

# VETERANS DAY 11/11

## The Uniqueness of Military Leadership



*On the 11<sup>th</sup> of November, Veterans Day is observed annually to honor military veterans, that is, persons who have served in the US Armed Forces. It coincides with other holidays, including Armistice Day and Remembrance Day, which are celebrated in other countries that mark the anniversary of the end of World War 1. Major hostilities of World War I formally ended at the 11th hour of the 11th day of the 11th month of 1918, when the Armistice with Germany went into effect. At the urging of major U.S. veteran organizations, Armistice Day was renamed Veterans Day in 1954.*

*Source: [https://en.wikipedia.org/wiki/Veterans\\_Day](https://en.wikipedia.org/wiki/Veterans_Day)*

## The Need for Command and Control:

All over the USA, men and women join the military. From every background, social, and economic environment, every ethnicity they come to serve their country.

Assuming you have satisfied the education and fitness criteria – the next stop is undoubtedly basic training or colloquially ‘Boot Camp.’

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) commissioned interesting behavioral and social research focused on applicants. The research focused on six relevant areas, intercultural competence; teams in complex environments; technology-based training; nonverbal behavior; emotion; and behavioral neurophysiology. Further research was suggested to inform the areas of behavioral and social sciences. Behavior is now recognized as a significantly important area in military circles. Source: Human Behavior in Military Contexts.

In almost all industries, a leader inspires, innovates, builds confidence to achieve greatness, and asks great questions.

Traditionally, not so in the military, where command and control from leadership is required and unquestioned.

But people are different. Human beings are complex, and without knowledge of how to manage these complexities, command, and control could fall at the first hurdle.

To perform their roles effectively, individuals must understand how and why they respond to command and control in certain ways. Understanding individual personality and behavioral response is crucial from boot camp to the theatre of operations.

## Knowing Me Knowing You:

Like many, I have military family members, a father strict and controlling and a brother domineering and dictatorial. Neither understood their behavior's impact on others, leading to dysfunctional family life.

Unlike two work colleagues, ex-military United States Air Force, one a Lt. Col (O-5) and one a Staff Sergeant (E-5), both of whom invested time into understanding how to manage their strong inherent personalities

and who lead our teams with command and control measured and managed dependent on the individual behaviors of their teams.

So if the former military sees the need for understanding behaviors - let's explore further the differences between leadership roles in business and the military.

**Leadership in Business** is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can. Source: Investopedia

**Military Leadership:** defined as influencing others to accomplish the mission by providing purpose, direction, and motivation. Command (to give an authoritative or peremptory order) is the authority a person in the military service lawfully exercises over subordinates by virtue of his rank, assignment, or position. Source: Various

Clearly, the need to make money is the core of the business. People need to earn money. Leadership's role is to deliver goals/results defined by key stakeholders, the marketplace, and others.

Individuals join such organizations knowing that performance will deliver career success, increased income, and a desired lifestyle. They hope for leaders who motivate, invest in, and encourage them to do their work well and achieve outcomes. But it's their choice as employees to use the opportunities given.

In the military, violating or failing to obey a lawful general order or regulation is a no-brainer – it's unlawful and there are consequences.

Therefore, the roles of business leadership and military leadership are significantly different in many respects – or are they?

As we are acknowledging Veterans Day, let's explore military leadership. Retention in the military is critical to the security of the nation. When you sign the contract, you take an oath you are legally obligated to complete the terms of the contract, even if you don't like it.

Remember that the US defense has over 1.4 million active duty personnel and 1.1 million reservists.

The branch with the lowest basic training attrition rate is the Air Force, which only sees between 7 and 8 percent of its recruits drop out after boot camp. The Navy, Army, and Marines have recruits drop out at roughly the same rate as each other, between 11 and 14 percent annually. Source: Department of Defence: [thebalancecareers](#)

So, if the leadership style (of necessity) is command and control, what could be done to retain this leadership requirement and reduce the attrition rate?

It's all about understanding behaviors and how to manage them.

## A Case Study in Behaviors: (Names have been changed)

Jack Sun (Chief Master Sergeant) heads up the recruit training facility.  
Lane Dixon (Airman-Basic) is 21 and wants to serve his country.

Not everyone has the behavioral style to conform to strict regulations. In this scenario, the fact that they join the military is their driver, their passion. Therefore, the key to recruitment and retention lies in the leader's understanding and insight into how to manage differences in behavior and then instruct the recruits based on their individual personality.

Strong, forceful 'in your face' leaders don't necessarily get the best out of their teams. Strong leaders who are behaviorally smart.

When leaders understand behavioral differences and how to manage differences, retention is assured. Still, more importantly, instructions and commands delivered under pressure and in a wider, more intense theater are understood and will be followed.

### Business DNA



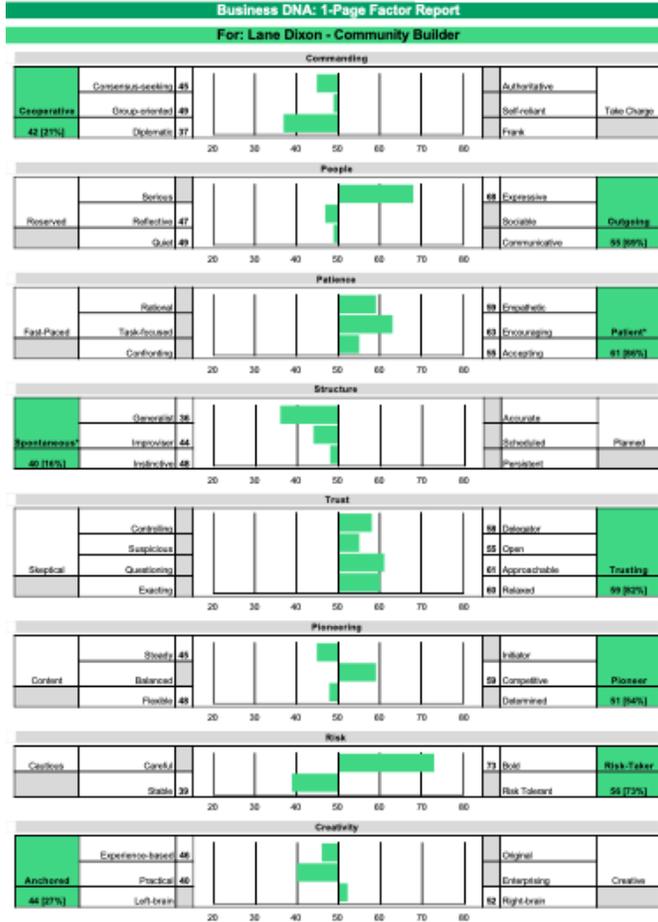
Jack is authoritative, frank, task focused, controlling, questioning, determined, bold and experienced based. He is exactly the kind of leader needed to shape the military recruits of the future.

Here are some of the challenges for the recruits:

- Those that are like him – they'll constantly butt heads with Jack.
- Those that are talkative – will infuriate Jack.
- The thinkers will frustrate Jack, he wants and demands quick responses.
- Those that try to build a relationship with Jack will hit a brick wall. He's not into building friendships with recruits.

For the purpose of this case study, let's focus on Lane and how he and Jack would perform together.

## Business DNA



- Lane is co-operative and diplomatic.
- He likes to get to know people on a deeper level.
- Lane desires mateship.
- He can put his hand to anything to build relationships and serve his community.
- Lane is trusting and open, easy going and amiable.
- He needs encouragement and assurance that they fit in.
- Lane will be a good team player and attentive to people.
- He is empathetic and supportive.

Very quickly it becomes clear that there is the potential for a personality/behavioral clash between leader and recruit.

The graph below clearly shows where the behavioral differences are. Once known, these can be managed.

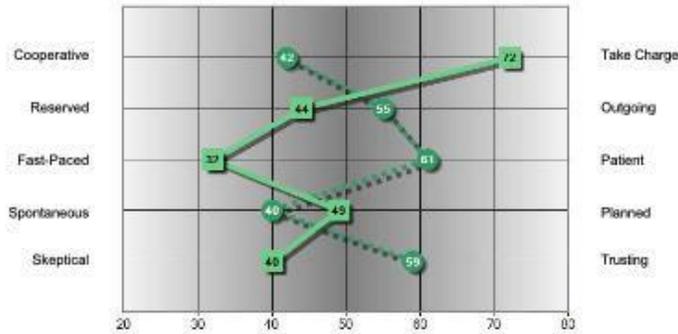
No one is suggesting the military leader (in this case Jack) should deliver personalized training to individuals. But, armed with this insight puts them in a position to develop more effectively and thus reduce attrition. More importantly, when military leaders understand behaviors at this level with the use of behavioral data gathered at the point of recruitment, they are far better placed to know likely hot spots that need a different approach in advance of the recruits arriving.

## Business DNA Natural Behavior Discovery Snapshot

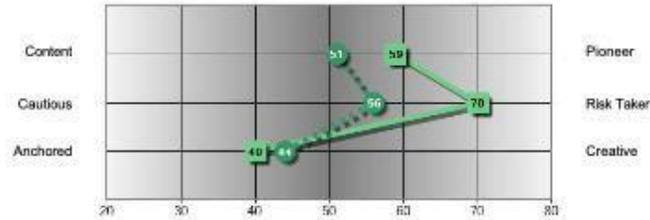
Jack

Lane

### Core Work Life Drivers



### Work Life Planning Drivers



Jack is take charge, definite in approach, visionary thinking and focused on outcomes. He's comfortable with risk, venturesome, takes chances and optimistic.

Lane, on the other hand is patient, sympathetic, relationship driven and always wants to support others. He goes with the flow, takes a high-level approach to issues and is instinctive.

When a command and control leader has this insight, they know immediately where potential gaps might be in team structure, they know where the quiet ones are, they know where the potential outliers are – this is not just valuable but crucial information to have.

## It's About Readiness and Comradery:

We live in uncertain times. War does not discriminate between personality or behavior. What our safety and security depends on is knowing that we can sleep safe at night because the training delivered by strong command and control leaders has been received and understood by every recruit regardless of their inherent behavior. That can only be delivered by training to empower and prepare recruits to answer the call without question. This happens when leaders understand how to deliver training that is received, understood and will be actioned by the individual.

Strong command and control leaders prepare, delegate and trust as they maintain a strategic overview – but its teamship and mateship that deliver success through adversity.

# DNA Behavior<sup>®</sup>

## And Finally:

To all veterans and their families, whether living or dead, thank you for your service and your sacrifices so we can live in a free country. Along with the country, we at DNA Behavior International are grateful for and respectful of all you have done for us as individuals and as a nation. Because of you, we can sleep safely at night. Thank you.

Head to Amazon to buy [Hugh Massie latest book](#) – you will be glad you did.

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If you have any questions or would like to discuss with an executive on our team, please email us at: [inquiries@dnabehavior.com](mailto:inquiries@dnabehavior.com)

