Command

All kinds of Missions, 24/7, from peacekeeping to heavy combat

Multinational, Multicultural, Multidimensional

Can neither choose the team nor the Mission
1. The Human Condition
2. Myths about the Army
3. Weak Leaders
4. Solving Leaders
5. Cultural Leaders
6. Commanders & Leaders
At the Origin of Human Biology, nepotism is carried out and relatives are favoured. Spartans, Samurais, and Ottoman Empire: The slave soldiers.

Military Condition: Renouncing individual freedom, ultimately by sacrificing one’s own life, always for the sake of a common good and to safeguard a Democratic, Autonomous and Sovereign State.
Myth 1 – “Top-down Organization”: The Military Decision-making Process is loyal, collaborative and open. The Army is a networking organization, that is adaptive and intercultural and makes decisions in an effective and transparent way.
Military Academy - Portugal

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Myth 2 – “The leaders make Changes”. A Leader must encourage their subordinates to make the changes. Through Critical Thinking to create an environment of permanent evolution, innovation and change.

From Conventional Wars to COIN after WWII

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<th>Much bigger Armies</th>
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Separation:
Civilian- Military
Politics – Strategy - Tactics

Growing Importance of:
Armament Industries
Armed Forces and Power
Let subordinates decide and assume their decisions

Hear, Argue and Decide

Establish & Reestablish Priorities

Assume their mistakes and give credit to successes

Inward-looking

Solving Leaders

Permanently learn with others

Available to collaborate and accept suggestions

Ensure equity amongst collaborators of different organizations

Give complete freedom of contacts and encourage exchange of experiences

Outward-looking
Myth 3 – “Blindly Obedient to all Orders”. Only with a complete understanding of the Law, both National and International, can discipline in the carrying out of orders be allowed. Legitimate Orders are obeyed in Due Time and Accurately.

From the 60ths to XXIst COIN

“No more Vietnam / Afghanistan”
From Somalia to Kosovo

Air land Battle
Peace-Keeping Operations

Huntington vs Janowitz
UN vs NATO and EU
The Strategic Soldier

Growing importance:
Information and Globalization
Security & Defense
Economic Volatility

Trends

Dispersal and Sharing of Power

New Technologies

Metropolization

Migration pressures

Trends

Cyber Conflict & Cyber Crime

Shared Spaces: Space, Sky, Oceans and Cyber

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Major problems encountered in recent conflicts

• The difficult articulation between:
  • Security, defense and paramilitary forces;
  • Goals, interests and limitations of countries and IOs;
  • Development policies and strategies of security enforcement;
  • Political decisions and implemented strategy;
  • The periods before, during and after a war situation.

• The lack of unity of effort.
Cultural Leaders

Deep knowledge of History and International Relations

Inward-looking

Take advantage of institutional, gender and ethnic differences

Open for new ideas, visions, principles and values.

Encourage outside learning and knowledge of their collaborators

The Political Order

Working organization

Human relations and tactics

The three levels of CA
At the three levels of Cultural Awareness

Proud of their Values but never imposing them, while adapting to the cultures

Establish generational priorities

Ensure cross-cultural knowledge

Leadership Research at the Military Academy

Competences Model

Commanders & Leaders

Less resources & more demands from the military

Levels of authority
Main Research Question: What are the competences associated with leadership that the Officers of the Portuguese Army, of different categories, need in order to obtain higher performances while carrying out the tasks of Command?

Research Question 1: Do Commanders, managers, leaders have different roles and performances in the organization?

Research Question 2: Which are the leadership competences that commanders consider as more important in order to obtain higher performances?

Research Question 3: Are there different levels of competence between organizational levels?

1. The commander & manager's role is one of organizational stability and the leader’s role is one of change.

2. The Commander plays the role of a leader when in need to establish interpersonal relationships to achieve extraordinary efforts - higher performance.

3. In order to obtain higher performances, the Army Officers consider as most important aspects mission intent, decision-making, vision, cohesion and teamwork, conflict management and participative leadership.
Critical Thinking: Teach how to ask and decide – never teach how to think.

Individuality
Promote challenges and risks and accept wrongdoing.

Initiative, autonomy, responsibility and excellence.

Promote habits of discussion and a search for the contradictory.

From Leaders to Commanders

Duty of tutelage of legitimate needs, desires and expectations

Duty of Representation – Agent of Sovereignty

Esprit de corps – “No man left behind”

Command over the Living and the Fallen – Honor and Remembrance
225 years creating Commanders

From Leaders to Commanders
11th European Conference on Management, Leadership and Governance

Nuno Lemos Pires