



National  
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# Summaries



*Leadership* in the Canadian Forces

**LEADING THE INSTITUTION**

Canada 

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# Introduction

This Summary booklet is provided to the Canadian Forces (CF) as an aide-mémoire. It is a collection of the chapter summaries included in the new CF applied leadership manual, *Leadership in the Canadian Forces: Leading the Institution* (NDID # A-PA-005-000/AP-006). It is intended to provide a quick reference and an overview of the new doctrine for leaders of the CF. However, it is important to note that this booklet is not a replacement for the manual, which provides a comprehensive discussion of the concepts and approaches that are applicable to institutional leadership in the Canadian Forces.

# Chapter 1 Summary

## STEWARDED THE PROFESSION

### Ensure Understanding of the Attributes of Professionalism

- Maintain a holistic view of the profession in order to guide how members and external audiences understand the attributes of responsibility, expertise, identity and professional ideology.

### Articulate and Promulgate the Professional Ideology

- Promulgate the systematic, theory-based body of knowledge as the Canadian general system of war and conflict, encompassing policy, strategy, operational art and tactics, and maintain and sustain the value system contained in the military ethos.

### Align Culture with Professional Ideology

- Employ primary and secondary culture-embedding mechanisms to align CF culture with professional ideology:
  - Primary: deliberate role modelling; reaction to critical incidents; observed criteria for allocating resources; paying attention to important issues on a regular basis; observed criteria for allocating rewards; and observed criteria for recruiting, selecting and promoting.
  - Secondary: formal statements of institutional philosophy; institutional rites and rituals; stories about people and events; organizational design and structure; organizational systems and procedures; and a coherent body of knowledge.

### **Connect with External Audiences**

- Remain attuned to major social and cultural shifts in Canada.
- Communicate clearly and persuasively the unique nature of the profession of arms and how it serves to advance values and interests of importance to Canadians.
- Maintain bonds of collegiality and mutual respect with politicians and civilian colleagues, conveying not only this group's contribution to the community and nation, but also an understanding of the important roles these individuals play in the peace, order and good government at the heart of the Canadian way of life.

### **Steward the Profession Into the Future**

- Maintain the health of the profession and its culture through adherence to four principles to guide development and change: relevance, openness, consistency and reciprocity.

### **Link to Mission Success**

- Ensure all members understand their responsibilities and duty to Canada in such a way that the concept of the primacy of operations remains sacrosanct. Stewardship embeds the construct: Mission — Own Troops — Self.

# Chapter 2 Summary

## SYSTEMS THINKING

### Understand the CF as a System of Systems

- Conceptualize the CF as an open system of systems with internal and external input, output and double feedback loop.
- Understand the concept of self-maintenance.
- Understand the relationship between the CF as a system and the larger external environment of systems (also see Chapter 4).
- Understand the relationship between systems and governance in the CF.

### Practise Systems Thinking

- Employ systems analysis tools to seek understanding of cause-and-effect relationships, input and output, across stable and predictable processes (e.g., system modelling).
- Anticipate and model illogical, unexpected outcomes.
- Focus on awareness and understanding of the complexity of system dynamics.
- Adopt a global, peripheral vision of systems and relationships.
- Seek understanding of cause and effect; go beyond symptoms.
- Understand the relationship and influences of individual, group/unit and institutional characteristics on CF systems.
- Develop understanding of decision-making processes of related systems.
- Develop and sustain effective feedback processes; seek multiple perspectives.
- Seek balance and efficiency across systems in achieving *effective* outcome.



### **Develop a Learning Environment**

- Develop individuals, teams and groups with the capacity to learn, develop, share and apply knowledge.
- Establish commitment and trust through shared understanding of strategies and goals.
- Develop and empower subordinate leaders and teams to actively engage in analysis and decision-making.
- Accept risk associated with experiential learning.
- Model, facilitate and support open, transparent and innovative practices.
- Reinforce the strategic context of team contributions.
- Conduct critical analyses of shared beliefs and cultural practices; challenge assumptions.

### **Monitor and Measure Impacts, Relationships and Outcomes**

- Integrate measurement and feedback with strategic planning processes.
- Implement measures over time; monitor output measures on a recurring basis (e.g., year-to-year output).
- Seek optimum combination of informal, scientific, qualitative, quantitative and multi-perspective measures and feedback.
- Integrate available external measures, and conduct comparative analysis with internal measures.
- Make decisions based upon relevant and *accurate* information and data.

### **Link to Mission Success**

- Monitor relationships between people and all systems and their sub-components to inform policies, programs, and activities.

# Chapter 3 Summary

## BEING A MILITARY STRATEGIST

### Understand the Relationship Between Strategic Culture and Strategy

- Develop a keen working hypothesis concerning strategic culture — the Canadian way in war and conflict.
- Understand how governments, senior civilian officials, and CF institutional leaders have, over time, established a Canadian strategic culture in response to the threat environment.
- Appreciate how strategic culture is shaped decisively by national historical behaviour and national character and identity.

### Employ all the Dimensions Of Strategy

- Assess all 18 dimensions of strategy when developing strategic plans.
- Apply the Strategic Planning Cycle.
- Understand that the dimensions of strategy are pervasive, interactive and non-linear.

### Apply the Strategic Planning Cycle

- Use the Strategic Planning Cycle to bring order to the complexity inherent in the interaction of all the dimensions of strategy.

### Integrate Strategy into National Security Strategy

- The art and science of co-ordinating, integrating and applying all sources of national power and influence to ensure the security and well-being of Canada and its citizens.
- Strategists represent the CDS throughout the security network in the country as well as internationally in a multilateral context.

### **Link to Mission Success**

- Strategy represents the ordered application of military force to achieve policy ends in the most efficient manner at the least cost to the CF and the nation.

# Chapter 4 Summary

## WORKING THE TOWN

### Work the Policy-Strategy Interface

- Acquire comprehensive knowledge of the federal policy-making marketplace.
- Establish good working relationships with PMO, PCO, Office of the Minister and relevant central agencies.
- Interact with important external stakeholders.

### Interact with the Office of the Minister of National Defence

- Maintain good relations with the staff to advance major CF programs.

### Interact with External Stakeholders

- Facilitate pro-defence activities of organizations such as the Conference of Defence Associations.
- Counter the activities of organizations with goals inimical to defence.

### Understand the Role of the CDS and the DM

- Work together with colleagues in DND as a unified team to fulfil the defence mandate.
- Understand the role of the DM and work closely with the DM's staff.
- Work in accordance with the military chain of command and the line of departmental authority and accountability.

### Operate Within the Committee Structure

- Understand and work with the DC, DMC and AFC and all subordinate committees.

**Promote Professionalism above Bureaucracy**

- Ensure the concepts of professionalism and bureaucracy are melded together organizationally.

**Link to Mission Success**

- Successfully working the town is necessary to ensure mission success both institutionally and operationally.

# Chapter 5 Summary

## CREATING A VISION AND LEADING CHANGE

### Understand the Complexity of Change

- Understand culture and potential impact of culture on change.
- Set the conditions for change: establish strategic coherence and clarify expectations.

### Create a Compelling Vision

- Assess organization — what it is and what it should be in future.
- Critically examine and analyze internal and external environments.
- Identify strengths, weaknesses, what must change and what must stay the same.

### Develop the Change Team

- Establish change team with power and credibility to effectively lead change.
- Elicit feedback to further develop visions and strategy.
- Foster motivation and commitment of change team.

### Conduct Stakeholder and Impact Analysis

- Identify individuals and groups that will be impacted directly or indirectly by change.
- Identify barriers to change.
- Identify and develop understanding of internal and external influences on change.
- Identify key allies and change agents to assist with development, communication and execution.

### **Create a Plan to Achieve the Vision**

- Develop a road map for the future, leading to desired end state.
- Identify objectives, potential barriers to change, courses of action, and resources.
- Develop milestones — distinct, definable objectives to measure progress and success.

### **Communicate the Vision**

- Utilize every vehicle (multimedia) and opportunity possible to communicate vision.
- Emphasize face-to-face communications; deliver the vision with emotion and sincerity.
- Use language, examples, nuances and symbols that are recognizable and meaningful.

### **Implement Change**

- Develop sense of urgency; clearly link change to mission success.
- Communicate with confidence and enthusiasm and in open, transparent and flexible manner.
- Create a conducive environment for change.
- Anchor change in the culture (see Chapter 1).
- Reinforce desired behaviour and deal decisively with barriers to change.

### **Maintain Momentum**

- Provide visible leadership support through continuous communication and behaviour.
- Acknowledge successes and reward initiatives aligned with vision and change.
- Continuously develop and expand the change team.

### **Sustain Change**

- Monitor and measure change; inform ongoing communication and change strategy.
- Continuously adapt and evolve strategy and practice to achieve vision.
- Monitor beliefs, assumptions and practices; ensure evolution aligns with vision and strategy.

### **Link to Mission Success**

- Reinforce vision to shape organizational culture: create, adjust, confirm and reinforce organizational purpose, identity and values, and reinforce link to mission success.



# Chapter 6 Summary

## **ENSURING MEMBER WELL-BEING AND COMMITMENT**

### **Understand the Importance of Member Well-Being**

- Recognize the practical, legal and moral motivations to care for people.
- Understand the national context, government requirements and societal expectations.
- Acknowledge the need for improved situational awareness of members' well-being.

### **Gain Awareness**

- Become familiar with the results of internal diagnostic studies.
- Ensure these studies are regularly administered and updated, linked horizontally, and accurately reflect societal expectations and government requirements.
- Establish appropriate feedback mechanisms, including suggestions, complaints and grievances.
- Guarantee there will be no recriminations for members who exercise these options.
- Assess members' expectations, then communicate which ones will be met, and how.

### **Meet Needs and Expectations**

- Identify gaps, conflicts, tensions and shortcomings in systems that affect well-being.
- Make certain that rewards are equitable, reflect needs and are applied systematically.
- Conduct impact analyses to identify how systems should be integrated and de-conflicted.

- Modify systems or create new elements as necessary.
- Monitor and assess effects; adjust as necessary.

### **Transform the Institution**

- Adopt transformational influence behaviours.
- Express confidence in subordinates.
- Communicate and engage members at all stages, from visioning through assessment.
- Articulate institutional visions, intent and values as well as directives.
- Empower subordinate leaders to implement plans, and hold them accountable.
- Address broken promises and unfulfilled expectations swiftly and openly.

### **Balance Values and Resources**

- Balance force protection and mission accomplishment requirements.
- Weigh proposals' benefits to members against associated expenses.
- Treat related time, effort and monetary requirements as long-term investments.

### **Link to Mission Success**

- Member well-being enhances subordinates' trust and confidence in their leaders as representatives of the institution, acting as a force multiplier.
- Well cared for members have higher morale and are more inclined to continue serving, increasing commanders' ability to accomplish the mission in the short term.
- Honouring the social contract also helps ensure that society sees the military institution as legitimate.
- Perceived legitimacy, in turn, is crucial to future recruiting efforts and to increasing the Government's and Canadian's trust and confidence in and support of the military.

# Chapter 7 Summary

## **ENSURING EFFECTIVE SUCCESSION OF INSTITUTIONAL LEADERSHIP**

### **Ensure Canadian Forces Effectiveness**

- Develop successors to understand the relationship between institutional effectiveness and institutional outcomes.
- Develop successors to be conversant fully with the four CF outcomes — mission success, internal integration, external adaptability, and member well-being and commitment — and the integration of military ethos with those outcomes.

### **Promote Canadian Forces Leader Effectiveness**

- Identify to successors the paradoxes/contradictions among roles.
- Generate in successors a commitment to a leader-effectiveness model beyond the Cold War and the 1990s roles and responsibilities — a twenty-first century model that integrates organizational effectiveness with professional effectiveness to create institutional effectiveness.

### **Build Leader Capacities**

- Oblige successors to identify and exemplify the leader capacities necessary for generating successful CF outcomes.
- Further oblige successors to comprehend the evolution of these requisite leader capacities through the leader levels of junior, intermediate, advanced and senior.

### **Create a Professional Development Framework**

- Ensure successors comprehend the relevance of the Professional Development Framework of leader elements cross-tabulated with leader levels.
- Educate successors to understand that the four generic elements, when shaped by professional ideology, together coalesce into a collective, interdependent set of effective leader capacities.

### **Champion Institutional Leader Development**

- Influence successors to break the paradigm of pedagogy as the predominant means for generating institutional leaders of the future, by using broad CF-wide experience, training, education and self-development.
- Develop among successors a full comprehension of “andragogy” — adult learning — and its methodologies as effective means to develop effective leaders.

### **Create a Professional Development Framework with HR Systems**

- Identify to successors the applicability of the Professional Development Framework to human resources policies as a means for initiating HR review, revision and renewal.
- Focus on differentiating among leader capacities for positions that demand such variations, and structure accordingly the appraisal, promotion, career and succession-planning systems.

### **Link to Mission Success**

- Ensure that successors comprehend that leadership in the CF is at the heart of military professionalism, and that leadership is the bridge to the future.
- Ensure that successors understand the profound complexity of leadership and leader capacities.
- Know that institutional leaders are 100 percent responsible for the development of their successors; hence, they are responsible for the future of the CF and its perpetual chameleonic transformation.