary to avoid unpleasant developments. Military commanders need to look beyond mere military issues and take into account the political and civilian environment as well as diplomatic skills.

Commanders must maintain excellent military discipline and act professionally to earn the respect of their troops. Commanding is an ever-evolving art. Modern operations are multidimensional and involve many actors of different backgrounds.

A training system needs to be tailored for different target groups at the strategic, operational and tactical levels. The target group at the strategic level consists of politicians, diplomats, generals, and equivalent senior civilian officials. The training objectives are to increase the understanding of the functioning of international institutions, the nature of complex crises and comprehensive crisis management procedures. At the operational level, the force commanders, component and contingent commanders, and civilian and senior military staff constitute the target group. The training objectives are related to the planning, launching and conducting of complex peace support operations, including aspects of national security administration. Commanders must effectively and successfully harmonize attitudes and promote interoperability between military forces. The best motivation for the soldiers is to get a sense of reality.

Due to the changing nature of today's complex international security environment, the military and humanitarian communities have faced increased operational challenges as well as greater risks and threats to their personnel in the field. The role of military forces has expanded beyond fighting traditional wars to encompass a range of tasks related to rehabilitation efforts and the challenging area of protecting civilians under the threat of violence.

# ORGANIZATIONAL ASPECT OF COMMAND AND CONTROL

Members of the armed forces are undoubtedly a sample of the nations from which they emerge. This understanding determines the spiritual personality of the armed forces, the spiritual structure and composition of its personnel, and the dose and strength of their determination and will to fight. The duty of the armed forces is to protect and safeguard the homeland, the borders of the country and its interests as defined by the constitution. More precisely, the armed forces are responsible for protecting and safeguarding the homeland against internal and external threats. The main elements of this duty are the timely and accurate identification of the threat to the integrity of the homeland and the nation and the fundamental principles stipulated by the constitution, the establishment of a force structure capable of meeting this threat, the maintenance of a state of readiness and the elimination of the threat in the event that the threat materializes, in accordance with the responsibilities under the constitution and laws (Wang and Jeng, 2009: 823-825).

The protection of the homeland and national interests against external threats requires the maintenance of a deterrent force from the time of peace, the defense of the homeland from the borders on land, at sea and in the air from the places where the intention of encroachment becomes clear, the preservation of territorial integrity and the use of rights arising from international law without compromise. For this reason, the training system of the armed forces should be based on the training of qualified manpower that has undoubtedly embraced the basic qualities of the country and the value of its achievements. In this context, improvement and development in the armed forces is a continuous activity. Improvement and development activities in the armed forces are essentially ongoing activities regarding the reorganization of the force structure, the procurement and modernization of war weapons and vehicles, and the procedures and principles of personnel training. Certainly, the most important of the improvement and development efforts are the regulations related to the training of personnel (Şengöz, 2020: 205-224).

The organizational approach adopted by the organization affects the openness and problem-solving approach of human resources management

in business relations, the development of standards in the evaluation of people's performance, the organizational climate to be adopted in human relations, the design of the command and control network, leadership approaches, and conflict resolution.

The establishment, organization and functions of the armed forces should be defined by law, and customs should, to the fullest extent possible, be legally secured by regulations. In other words, managing the armed forces primarily in accordance with legal regulations, rather than only by directives, instructions and written orders, provides advantages in the adoption and fulfillment of the tasks entrusted to it. All joint missions carried out by the armed forces and civilian institutions should be based on protocols. All functions and duties of the armed forces should have a legal basis.

Determining how to conduct a war requires unshakeable knowledge and values about military science, political science and the legal norms that must be followed. Indeed, the institutionalization of command and control in general necessitates a complete unity of understanding and cooperation between those actually running the war and the national will. The conduct of the war by competent commanders and the control of this conduct by democratic institutions is a requirement of national, rational and scientific war management.

# PROFESSIONAL ASPECTS OF MILITARY LEADERSHIP

The combat and garrison environments are pre-determined by the military command and control process. This also shapes the success or failure of the military in achieving its obligated mandate in the area in which it has been deployed (Milandru, 2015). In order to understand the process holistically, a breakdown of the approaches the military employs is provided below.

The military command and control process begins with the reception of the mission in the form of a warning order. This is given from the higher ranks to the lower ranks or as a result of an ongoing mission. From this order, the standard operating procedures (SOPs) then identify who will be involved in the operation and plan where they should assemble to be further advised on the mission.

The reception of the mission stage in the military command and control process also ensures that the tools necessary for the mission analysis are gathered. The tools necessary for the mission analysis are maps of the area where the operation will take place, the mission plan from the higher ranks, SOPs from the higher ranks and any other estimates from the staff. The staff and the commander also perform a quick initial assessment at this stage. The job of this assessment is to determine:

- the intelligent preparation of the battlefield;
- estimates of the staff available to assist in planning;
- the time required for preparing, planning and executing the mission by subordinate units; and
- the time that will elapse between mission reception and mission execution.

The reception of the mission begins with assessing the mission, then providing status updates to the staff, and, finally, preparing the mission analysis.

The mission analysis is the next step in the military command and control process. This also has the form of a warning order. The role of a mission analysis is to identify facts and assumptions, assess the risks,

determine constraints and ascertain the mission objective (Milandru, 2015). The mission analysis takes into consideration the following steps.

First, orders from headquarters are analyzed. This includes the commander's intent, constraints, risks, tasks, the area of operations, available assets and the deception plan relevant to the objective of the operation. The initial stages of the intelligent preparation of the battlefield are conducted. At this stage, the assets available for deployment in the mission, constraints to be encountered in the mission's execution, and critical facts and assumptions relative to the mission are also reviewed.

A risk assessment of the operation and a briefing on the mission analysis are performed at this stage. Furthermore, it involves approving the restated mission, determining specified, essential and implied tasks, and deciding on the available time for the mission's implementation. The military staff then briefs the commander on the mission analysis. The mission analysis is finalized with the commander issuing a warning order, which gives guidance to the staff and subordinates.

The next step is the development of the course of action. The role of this step is to generate options on the course of action, assign headquarters and generate options. The course of action is developed by the staff for comparison and analysis. The commanders' guidelines are crucial to the staff in the sense that this allows the development of a flexible and comprehensive plan within the time constraints allowed. The course of action takes into consideration the following features: feasibility – the course of action must provide a plan that is capable of accomplishing the mission in terms of the time allocated for the mission's execution, resources and available space; distinguishability – each course of action must be unique in its planning, such as the organization of personnel and allocation of resources; completeness – the course of action should be completed to achieve the objective of the mission; acceptability – the advantage gained by the planning of the course of action should justify the expected casualties and reconsider the cost of resources required in executing the mission; and suitability – the course of action should comply with the guidance of the commander and accomplish the mission. However, the contents of the course of action may be modified by the commander at any time in order to give appropriate guidance.

In order to develop the course of action, the staff and the commander are guided by the following steps: analysis of combat power; generation of options; displaying the initial forces to be deployed in combat; developing a transport scheme; assignment of headquarters; and the preparation of the course of action sketches and statements.

The next step is the analysis of the course of action. This is realized through conducting a war game or a mimic of the combat. This helps the commander to ascertain which course of action fulfills the mission objective with a minimum number of casualties. The analysis of the course of action helps the staff and the commander to determine the resources and conditions required for a successful operation and the time and position required to apply the capabilities within a force. It also helps to anticipate the events that might occur on the battlefield. It helps determine the most flexible course of action relative to the operation. It also helps the military commanders to focus the intelligent preparation of the battlefield on weaknesses, strengths, decisive points and the desired end state for the operation.

The wargaming strategy is important in the analysis of the course of action. The gamers involved in the strategy need to reconsider the following elements: the need to stick to the objectives of the war game and not allow their personality to influence them; record the disadvantages and advantages of the course of action accurately as witnessed in the war game; continually assess the acceptability, suitability and feasibility of the course of action; and avoid premature gathering of information and conclusions while being guided by the events of the war game. The wargaming strategy should take into account the following steps: a gathering of relevant tools for wargaming; listing of all the friendly forces in the war game; listing of the assumptions relative to wargaming; selecting the wargame method to be applied; selection of methods to be applied in displaying and recording the results; listing the decision points and critical events; and determination of the criteria for evaluation.

The fifth step in the military command and control process is a comparison of the choice of courses of action generated. This is for assessing the risks, comparing the courses of action and giving recommendations. Facts at this stage are drawn from the war games. The comparison of the courses of action begins with the staff officers. The comparison takes the evaluation and analysis of the disadvantages and advantages of each course of action from the perspective of the staff officers. Each staff officer presents their findings from the courses of action under review. The staff then brainstorm and identify the course of action with the highest probability of success. The course of action selected should be able to reduce the risk of the loss of life for soldiers, successfully accomplish the mission, pose minimum risk to equipment, find the best positions for the forces of future operations and provide flexibility to meet unknowns during the execution of the mission.

The sixth step is the approval of the course of action (Milandru, 2015). This process determines the most suitable course of action and determines the course of action to be undertaken. This step is determined by the commander. The commander decides on the course of action that he or she might find most advantageous. However, if the commander refuses any of the developed courses of action, then the staff officers should start developing them from scratch. The commander also highlights the higher orders on factors that may imperil their intent from the chosen course of action.

The last step is the production of the order. This also paves the way for the implementation of the course of action that has already been approved. The production of the order is based on the decision that has been arrived at by the commander and incorporates the final guidelines as pointed out by the commander. The staff then refine the course of action by making it concise and clear to the concepts of the operations.

## Comprehensive Approach to Military Command and Control

The military plays an essential role in meeting the complex challenges associated with the security of the state. However, the military by itself is not enough to meet all the state's needs. For this reason, addressing various crises calls for a comprehensive approach. A comprehensive approach requires various bodies, including politicians and civilians, to be combined to maintain peace in society. A comprehensive approach to the military command and control process requires national and international organizations and non-governmental organizations to combine their efforts.

This approach to the military command and control process involves a coherent model for approaching the various national crises. This model has proven to be very effective in the past years, and various nations have decided to adopt it. This led to the development of multilateral organizations such as NATO, the UN, the OSCE and the EU, which play important roles in the comprehensive approach, bringing together various states to work coherently.

The comprehensive approach within the military command and control process tends to employ almost all aspects of war. This necessitates the military command and control process involving both military and civilian aspects to mitigate conflict between allies.

For instance, in its military operations, NATO relies on decisions from the military and civilians. This creates reciprocity and sustainable and successful information-sharing practices. The UN also uses this approach

in delegating its missions. The UN Secretary-General previously described the comprehensive approach as a common strategic plan that is supposed to be undertaken at various levels of the recovery process and includes programs of intervention at various levels of the recovery process (Roberts and Zaum, 2008). It involves the humanitarian, political, security, social and economic development aspects of a strategic goal.

The military understands the need to integrate different actors in the military command and control process. This is mainly because of the need to spread the risk in the military command and control process. The decision within the military must commit to a comprehensive approach that seeks to provide openness. Hence, it must incorporate many stakeholders within the security organs. The autonomy of the military command and control process within the military also fosters the need to have the determination to succeed. Thus, the military must incorporate diverse ideas that can promote success in an operation. The comprehensive approach takes into consideration the following areas.

- Planning: The military takes various perspectives in the planning of a military operation into account, especially in terms of its non-military aspects. This calls for the incorporation of non-military actors in the planning and coordination of operations. Aspects such as crisis management require the perspectives of non-military actors. The military sustains non-military actors within the media, political, reconstruction and stabilization fields; this is done by gathering information for operational means, the theater of operations and strategic levels.
- Training, exercises and education: The military advocates for the training of military personnel in a joint environment. This is done among civilians not only to bolster relationships but also to enhance coordination between civilians and the military. Civilians can thus easily share information with military personnel.
- Cooperation with external actors: The comprehensive approach engages external actors within the security sector. This is achieved by holding workshops to share perspectives on how to manage the security environment with various militaries from different countries and international organizations such as NATO and the UN.
- Strategic communication: The comprehensive approach is supplemented by information that documents progress in areas of bolstering security. This is achieved through constant updates.