



Strategic Leader Development for a 21st Century Army

U.S. Army, Major James M. Hardaway

Download now

[Click here](#) if your download doesn't start automatically

Strategic Leader Development for a 21st Century Army

U.S. Army, Major James M. Hardaway

Strategic Leader Development for a 21st Century Army U.S. Army, Major James M. Hardaway

As the nature of warfare evolves, the Army must produce leaders who comfortably interact with diverse populations and embrace complexity. This emerging truth dictates a need for change in how Army officers are trained and selected to lead at the highest levels in order to regain the initiative in managing today's fluid operational environment. The concept of strategic leadership, therefore, must be examined closely in Army doctrine. Social, cultural, and complex problem-solving skills are becoming a priority and must be developed in young officers to provide enough knowledge for senior leaders to leverage later in their careers. Rarely does the typical Army career prepare someone to succeed in the strategic arena where the non-military elements of national power carry greater effects than large numbers of troops and equipment. The basic question addressed in this study is "how effective is the U.S. Army at developing strategic thinkers capable of leading decisively in complex and adaptive environments?" To answer this question, three distinct areas are analyzed: (1) the ability of the Officer Education System (OES) to distinguish critical abilities deemed necessary to succeed in the modern security environment, (2) the ability of the Officer Evaluation Reporting System (OERS) to measure an individual's dedication to self study and lifelong education, and (3) the ability of the same OERS to measure individual skills acquired through operational experience. The Army's current OES pushes the most complex topics to the final stages of an officer's educational career. As a result, few officers get a chance to expand their intellectual boundaries through critical and creative thinking prior to their field grade experience. Doing business this way denies the opportunity for junior level officers to develop the requisite skills needed to excel in the strategic arena. The Army must promote advanced educational opportunities as healthy and necessary to a young officer's career. As the key process for reporting a leader's abilities and potential for advancement, the OERS focuses primarily on current performance and provides little incentive to highlight an officer's dedication to career-long professional development. The over-valuing of short-term success negates the potential benefits of continuous learning, a long-term endeavor. The result of such short-sightedness stifles innovation while entrenching a "business as usual" approach to leadership development ignoring the changing operational environment. The personnel management system continues to emphasize combat deployments, regardless of skills acquired, over an officer's need for professional development. The current version of the OER fails to utilize the leader development aspects it was designed to accomplish. The Army must look into traits and attributes particular to leaders at the senior levels in order to develop context-based evaluation systems. Junior and senior level leaders should not be evaluated on the same scale. A way to accomplish this is to establish qualitative standards for branch qualification based on operational experiences, not just on the number of months assigned. To force a change in the culture and career progression of leaders prepared for 21st century warfare, the officer education and evaluation methodologies must adapt to reflect the complexities of the contemporary operating environment. To accomplish this, the Army must adjust its leader development systems to recognize and promote strategic thinking much earlier than in past generations.

 [Download Strategic Leader Development for a 21st Century Ar ...pdf](#)

 [Read Online Strategic Leader Development for a 21st Century ...pdf](#)

Download and Read Free Online Strategic Leader Development for a 21st Century Army U.S. Army, Major James M. Hardaway

From reader reviews:

Louie Thompson:

Here thing why that Strategic Leader Development for a 21st Century Army are different and trustworthy to be yours. First of all studying a book is good nonetheless it depends in the content of the usb ports which is the content is as scrumptious as food or not. Strategic Leader Development for a 21st Century Army giving you information deeper since different ways, you can find any e-book out there but there is no publication that similar with Strategic Leader Development for a 21st Century Army. It gives you thrill reading through journey, its open up your own personal eyes about the thing that happened in the world which is possibly can be happened around you. You can bring everywhere like in area, café, or even in your way home by train. If you are having difficulties in bringing the branded book maybe the form of Strategic Leader Development for a 21st Century Army in e-book can be your alternate.

John Olive:

Reading a e-book tends to be new life style in this particular era globalization. With looking at you can get a lot of information that could give you benefit in your life. Together with book everyone in this world may share their idea. Books can also inspire a lot of people. Plenty of author can inspire their reader with their story as well as their experience. Not only the story that share in the textbooks. But also they write about the knowledge about something that you need instance. How to get the good score toefl, or how to teach children, there are many kinds of book which exist now. The authors in this world always try to improve their skill in writing, they also doing some investigation before they write on their book. One of them is this Strategic Leader Development for a 21st Century Army.

James Rutledge:

Spent a free time to be fun activity to do! A lot of people spent their sparetime with their family, or their very own friends. Usually they doing activity like watching television, gonna beach, or picnic within the park. They actually doing ditto every week. Do you feel it? Do you need to something different to fill your current free time/ holiday? Could be reading a book can be option to fill your totally free time/ holiday. The first thing that you ask may be what kinds of reserve that you should read. If you want to try look for book, may be the reserve untitled Strategic Leader Development for a 21st Century Army can be excellent book to read. May be it can be best activity to you.

Leesa Banta:

Would you one of the book lovers? If yes, do you ever feeling doubt when you are in the book store? Try and pick one book that you find out the inside because don't assess book by its protect may doesn't work is difficult job because you are frightened that the inside maybe not seeing that fantastic as in the outside appearance likes. Maybe you answer may be Strategic Leader Development for a 21st Century Army why because the great cover that make you consider about the content will not disappoint an individual. The

inside or content will be fantastic as the outside or cover. Your reading 6th sense will directly assist you to pick up this book.

**Download and Read Online Strategic Leader Development for a
21st Century Army U.S. Army, Major James M. Hardaway
#OSB2ZC8IFJ7**

Read Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway for online ebook

Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway Free PDF download, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway books to read online.

Online Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway ebook PDF download

Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway Doc

Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway Mobipocket

Strategic Leader Development for a 21st Century Army by U.S. Army, Major James M. Hardaway EPub