



AUSTRALIAN
DEFENCE FORCE



ADF PHILOSOPHICAL DOCTRINE

0 Series | Command

ADF Leadership

Edition 3

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Australian Defence Force – Philosophical – 0 *ADF Leadership* is issued for use by the Australian Defence Force and is effective forthwith.

Angus J Campbell, AO, DSC

General

Chief of the Defence Force

Department of Defence

CANBERRA ACT 2600

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Preface

This is the third edition of Australian Defence Force – Philosophical – 0 *ADF Leadership*. It represents a significant departure from the first two editions. They were developed in recognition that each of the Services had their own foundation-level doctrine on leadership. So the first two editions were, by design, broad in content and philosophical in approach. The Chief of the Defence Force, with a desire to improve alignment across the Australian Defence Force, has directed that there be one foundational publication on leadership. This edition is the first to be published under that direction.

Purpose. This publication codifies the Australian Defence Force thinking on leadership. It provides a foundation for understanding leadership and a guide for leader training and development across the Australian Defence Force. While authoritative, this doctrine—like all other—requires judgement in application.

Audience. This publication is intended to be a guide for self-development across all ranks and the principal text for those charged with developing leaders anywhere in the Australian Defence Force.

Scope. This publication is a distillation of ideas and principles pertinent to leadership in the military that have endured through history. This publication is not intended to be the sole source of information on leadership but rather a foundation to encourage further study and discussion. Recommended further reading is listed at the end of this publication.

Amendments

Every opportunity should be taken by users of this publication to examine its contents for applicability and currency. If deficiencies or errors are found, amendments must be made. The Lessons and Doctrine Directorate invites assistance from you, the reader, to improve this publication.

Proposals to amend ADF-P-0 *ADF Leadership* may be sent to:

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Doctrine publication hierarchy

The hierarchy of ADF doctrine, and the latest electronic version of all ADF doctrine publications, is available on:

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Chapter 1 - Our ethos and our obligation

In every city and town across Australia there are memorials to our fallen. But it is not these monuments that are the real memorials.

It is you—the way you live, the way you go about your responsibilities—who is the real memorial. The memorial our fallen would want.

The greatness of a defence force, like a nation, lies not just in its wealth, its equipment or its size, but in the character of its people. Your character. You are now a custodian of that character, our ethos.

You are wearing a uniform of the Australian Defence Force. Regardless of your rank, appointment or Service, everyone who wears it is expected to be able to lead. This publication is for and about you. It is written to help guide you in your development as a leader in the Australian Defence Force.

The basics of leadership apply whether you are leading ten or ten thousand. So, this publication should not be studied only once; it is something to return to throughout your service in the Australian Defence Force.

We start our journey on leadership by reflecting on the ethos of the society you are to defend, that of the Australian people. An ethos that is shaped by history, geography, culture and more.

We are a nation comprising people from many countries. We embrace the diversity this brings because we benefit from it. And we are bound together by our shared values.¹

In the overwhelming majority of Australians there exists a basic decency. We value egalitarianism and insist on fair play. We believe in the worth and unique importance of the common individual.

1 The shared values discussed in the following paragraphs are drawn from the Australian Government, *2017 Foreign Policy White Paper*. Canberra, Department of Foreign Affairs and Trade, 2017.

We respect authority. But we are also willing to speak our minds because we are confident that our views matter and that sometimes leaders and common wisdom need to be challenged.

We are mindful of our own limitations, as a sparsely populated nation on an island continent. We recognise the benefits of domestic and international order that come from upholding shared standards. So we are committed to the rule of law, both at home and abroad. And we guard our individual right to have a say, a democratic vote, in choosing those who govern for us.

We come together to help those struck by misfortune. We do it because it is the right thing to do, but also because if it were to happen to us, we would like to think we would be similarly helped.

The Australian Defence Force ethos is derived from that of our broader society. And in turn, Australians define something at the core of national identity through the Australian Defence Force. They are proud of you and your history. They need and want you to represent the best of Australian values. And they will be direct in telling you if you have let them down.

The first guardians of Australia probably started their watch around fifty thousand years ago. The land they confronted was unforgiving but, if you knew how to work with it, sustaining. They experienced drought, floods, fires and isolation. They learned that to succeed they had to work together, as a team.

A new wave of migrants from Europe arrived in the late 18th century. They brought with them their own ways. There were clashes between the Indigenous people and the Europeans. It was a time of upheaval.

Yet in time, in the bush, some from the two groups learned to work together as a team. The lessons from Indigenous peoples on how to survive in our land were mixed with the different experiences of the newcomers. The land, like the seas that transported the newcomers, did not care where you came from; what mattered was the knowledge and skills you had. This, and whether your mates could rely on you, was your value to the team.

These lessons contributed to the skills and attitude of those who fought together in the First World War. On 25 April 1915 when, as ANZACs, they jumped from their landing craft onto the Gallipoli Peninsula, they were

determined to make a good show of themselves, to win or die trying. On that day over 600 were killed. That number would increase to over 8,000 before the Peninsula was abandoned. Gallipoli was a wasteful and ultimately futile campaign. In our grief, loss and anger Australians vowed we would never forget. And we never have. For that day and every day Australians serve their country in war at sea, in the air or on land, ANZAC Day is remembered.

The Australian Defence Force ethos is built on the deeds of those who went before you. Your culture is not individualistic. Thinking only of yourself is a personal failing. Your culture is closer to a family with a sense of belonging, of mateship, with everyone on the team, in uniform or not.

Mateship is different from friendship. Friends you personally choose. But in the Australian Defence Force you do not choose your mates: they are given to you. We are all mates for one reason: we are striving to achieve the same goal, the same outcome—to defend Australia and its interests. Win or lose, we are in it together. It will be good or bad for all of us.

Mateship is a concept that relies on unconditional acceptance of each other. It does not matter if you are a First Peoples or a first, or a fifth, generation Australian. It does not matter where you come from, what your level of education is. It does not matter whether you are the clerk or the pilot, the explosives expert or the mechanic. What matters is that you do your job and look out for your mates.

Mateship is unconditional, but not blind. Looking after your mates includes helping them make good decisions, sometimes very difficult ones, when they may have otherwise missed the mark.

When supported by mates, individuals can give their best. They do not have to worry who has their back. They do not have to keep anything in reserve when maximum effort is required. When an individual can give a 100 percent effort because they know they are supported, the team accrues an advantage.

Mateship, like leadership, is not a romantic ideal. It provides a practical advantage for teams in difficult times. It is practical, but also aspirational. It is our way, the Australian way.

We do not let each other or our country down. We are servants of our nation.

We have been toughened by setback and inspired by effort and good humour.

We are resourceful and confident in our ability to tackle any challenge.

There are no pretensions in the Australian Defence Force. What you see is what you get.²

Those original ANZACs established a reputation. They fought valiantly, endured, suffered and died for something. And those who have come after them and have fought in other wars in other places, did so for the same thing.

That something was us. They fought and sacrificed themselves for the people of Australia.

They fought and died so their children and their mates' children could live in a country free and fair. And you are living in a country, our Australia, that is as free and as fair as any there is.

That is your luck, your plain good luck. And you should make something of it. What you make of your today, whether you use or waste this opportunity to be a leader in the Australian Defence Force, is up to you.

You have inherited the traditions displayed in every battle in which Australians have proved themselves, the qualities of self-sacrifice, courage and a fair go for others. Their example offers inspiration. They provide a standard. It can be a starting place. But from here on it is what you do that counts.

2 The Hall of Memory at the Australian War Memorial is surrounded by stained glass windows, and each window lists a quintessential quality that has been displayed by Australians in war. The qualities identified above have been drawn from those windows.



Figure 1: ANZAC mates

Chapter 2 - What is leadership?

Introduction

Leadership is an affair of the heart. And of the mind. Guided by character.

It is the spirit that develops people, builds teams and gets results. It is an interplay of emotions, feelings, attitudes and values. It involves being able to understand what followers need, being able to predict how they will react, and inspiring them towards achieving a common goal.

We define it as **the art of positively influencing others to get the job done.**

Its place in capability

Leadership has a central role in generating our military power. Military power is the key to our operational effectiveness. Without it we cannot defend Australia and our national interests. Military power recognises that the military does not consist of just people and equipment. It recognises that it is a combination of moral, intellectual and materiel elements.

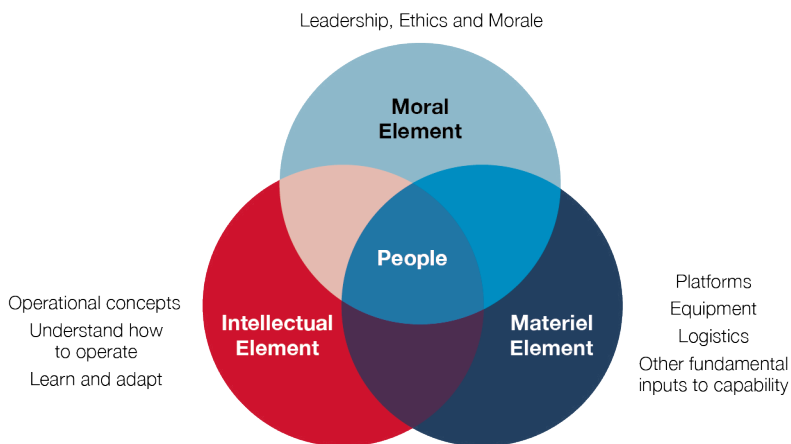


Figure 2: Military power consists of three elements: moral, intellectual and materiel

The elements of the moral component are leadership, ethics and morale. The elements of the materiel component are platforms, equipment, logistics and other fundamental inputs to capability. The intellectual elements are our professional knowledge, our application of doctrine, and our ability to learn and adapt.

All three elements are necessary to generate military power. But the moral component is the most important. Success on operations depends on people to a greater degree than platforms, equipment or tactics. People determine not only the outcome of an operation, but also whether the force retains its moral legitimacy by doing the right thing.

Your responsibility as a leader is to ensure the pursuit of your goals is ethical and lawful. There are no exceptions. Just like the many who went before you, your future success will depend on good leadership in barracks, on base, at sea, during training and in headquarters environments just as much as when on operations. You need to set the example, shape values and model ethical behaviour in all situations.

Ethical leadership is the single most important factor in ensuring the legitimacy of our operations and the support of the Australian people.³

The distinction between command, leadership and management

In its simplest form the Australian Defence Force can rely on the exercise of authority to meet our basic responsibilities. But achieving the best and most effective results requires leadership.

Leadership and command are not the same. If you have the responsibilities of a command appointment but lack the ability to lead then you will, probably, be obeyed. But you will not be willingly followed.

Command is the power. It is unique to the profession of arms. It is the legal authority, responsibility and accountability that comes with particular appointments. It gives power to the office holder to direct the action of subordinates.

3 This publication should be read in conjunction with Australian Defence Force – Philosophical – 0 *Military Ethics*. Canberra, 2021 (to be issued).

Leadership and management are not the same. When the going is challenging, when you find yourself in a crisis, the team needs to be led, not managed.

Management is more of the mind. It is the science of administration and coordination. It concerns the acquisition, allocation and control of resources to achieve objectives.

Leadership is more of the spirit. It is the art. It is the projection of personality and character to inspire others to achieve a desired outcome. There is no prescription for leadership. There is no endorsed style for leadership. And your leadership approach will need to adapt to the situation at any given time.

Command, leadership and management are closely inter-related. The skills are complementary and sometimes they overlap. At some point you will need to exercise all of them at the same time. The key idea is that neither command nor management should be confused with leadership.

Leadership and rank should not be confused as the same thing either. No amount of rank will draw your team into the fire of combat and uncertainty unless they have confidence in your leadership.

Leadership: the art	Management: the science	Command: the power
Do the right thing.	Doing things right.	Legal authority to direct tasks.
Achieve a shared understanding.	Planning.	Legal authority to impose discipline.
Set the direction.	Resource allocation.	Responsible and accountable for the military element under command.
Align people to the task.	Coordinating.	
Motivate and inspire.	Administering.	
Set the example.		
Develop the next generation.		

Table 1: The distinctions between command, leadership and management

Those you lead will not stay at their station or go forward into the unknown risking life and limb because of visions about national interest, alliances or even love of country. They go forward into harm's way because they trust you and believe in their mates.

It is expressed in the actions of a pilot bringing the aircraft around for another go knowing that enemy air defences are still active and effective. It is in the actions of a combat engineer continuing to forge a safe path forward under fire. It is expressed by the leader who suspends an activity knowing the risk of proceeding is unacceptable. It is in the decision of a sailor to enter a ship's compartment on fire knowing that their sacrifice will ultimately save the ship and their mates to fight another day. And it is expressed in the actions of the cyber operator who, from the other side of the world, works single-mindedly around the clock to keep insurgent communications suppressed, knowing that the lives of forward deployed forces are relying on them.

Summary

You will not be an effective leader simply because your rank or your appointment requires it of you. Leadership is neither a position nor a title.

It is a skill that you will need to work at to develop. Its practice is an art. It can be honed to excellence, after years of effort.

In the next chapter we examine the basic elements that are the foundation for successful leaders.

Chapter 3 - How do you become an effective leader?

Introduction

Leaders come in every size, shape and disposition. No one is a 'born' leader. Some people have more natural ability than others, but what distinguishes the best from the rest is not what you start with but how hard you work to develop your leadership skills.

The basics of leadership can be learned from study; from watching others, the good and the bad; and from the advice of coaches and mentors.

In that regard, it is no different from any other professional skill required in the Australian Defence Force. It is beyond doubt a skill, more easily learned than taught. It can only be improved through practice and for that you need to apply effort.

There are many theories on how to be an effective leader.⁴ Their differences tend to lie in emphasis rather than in substance. What all have in common, from the first known written accounts of leadership to contemporary thinking, is a recognition that a mix of the right individual character, knowledge and human understanding is the foundation. In the Australian Defence Force we describe it this way:



⁴ For a summary of leadership theories see Johnson, C. and Hackman, M., *Leadership*. Long Grove, Waveland Press, 2018, and Northouse, P., *Leadership Theory and Practice* (7th ed). London, Sage, 2015.

Let us take each of those elements in turn.

Character

Character is who you are when no one is watching. It is a habit, the daily choice of right and wrong. It is a moral quality to develop and mature in peace. It is not suddenly developed on the outbreak of war.

Be more concerned with your character than your reputation. Your character is who you really are; your reputation is only what others think you are.

You will not be an effective leader in the Australian Defence Force if you have a bad character. Some leaders, though of bad character, manage their reputation well enough. But their team see through them; good character is expected by those whom you lead. It is properly demanded by our nation. And there is good reason for this.

In some walks of life, others may be inexact or even untruthful in day-to-day matters. But the inexact or untruthful Australian Defence Force leader can jeopardise the lives of others and the reputation of our country. It is not a matter of pride but an operational necessity that requires leaders in the Australian Defence Force to be of good character. The inculcation of a set of virtues is always admirable, but it is essential in a leader in the Australian Defence Force.

Every moment to develop character should be taken now, in training, at sea, in the barracks, on the base. It is too late once you are deployed on operations.

A leader of character in peace becomes a leader of courage in war. You cannot be selfish in peace and yet be unselfish in war. It is impossible to be a coward in peace and a hero in battle. War magnifies the virtues of some but it exposes the character of all.



Figure 3: Chief Petty Officer 'Buck' Rogers GC

A leader of character will make the right decisions on a difficult day. Upon those decisions may rest the lives of our own forces and the standing of our nation. Chief Petty Officer 'Buck' Rogers was a leader of character.

On the night he died, the aircraft carrier HMAS Melbourne and the destroyer HMAS Voyager were conducting exercises off the New South Wales coast. In the late evening of 10 February 1964 Voyager crossed in front of Melbourne. The ships collided with Voyager cut in two. Rogers was one of more than 50 sailors trapped in darkness in a compartment of the sinking forward section.

He took control and tried to bring calm. He realised that not all would be able to get through the small escape hatch and that he, being a large man, had no chance. 'He was more intent on getting the younger chaps out first,' said a survivor. The forward section finally sank about ten minutes after the impact. Rogers was heard leading his remaining doomed shipmates in a prayer and a hymn in their final moments. Chief Petty Officer Rogers, GC

Virtues are the elements of character. They increase the moral regard of a leader, and their absence tends to diminish that regard. There are many virtues. No leader has them all, but all successful leaders have some. Three are commonly found in successful leaders: courage, integrity and respect.

Courage

Physical courage is, at times, necessary in our profession. It needs no further deliberation. But the other courage, moral courage, is more necessary, more challenging, more important. Moral courage is a private courage, a form of conscience. It demands that you do and say what you know to be right. Even though you might catch plenty of strife for doing or saying it.

To have courage means not being afraid to be unpopular. A true measure of a leader is not where you stand in moments of comfort, but where you stand in moments of challenge and difficulty. Sometimes that will mean standing alone.

Moral courage is required not only for the great moments of challenge but also in ordinary day-to-day business.

You could be a junior leader newly arrived at your posting. You notice that a member of your team, though more experienced than you, has occasional unexplained absences. After it happens again, you think to yourself, I will let it pass this time but if it happens once more, I will deal with it. Or maybe I knew about the absence but forgot about agreeing to it. Well, each time you put it off, each time you let a moment pass that called for moral courage, no matter how small, you weaken your moral courage. But each time you fortify yourself and address the issue, you will strengthen your moral courage.

Moral courage requires you to take the harder right, not the easy wrong. Always act in accordance with what is morally right. And if you do it properly, you will increase the respect the team has for you.

Exhibit moral courage and create the conditions so that the rest of your team can demonstrate it as well.

Integrity

Integrity is a virtue that requires honesty and ethical intent, always. Integrity is necessary to establish trust. It is not the only ingredient, but its absence makes trust impossible.

Never say, in the excitement of the moment or a desire to conform, anything you do not believe the instant after you say it. Say nothing to others that you do not believe to be true. It will, perhaps, reduce the range of what you say, but it will strengthen the value of your words.

Be honest with and about yourself. Be open, at the right time, about your real doubts and concerns. It takes courage, but it builds integrity. And it will help set the conditions for your people to express their own doubts and concerns.

Integrity requires alignment of thoughts, words and actions. A leader of integrity lets their actions speak for who they are and what they believe in.

It is not a virtue you live by when it is convenient: it is a virtue you live by all the time. It includes the little as well as the big choices; the choices everyone sees and the choices that no one sees. A leader of integrity is not compromised by inconsistencies.

Respect

Respect is a virtue that helps teams succeed. It does so in two ways. It encourages personal commitment from individuals and it creates the conditions for learning.

Respect asks us to recognise the basic human dignity of others. When people are respected, the condition is set for them to contribute their best to the team.

Respect assumes that each person has something to teach us—if we are willing to learn. Being open to learning, regardless of how experienced a leader you are, means you and the team can grow, improve and be better.

It requires humility. Humility does not mean thinking less of yourself. It means thinking about yourself less and about the team more. It does not mean you are timid or unsure of yourself. On the contrary, it means that you have the inner strength and self-confidence to recognise the value of others and their views without feeling threatened.

Cultivating respect as a virtue does not mean that all ideas or actions must be accepted. It means you listen to other views and ideas and then thoughtfully consider them against your own insights and experiences.

Good leaders know that respect for them as a leader is something they will need to earn. But they also know that respect for their people, as fellow humans, does not need to be earned. They extend it to their people, not only because it is the right thing to do, but because they know it will help develop a more successful team.

Professional competence

Professional competence is an inescapable requirement for a leader. A leader may have the very best character, a positive disposition and always a willingness to lead. This is not enough. If not combined with professional competence, the team may appreciate you as a human being but they will not trust you to lead them into harm's way.

The cornerstone of confidence in battle is your subordinates' faith that you have mastered the technical and tactical aspects of your job. Without this basic foundation you will not be able to build the team cohesion necessary to succeed.



Figure 4: Years of training, testing and commitment are needed to achieve the professional competence necessary to operate military aircraft

You must know how to do your own job better than those you lead. The idea that a leader of good character, regardless of professional competence, will carry the day is, and always has been, nonsense. Of course, none of us have all the answers and none of us have finished our learning. Seeking advice from your team is never a sign of weakness. On the contrary, they will consider it a sign of your confidence in them.

The Australian Defence Force will take you through a series of courses intended to build your professional knowledge. You will participate in exercises to give you an opportunity to turn that knowledge into a skill. But to develop excellence, you will need to commit to self-improvement.

Warfighters, leaders and our forebears from other times have left you with a gift. They set some time aside to write of their experiences, or understanding, of leadership and what could be learned from it. We have been leading and fighting for all of known history. It makes sense to take advantage of their insights; your personal experiences alone will not be enough to reach the level of professional competence the Australian Defence Force requires of its leaders.

Read regularly. Sit down and enjoy the conversation with those who went before you. They shared their experiences in order to help you succeed. The leader who claims they are too busy to read will learn the hard way. The price, though, will be paid by the team.

Human understanding

Understanding yourself

If you are to lead then you will need to know what inspires, motivates and influences others to action. You will need to understand the key drivers of human behaviour.

But the first human you have to understand is yourself. Knowing yourself means separating who you are and who you want to be from what the world thinks you are. No one can teach you how to become yourself, to take charge of yourself, except you.

You are your own best teacher. Others can, and will, help, but you are the one who really knows what gaps you have, what is important to you, what you want to prioritise.

Accept responsibility. Blame no one. If you blame others then you create a barrier to self-understanding and development.

You can learn most anything you want to. But you have to believe you can grow as a person and keep on growing all through your life. One of the basic ingredients of leadership is a passion for the promises and possibilities of life. Seek out experiences and absorb them.

True understanding comes from reflecting on your experience.

There are many ways to reflect. Some write in journals. Some discuss with mentors. Some set aside quiet time. Whatever the method, it is making a habit of reflection that matters. Below are the thoughts from an unrecorded Australian officer who fought in the Iraq war:

I learned in the war that my personal energy was my most precious and finite resource. I learned to spend it carefully. To focus on those things that I could control, not waste it on those things I could not. There was nothing to be gained from pondering about how much better things would be only if so and so had done something differently.

The way forward was for me to reflect on what I had done. At the end of each week, I would get away by myself for half an hour or so and reflect on my role in the things that had not turned out well. I spent no energy on the role of others but asked myself, what could I have done differently that might have changed the outcome? It became a habit and in time I better understood myself and I improved, little by little, week by week.

Understanding others

The overwhelming majority of our sailors, soldiers, aviators and civilians are motivated. They want to make a meaningful contribution and to know that their effort matters. They turn up for duty wanting to do the best they can. It will not always feel like that.

At any given time, some will be with you and some will be against you. While there can be a range of reasons, it may be because one of the key drivers of human behaviour has not been met. There are five key drivers of human behaviour:⁵

The need to acquire the basics for survival: food, water, shelter and rest.

If they are only available in limited supply, then make sure what is available is shared equally. As a matter of principle, do not eat or rest until your team has.

On operations where tasks are continual, there can be immense demand on physical and mental stamina. You need to manage the pace of your team, and of yourself. Provide rest when you can and take every opportunity to have a brew and relax. You need to keep a look out for signs of fatigue. It will affect individuals in different ways: irritability, break down in discipline, neglect of equipment maintenance, overall reduction in standards and efficiency. You are best placed to know your team's capabilities and identify early warning signs. You will be the best judge of that critical point when your team can do no more.

You also need to manage fatigue in training and on exercise at sea, in the field or on base. Limit the amount of time or effort that you are asking for. It is easier to ask your team to work back late once, or even every day for a week, than to expect them to work late indefinitely. Set an end date.

5 This section is based primarily on the original work of the American psychologist Abraham Maslow, see *Motivation and Personality*. New York, Harper, 1954. It is also informed by the findings of research into employee motivation published by US academics Nitin Nohria, Boris Groysberg and Linda-Eling Lee, 'Employee motivation: A powerful new model', *Harvard Business Review*, Jul-Aug 2008, Vol. 86, Issue 7/8.

Pay attention to personnel administration. In particular, make it a priority to resolve any pay and related entitlement issues, no matter how small they may seem to you. If it has been raised to you, then it is important.

The need to feel safe. This is not only physical; it also has an emotional dimension.

Our environmental areas of operations and the very nature of our profession puts us at risk. Leaders understand that and are careful that their decisions and actions do not add to the risk. We do not take unnecessary risk with the lives or health of our team.

Right wrongs. You will come across, and be responsible for, flawed human beings. From time to time you will have to deal with unacceptable behaviour. We have a discipline system whose purpose includes protecting individuals and teams from such behaviour.

Create conditions that allow the most junior to speak up. Encourage their contribution and hear them out. If you summarily dismiss a subordinate's contribution it will have a chilling effect on their, and the rest of the team's, willingness to speak up again. Zero in on silence. Ask those holding back for their views; do it in private if necessary. You do not have a problem if your people keep coming to you with problems. You do have a problem if they are not.

The need to bond and form mutually trusting relationships with others.

Setting the conditions for trust is one of the most important responsibilities you have. Building trust is a conscious act. It does not just happen. Build it through words and actions. Talk straight but listen first. Demonstrate respect, create transparency, confront reality, clarify expectations, keep commitments, extend trust. Leaders do not ask people to do what they themselves are not willing to do. Roll up your sleeves and share the load. You will never be thought less of because you got your hands dirty.

The need to comprehend, to learn, to make sense of the world and our place in it.

Your subordinates will want to know what their job is. It is your responsibility to provide role clarity for members of the team. They will expect to be kept in the picture and will, more often than not, want to know 'why'. Keep your team informed. A lack of information will create a void that rumour and exaggeration will fill. Help them understand the events that are going on around them. They will be reassured if they know and understand.

Seek out training opportunities for your people beyond the routine promotion requirements in order to grow their understanding of the wider context in which the team operates.

The need for intangibles such as **recognition**, appreciation and status.

Cultivate a tendency to appreciate the good qualities rather than the shortcomings of others. The art of recognition requires little effort. 'Well done, Macca' is a simple phrase a subordinate might hear from you after completing some challenging task. To them it is recognition, an accolade that will boost spirits. Praise in the presence of the team, criticise in private. Ensure credit is given to those who deserve it. There is a formal honours and awards system. Use it to reward outstanding achievement.

You will achieve an optimal state of leadership when you cultivate and consciously manage all of these drivers. It is not enough to be mindful of only one or two of them. The table below summarises them and offers some guidance on how to satisfy them.

Driver	Actions
For survival	<p>Ensure basic needs are always provided for.</p> <p>When basic needs are insufficient for all, ensure whatever is available is shared equally.</p>
For safety	<p>Do not take unnecessary risk with the lives or health of your team.</p> <p>Emphasise and practise fairness.</p> <p>Ensure transparency of process.</p> <p>Right wrongs.</p> <p>Create conditions that allow the most junior a voice.</p>
For bonding	<p>Foster inclusion, mutual reliance, mateship.</p> <p>Value collaboration and teamwork.</p> <p>Encourage sharing of best practices.</p> <p>Value different skills and experience.</p>
For comprehension	<p>Give clear direction.</p> <p>Provide role clarity.</p> <p>Help the team understand the events that are going on around them.</p>
For recognition	<p>Acknowledge good performance.</p> <p>Praise in public, criticise in private.</p> <p>Use the honours and awards system.</p>

Table 2: Drivers of human behaviour

Know when and how to follow

Being an effective leader in the Australian Defence Force also requires you to be a good follower. Everyone, from the newest trainee to the Chief of the Defence Force, has a boss. The relationship between leader and follower is complementary and should be mutually supporting. As a subordinate leader you should respect the perspective your boss brings to a decision and the responsibility and accountability that your boss alone must bear.

There are no perfect leaders, perfect settings or perfect decisions. You will, on occasion, see decisions made and directions given with which you do not agree. Your obligation is to make the necessary representation to your boss. And to make that representation with complete and objective facts, free of unnecessary emotion. This will, sometimes, require moral courage.

Effective followers display respectful, but not unthinking, compliance. And an ability to vigorously implement the leader's direction once representation has been made.

Summary

We have discussed the three elements to work on to develop yourself as an individual and as a leader: who you are, your character; what you know, your professional competence; and your grasp of what makes the people you lead tick, your human understanding.

But leadership derives not only from these qualities and skills intrinsic to each of us as individuals. It must also allow and adjust for circumstance and be aligned with the core values shared by all in the Australian Defence Force. How you go about your business as a leader, your leadership behaviour, is a combination of who you are, our shared values and context. That is the subject of the next chapter.

Chapter 4 - How do you use your leadership skills with a team?

Introduction

Leadership draws not only on the qualities intrinsic to each of us as individuals, but it must also be shaped by, and be true to, Defence values: service, courage, respect, integrity, excellence.

And your approach to leadership also needs to allow and adjust for the context, for the situation at any particular time and place. What you do as a leader, your leadership, is a combination of who you are as an individual, our shared Defence values and the context. Put another way:



If we combine these elements with those from Chapter Three, we have a framework that can be illustrated as:

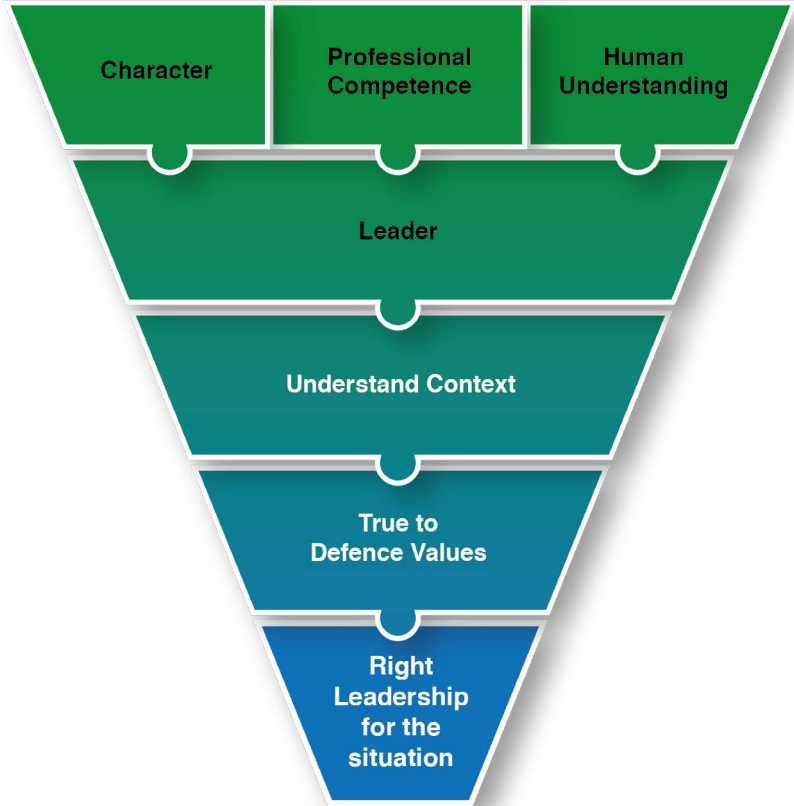


Figure 5: ADF leadership framework

Let us, in turn, look at our Defence values and then examine the challenge of context.

Defence values

Service	The selflessness of character to place the security and interests of our nation and its people ahead of my own.
Courage	The strength of character to say and do the right thing, always, especially in the face of adversity.
Respect	The humanity of character to value others and treat them with dignity.
Integrity	The consistency of character to align my thoughts, words and actions to do what is right.
Excellence	The willingness of character to strive each day to be the best I can be, both professionally and personally.

Table 3: Defence values

It is not sufficient to adopt one or two of these values. Australian Defence Force personnel are expected to aspire to all of them equally.

No single value is more important than any other and each strengthens the whole. It takes courage to put one's life in danger in the service of others. It takes integrity to respect the rights of those who are under your authority. It is the pursuit of excellence that ensures we remain at the cutting edge of capability in the service of our country. These are not hollow words. They define what we as Australian Defence Force personnel, individually and collectively, contribute to operational success.

Your own virtues define your character. Our collective values define the character of the Australian Defence Force.

The importance of context

In leadership, context is fundamental. You need to be alert to it at all times. Understanding the context can mean the difference between success and failure. It is affected by a range of factors. These factors are often fluctuating and can make leadership complex.

The particular time, place or situation that you find yourself in will shape the leadership approach you take. The culture of the team you are with and the organisation you are a part of will also be influential. The need to maintain a balance between the needs of the task, the team and individuals is also an important factor.

Different situations require a different approach

You need to be able to identify and adapt to the demands of the circumstance. A single leadership approach will only work for some teams, for some individuals, some of the time.

If you are manoeuvring your ship away from an approaching adversary submarine, your approach will be different from the one you take when leading a planning session for your annual training exercise.

The approach you take with an individual in your platoon who is overcome by fear and unable to move forward under fire will be different from the approach you take with someone in the same team who is more experienced and able to deal with the challenge.

The style you adopt as you enter contested airspace while leading a flight of aircraft on a strike mission will be different from your approach if you are a logistician leading negotiations with a civilian supplier.

The approach you take when leading a small team who all know each other and are physically present will be different from the one you take when leading a joint task force of thousands, distributed remotely, and who can rarely get together.

And your leadership needs to adapt when you go from leading inside your Service with a relatively homogeneous culture and approach to a diverse team environment that is multi-Service, multi-agency and, on any given day, will cross from strategic to tactical issues.

The skills that you choose to use and emphasise in a small team, with direct, continuous contact will vary from those you use to lead a team of teams in large organisations in which direct contact is occasional and intermediate leaders are interpreting your direction. This is the practical nexus of command, leadership and management. Technology is there to help but it will not replace the unique value and effect of the physical presence of the leader with the team.

You will experience an extraordinary range of contexts, extending from the fear and personally confronting experience of combat to the heart-warming opportunity to provide humanitarian assistance to your fellow citizens after a disaster.

Understanding, aligning and keeping a group of people focused and committed across a variety of situations is challenging. Leadership at home, on base, in training is difficult enough. It is harder in battle.

The normal challenges are added to by your opponent, who is actively seeking to deny you some of those elements that are needed to lead: understanding of the situation, clear communications, confidence, and time to think and decide. And fear is ever present.

Fear in battle can paralyse a team, and its leader. You need to control your own fear and mitigate its effect on the team. When one of your team is frozen in shock as they survey the damage all around them, you must summon your courage and be able to say with calm confidence, 'Follow me.' In no other situation is your example more powerful, more important.

Sometimes we think we live in the most demanding and complex of times. That the potential challenge of having to lead in battle one moment, then assisting civilian aid agencies with a disaster the next, is unique to our time in history. And somehow our challenges are greater than those confronted in times past. But a look at history, even a cursory one, tells us that is not true.

In the Second World War, Australian military personnel were flying bombing missions over Germany; fighting Afrika Corps tanks at the Siege of Tobruk; treating and nursing allied wounded around the globe; serving at sea in over 350 Australian ships, including at the Battle of Leyte Gulf; fighting in the jungles of Papua New Guinea; engineering defences against Japanese bombing raids in Darwin; advising and leading planning groups in headquarters in every major operational area; flying logistics support into the jungles of Burma; working to collect and manipulate enemy intelligence in

Europe and the Pacific; and helping to keep each other alive in some of the most horrendous and inhumane conditions as prisoners of war.

These men and women were ordinary Australians who rose to a challenge and kept going until the job was done. We have every reason to be both inspired and grateful. You follow in their footsteps. They were successful, as you can be.

Culture needs to be accounted for

More powerful than issues at a particular time, place and circumstance is culture. It is derived from a mixture of beliefs, traditions, assumptions and values. Seek to understand and appreciate the culture of your unit, base or ship. It is a useful guide to what leadership behaviours are most effective.

The culture of each of our Services is different. It is, in part, driven by the unique environments and platforms within which each of the Services operate. But never forget we are all on the same team and working for the same purpose.

Develop an early appreciation of the culture and practices of the other Services. The purpose is to have sufficient understanding so you can successfully lead in war. We fight together. It is not easy. Because it is not easy, those who master leading a joint team accrue an advantage—for them, for their team, and therefore for our country.

Regardless of the Service or the team, the culture should accurately reflect the values of the Australian Defence Force. Sometimes you will come across a misalignment between Defence values and your organisation's culture. Illegal, unethical or otherwise unacceptable behaviour in a team always represents a disconnect between our Defence values and the team's culture. Your responsibility is to ensure everyone in your team understands what the Australian Defence Force expects of them.

As a leader, you are responsible for the culture of your team. It is a reflection of you. Sometimes this will require you to make some tough decisions. But never be in any doubt instilling a values-driven culture is your responsibility.

Balancing the needs of task, team and individual

Context will also be influenced by the need to balance the demands of one of three elements that exist in all teams working to achieve a task: the needs of the task, the needs of the team, and the needs of the individual.

The achievement of a goal or task. This may be the completion of a very practical activity or it may be a less tangible goal. We know that effective teams have clear goals shared by all members. Sometimes the task is what brings the team together in the first place.

The team. Teams rely on collaboration and an understanding that different people contribute different skills. Even so, for the team to be effective all members need to work together and put in a consistent effort. Successful teams are those in which people commit to all of their mates. The team itself also needs to be understood as an entity in its own right.

Each individual member of the team involved in the task. While the team will take on a life of its own, individuals do not lose their own identity. Their needs as people must continue to be met if their allegiance to the team, and their motivation to achieve the task, is to be sustained.

Most of us seem to have an inbuilt preference to focus on one of the elements. You will only be effective as a leader if you can keep all three in balance. If any one element is ignored, the others are unlikely to flourish.



Figure 6: The interdependence of task, team and individual needs⁶

6 The three-circle model of task, team and individual needs was first published by British veteran and academic John Adair more than 50 years ago but has enduring utility. For a more detailed exploration see Adair, J., *Action-centred Leadership*. New York, McGraw Hill, 1973.

More often than not, the needs of all three are not in competition. If individuals are looked after, they can commit to the team. If the team is healthy, you will be able to complete your mission. Sometimes, however, the demands of each element can be in conflict.

For example, there may be pressure on time and resources. This may require the team to concentrate on the task, to the possible detriment of the individuals involved. If team and individual needs are forgotten, the effort spent on the task may be wasted. Similarly, taking time to create a positive team spirit without applying effort to the task can risk the team losing focus through a lack of achievement.

When there are competing needs, it is useful to keep an eye on the long-term goal. If adjusting the immediate task at hand will not prevent you from achieving your long-term goal, then you can invest in the needs of the team or individuals. But if changing the immediate task compromises your long-term goal, then you may have to prioritise the task.

Each time you prioritise the task, you expend goodwill. So it is important to build up enough in credit to avoid going into debit. If the team trusts you, they will accept significant hardship and risk to follow you and achieve the mission. They will extend you plenty of goodwill credit. But as soon as the task is complete, you should work to rebalance things by investing in the team and individuals.

Below are some questions to ask yourself as you consider whether you are maintaining a balanced approach to the needs of all three elements:

Task:

- Have I clearly defined the task?
- Have I identified what success looks like?
- Is the plan doable?
- Are the resources allocated sufficient for mission success?
- Is the pace of work right?
- Am I evaluating progress and modifying the plan as necessary?

Team:

- Am I satisfied that the team understands the task and their role?
- Am I setting the standard through my own behaviour?
- Is my communication open and regular enough to keep the team informed?
- Am I listening?
- Am I recognising the team's progress?
- Am I supporting and encouraging?
- Am I righting wrongs and dealing with conflict?

Individual:

- Am I providing a sense of purpose?
- Am I treating each person as an individual?
- Have I sought out and used individuals' abilities?
- Am I bringing in the quieter members?
- Have I ensured each individual is trained in appropriate skills?

Summary

There is no single style of leadership that works in every situation. Your leadership skills need to be applied in a manner that accounts for the circumstances and the team involved. Be ever alert to context and to the possibility that it can quickly change. Success or failure can depend on your ability to adjust your approach.

Never forget the culture of your team will be seen as a reflection of your values. It is your responsibility to instil a values-driven culture wherever you serve in the Australian Defence Force.

The title of this chapter is 'How do you use your leadership skills with a team?' This is how Corporal Dan Keighran used his in August 2010 in Afghanistan.

Corporal Keighran was part of a joint Australian Afghan team on patrol in the province of Uruzgan. As they approached the village of Derapet they were attacked by a numerically superior enemy firing from three separate locations. The patrol was pinned down by the high volume of enemy machine-gun and small-arms fire and they lost momentum.

Corporal Keighran realised that, to get his patrol moving and gain some momentum, the forward elements of his team needed effective fire support. So he moved, whilst under fire, to a ridgeline in order to better locate the enemy positions.

On reaching the ridgeline he left the limited cover he had and put himself into the open. He did this to draw enemy fire towards him so that he could pinpoint their positions and direct the return fire of the Australian Light Armoured vehicles and his team's machine guns. He was successful.

His actions resulted in the effective suppression of enemy firing points and the battle started to turn in favour of his patrol.

Corporal Keighran then moved to a new position to continue with target identification and the marking of the forward line of troops for fire support elements whilst simultaneously engaging the enemy.

Recognising the new position was a better location for the patrol's joint fire controller, he dashed over 100 metres across exposed parts of the ridgeline, again attracting enemy fire, to locate and lead the fire controller to the new position.

Then his 2IC, Lance Corporal Jared MacKinney, was badly wounded. Lying beside Lance Corporal MacKinney were two of his mates desperately trying to keep him alive whilst under fire from the enemy. Once more Corporal Keighran left his position of cover. Now in the open he attracted the enemy's attention and drew their fire away from the team treating the casualty.

He then realised that enemy fire was preventing the medical evacuation helicopter from getting close enough to land and evacuate his 2IC. For a fourth time he left his cover. He remained exposed and under fire as he criss-crossed the ridgeline to distract the enemy. He succeeded; Lance Corporal MacKinney was evacuated.

Corporal Keighran survived the battle, unfortunately Lance Corporal MacKinney did not. On display that day was Corporal Keighran's courage, his self-sacrifice, his professional competence and leadership in battle. Corporal Keighran, VC.



Figure 7: Corporal Dan Keighran VC

So far, we have primarily focused on the skills you need to positively influence your team—the first half of our definition of leadership. In the next chapter we are going to concentrate more on the second half of the definition—getting the job done.

Chapter 5 - Getting the job done with mission command

Introduction

To help you get the best out of your team and improve your chance of mission success the Australian Defence Force uses a concept of direction called mission command.⁷ We call it mission command but it is not only for those in command appointments. It should be used by all leaders—and all members of the team.

At its foundation, the idea of mission command recognises that once we move from planning to execution things can change.

It recognises that decision-making will be slower if we require our subordinates to keep coming back to us each time the situation changes.

It recognises that speed of decision-making and agility can be the difference between mission success and mission failure.

It acknowledges that, usually, the person best placed to make a timely decision is the one doing the job. Leaders at different levels, by virtue of their context, perspective and knowledge, will see opportunity that others at other levels may not. Mission command enables leaders at every level to see and exploit these often-fleeting opportunities as they arise.

It asks us as leaders to focus on, and explain with clarity, **what** is to be achieved. It asks us to give room to our subordinates to work out **how** best to achieve it.

It asks us to empower our people so that they can identify and seize opportunities, to turn the situation in our favour. When you empower people you create a direct connection to initiative, innovation and creativity.

7 This chapter on mission command complements and should be read in conjunction with Australian Defence Force – Philosophical – 0 *Command and Control*.

It is not a blank cheque but rather empowerment in accordance with intent, direction and the mission assigned. As subordinate leaders it requires us to align the freedom of action we are given with an unwavering focus on our commander's intent. We call this disciplined initiative.

A primary responsibility of leaders is to communicate and inform subordinates continuously. There is a need to engage, talk and listen to build a common understanding of the context, the mission and the many variables inevitably involved. Regularly keeping subordinates informed is essential to the successful application of mission command in action.

As a subordinate leader, it requires us to back brief our commander with clarity and regularity. If you fail to satisfy your back brief responsibilities a disconnect between what your boss thinks is going on and your experience on the ground can arise. And then two battles will be fought: the mythical one your boss thinks you are fighting and the real one you are confronting. In which case, you may come to see the boss as a hindrance, and you will have contributed to that circumstance.

For mission command to work there are seven interdependent conditions that you need to set:

- Build a cohesive team through **mutual trust**.
- Create **shared understanding**.
- Provide a clear **commander's intent**.
- Use **mission-style orders**.
- Expect and exercise **disciplined initiative**.
- Analyse **risk**.
- **Check and verify**.

Mutual trust

Mutual trust is the result of shared confidence across your team. It is based on the confidence that the team has in each member's reliability and their competence to perform assigned tasks. Including yours. It underpins the other six pillars of mission command.

Your subordinates will only exercise the initiative you want them to when they believe you will accept and support the consequences of their actions. They need to know that you view an erroneous decision, made in good faith, as a learning opportunity—not a cause for castigation.

When you are building a new team, where trust is not yet firmly established, it is usually better to extend rather than withhold it. If you want mutual trust, you need to start by giving some. It is the leader's job to go first. Extending trust, though never blindly, is a skill that is a critical part of leading. It means understanding and accepting personal risk and embracing the responsibility for the actions and decisions of subordinates.

But extending trust does not abrogate your responsibility to oversee the execution of your subordinate's mission. You are expected to check on the progress of subordinate missions. And you will be accountable for both the outcomes and the way they are achieved.

Inexperienced teams and complex missions will likely require greater supervision than experienced teams and straightforward missions. Trust but verify, and expect your leaders and team to do the same.

As a subordinate leader, you will earn trust by keeping your commander informed and aligning your initiative with their intent. You are obliged to think through your place in the mission and actively seek clarity around the parameters under which you and your team will operate.

There are no shortcuts to gaining people's trust. Over time—hours, days, weeks, months and years—trust is built, by all of us.

Shared understanding

You need to ensure everyone on your team has a shared understanding of the problem, of the operating environment, of the purpose and the risks of the task. When you do that you enable your subordinates to exercise their initiative in pursuit of your intent.

To reach shared understanding requires deliberate effort on your behalf. You need to create an environment where people can speak up if they have doubts or concerns. This enables a frank two-way dialogue to ensure a plan is understood and potential roadblocks addressed.

After you have given your direction, ask questions of your team to confirm they have the same understanding as you. And after they have had an opportunity to develop their approach to implementing your direction, have them back brief you.

Commander's intent

The commander's intent is a clear and concise expression of the operation's task, purpose and end state. It will also, when necessary, identify resources available and relevant constraints. You, as the leader, should personally prepare and deliver it. You own it.

Commander's intent enables your team to achieve your desired results without further orders, even when the operation does not unfold as planned. It provides them with the confidence to apply their judgement in ambiguous situations because they know the mission's purpose and desired end state. It becomes the guiding light through the chaos of operations.

It is not easy to achieve a concise and compelling statement of intent. It takes time, thought and energy. It is easier the more you practise it.

Mission-style orders

There are a variety of formats for orders in the Australian Defence Force. Most of them provide guidance, assign tasks, allocate resources and delegate authority.

Orders that support the mission command approach emphasise achievable results, not how results are achieved. Orders should be neither so detailed that they stifle initiative nor so general that they provide insufficient direction. They should not trespass on the province of your people. They should contain everything your team must know to carry out their mission, but nothing more.

Central to mission command is an understanding that the mission has primacy over all other direction and tasks. The core component of any mission is the **purpose**—which lays out what is to be achieved and why. Clear articulation of the purpose and the mission enables subordinates to adapt and respond to changing circumstances and uncertain environments.

While applying the principle of ‘what not how’, you will need to adjust the level of detail in your orders for different teams and circumstances. A less experienced team will need more detail than an experienced one. And a team low on trust will need tighter control than one with high trust.

When determining the amount of detail to include, and the level of control you direct, in your orders you will also need to consider: the nature of the mission, the complexity of execution, the freedom of action you want to offer, and the risk you are prepared to accept.

Disciplined initiative

Disciplined initiative requires your people to follow their orders and adhere to the plan until they realise their orders and the plan are no longer suitable for the situation in which they find themselves. And then they should exercise their initiative in accordance with the mission’s purpose. The situation may change through factors beyond your control such as decisions by others, environmental conditions, logistics challenges or the actions of your adversary. Alternatively, an opportunity may arise to gain an operational advantage.

When the situation changes, your people can, and are expected to, take action to adjust to the new reality and achieve your intent by exercising their initiative.

A key element of disciplined initiative is the need for back briefing by subordinates about the new situation. And at the first opportunity. This element is often overlooked. You will need to train and discipline both yourself and your people in the art of back briefing.

Enabling disciplined initiative requires mutual trust, shared understanding and a clear commander's intent.

Missions and tasks are assigned with a set of parameters that shape, guide, constrain and restrict action. One enduring example is the requirement to operate within the laws of armed conflict. A wide range of other requirements, priorities, restrictions and constraints may be applied that must be factored into **how** you might proceed. Careful consideration of the mission parameters is the responsibility of leaders at every level and should be the subject of frank, open and ongoing dialogue as a mission unfolds and develops.

Risk

Risk is part of every military operation; it cannot be avoided. It is the exposure of someone or something valued to danger, harm or loss. Analyse risk in collaboration with your team to determine what level of risk is acceptable and whether to tolerate, treat or transfer risk, or terminate the mission.

In developing your courses of action, consider the risk to both your team and the mission against the perceived benefits. Then apply your judgement regarding the importance of an objective, the time available, and any anticipated costs.

In applying judgement, ask yourself who holds, or owns, the risk? If it is not yours, then do not take the decision to accept or reject it. Pass it down, or up, to the person who should own it.

If it should be owned at lower levels and you do not pass it down, then the message you are sending is that you do not trust them. They will, as a consequence, be unsure about what risk they should accept and may become risk averse. This will limit the potential of your team.

And if it should be owned further up the chain and you do not pass it up, then you may create unexpected problems for your boss. This, in time, might limit your potential.

Mission command requires commanders, people and teams to manage accepted risk, exercise initiative and act decisively. For it to be successful you need to be comfortable letting go. Things will always go wrong. You will need to fight the urge to over control in a well-meaning attempt to minimise failure.

In training, at home and at sea, take every opportunity to practise, encourage and stretch mission command. Give your subordinates the room to fail. They, like you, will learn more from failure than success. It will build their resilience. And set the conditions for the successful use of mission command on operations.

Of course, doing the right thing remains paramount. Failure due to negligence should neither be accepted nor overlooked.

Check and verify

Responsibility for the outcome of a mission rests with the leader who issues it. This means you need to check and verify your subordinates' execution of the mission. You as the leader must know, track and understand the situation and context in which your subordinates are operating.

Done with forethought and care, this can reinforce trust and avoid 'micro-management'. The art of mission command requires you to focus your checks at the **right** time, place, organisation and issue. It is a fundamental error to think of mission command as 'set and forget'; rather it is 'set, follow, check, support and adapt'.

Summary

Mission command is easier to explain than to apply. It is not easy to master. Many leaders and their subordinates struggle. Two areas that provide the greatest challenge are the ability to clearly and concisely articulate intent and the art of balancing freedom and oversight. Both can be developed with practice.

Those leaders who do become skilled at mission command acquire an advantage for themselves and their team. When applied correctly it accelerates decision-making, it promotes agility and gives your people freedom to exercise initiative.

Mission command cannot be achieved in the absence of trust. Work on building trust at the earliest and every opportunity.

Like all leadership skills it cannot be learnt just as you head off for your first operation. Nor should it be reserved just for operations. To master it you need to start now. Use it even for mundane tasks. Use it whenever you can in training, on base, in barracks, at sea.

We have covered a lot of ideas on our journey to understanding leadership. To help bring things together, our next chapter offers a set of guiding principles for leadership.

Chapter 6 - Australian Defence Force leadership principles

Introduction

This chapter pulls together the ideas from all of the preceding chapters and distils them into 10 principles for leadership. They can be a useful guide as you develop your leadership skills.

And if you are an experienced leader, and you think all is well with how you are leading, or if you think there might be a problem, these principles can be a helpful guide for self-assessment. The principles are:

- 1. Know yourself and seek self-improvement.**
- 2. Be proficient.**
- 3. Seek and accept responsibility.**
- 4. Lead by example.**
- 5. Provide direction and keep your team informed.**
- 6. Know and care for your subordinates.**
- 7. Develop the potential of your subordinates.**
- 8. Make sound and timely decisions.**
- 9. Build the team and challenge its abilities.**
- 10. Communicate effectively.**

Principle 1 – Know yourself and seek self-improvement

Self-awareness does not just happen; it requires a deliberate effort. It requires you to set aside time for personal reflection. The purpose of that reflection is to get to know your values, strengths and weaknesses.

Some of us make the mistake of comparing ourselves in a negative, or positive, light against others. Neither habit is helpful. If it is negative you can lose confidence; if it is positive you may become overconfident. Obtaining an insight into yourself requires you to look inside yourself, not outside for comparisons. But you can look outside for feedback. Take any criticism well, use it to grow.

Knowing yourself is the first step. The next is to do something with that awareness. Take responsibility for using that knowledge to make the most of your strengths and to manage your weaknesses.

The more you understand your own values, the more you will consistently act in a manner that reflects them. This builds integrity and will contribute to your credibility as a leader.

Knowing yourself also helps you to understand how your behaviour affects others. It is an avenue for you to improve your ability to influence, to motivate, to inspire. You are the constant in every interaction you have with others. It is the one thing, perhaps the only thing, you control.

Principle 2 – Be proficient

You must know your business. Sailors, soldiers, aviators and civilians will trust you if you have confidence in your professional knowledge. Your confidence will develop with tactical and technical mastery. Proficiency can be attained through a combination of formal training, on-the-job experience and self-improvement.

Successful leaders recognise that building proficiency is a lifelong pursuit. They have the drive, the commitment and the discipline to continue to develop and improve their skills. Some suggestions to develop your proficiency include:

- Study the tactics and techniques of successful leaders and adopt the approaches that suit you.
- Seek balance in all that you do, and search out a wide field of knowledge.
- Broaden your professional expertise through association with members outside your own specialty and Service.
- Develop the habit of taking positive, goal-oriented action.

Principle 3 – Seek and accept responsibility

Being a leader will always involve responsibility. You must be prepared to accept the responsibility that is given to you from your boss. And to accept those demands placed on you by those whom you have the good fortune to lead, your subordinates.

Beyond your stated responsibilities, your seniors expect you to take the initiative in accordance with their intent and to train and encourage your subordinates to seek responsibility. When leaders see something that requires action, they do not wait to be told to act, they take responsibility themselves for getting the job done.

The example you set in assuming responsibility helps to shape your team. Do not blame the boss or higher headquarters for an unpopular decision. Challenge the decision if necessary, but do it in private. But once the decision is made, your task is to support, not undermine.

When you make a mistake, accept fair criticism and take corrective action. Do not blame others. When you accept responsibility for the actions of your team, you will keep their confidence. In turn, you will have set the condition for them to take responsibility for their own mistakes. This will create an opportunity for them to learn and improve.

Principle 4 – Lead by example

Those you lead want and need you to be a role model. Your personal example will affect your team more than any amount of instruction or discipline. No aspect of leadership is more powerful.

Subordinates will instinctively look for patterns in your behaviour which they may emulate or use as an excuse for their own shortcomings. You must become a model for others to trust and to choose to follow.

If you expect competence, candour, commitment and courage from your team, then you must personally demonstrate those qualities. Set high but attainable standards. Be willing to do what is required of the rest of the team. Be a 'come on' not a 'go on' leader.

If your team has to go further, you go further. If they have to work harder, you work harder. You share the same demands and dangers without hesitation. It will be on those occasions when there is immense pressure and your team is reaching breaking point that your personal example and encouragement will give them that extra reserve of strength and determination to get through.

Principle 5 – Provide direction and keep your team informed

Your people must understand their purpose. Without it they will lack focus. They need to know what is to be done, why it is necessary, the standard to be achieved, and the time frames within which it is to be achieved.

In the absence of orders, you and the team should have the skills, knowledge and initiative to act in accordance with your senior's intent.

And your people expect and need you to keep them informed. Keeping them informed helps them to make decisions and execute plans within your intent. It also encourages initiative and improves teamwork.

People who are well informed are less likely to be influenced by rumour. Moreover, morale and confidence will be higher if they know what is going on.

Remember that you are, usually, part of a larger team. Your boss and higher headquarters need you to keep them informed as well. Keeping them up to date helps them help you.

Some things to consider when you apply this principle:

- Determine whether a formal order or instruction is needed.
- Encourage the team to seek clarification of anything they do not understand.
- Use questions and answers and scenario-based quick decision exercises to confirm the team's understanding of orders, the context of the situation and your intent.
- Supervise the execution of orders to ensure the intent is being achieved, but do not stifle initiative by micro-managing.

Principle 6 – Know and care for your subordinates

You must commit time and effort to listen to and learn about your subordinates. Strive to understand what drives them and what is important to them.

If you show genuine concern for your people, you will find that, in turn, they will trust and respect you. This is important in training as much as in war. Care sends the message people are valued, it makes individuals stronger and it makes your team stronger.

It is not sufficient to just tell people you care for their well-being. You need to demonstrate it by your actions. You can do this by regularly observing them in action and being seen. One area where leaders can struggle is the fair administration of rewards or discipline. By building your reputation for seeing what is happening in your organisation, your subordinates will have greater trust in your decisions. Be fair and approachable. Support the team with loyalty and respect.

Gain as much knowledge as possible from personal records and contact with individuals. Then use this information to build connection and understanding. Being concerned for subordinates' domestic circumstances, living conditions and work environment shows that you care about them as people. Discussing personal ambitions and providing opportunities for personal development shows you care about them as professionals.

Principle 7 – Develop the potential of your subordinates

Delegating authority will enable subordinates to develop their potential as leaders. When you are willing to delegate authority, you are extending trust to them. This will foster an environment in which they will seek more responsibility, are encouraged to use their initiative, and can learn. It is your responsibility to create the conditions in which your subordinates' potential can flourish. As a matter of principle:

- Tell subordinates what to do, not how to do it.
- Supervise from a distance, intervening only when necessary.
- Measure individual achievement against the individual's potential, not against that of someone else on the team or elsewhere. Make it your job to do everything you can to help them achieve their potential.
- Provide opportunities for team members to take on additional responsibilities.
- Be quick to recognise the accomplishments of subordinates, be open with praise and correct errors constructively.
- Back your subordinates. Have faith in their ability and performance until convinced otherwise.

Principle 8 – Make sound and timely decisions

You need to develop an ability to promptly assess a situation and make sound decisions. Delaying or avoiding making a decision can lead to a loss of confidence and confusion in your team. Making the best decision you can at the right time is better than making the perfect decision too late.

Successful leaders do not have all the answers all the time. They do, however, have to be prepared to endorse a decision to act when necessary. In order to develop the ability to make sound and timely decisions:

- Plan ahead, anticipate problems, and understand and manage risk.
- Spend time understanding the problem. A common error in decision-making is a failure to properly analyse and understand the problem at hand. If you get the problem wrong, then you may arrive at a great solution for a problem that does not exist.
- Clarify your understanding with your boss.
- Consider the short and long-term effects of decisions and avoid making a decision before the important facts are known.
- While there is always a trade-off between gathering information and time, as a general rule when making decisions about people, give yourself more time; when making operational decisions, make time the priority.
- Listen to your team and value their knowledge. Seek their opinion and consider their ideas in your decision-making. This will save time, address errors early and lead to better decisions.
- Check that your information is helpful and accurate. You need to be skilled at asking critical questions and testing what you are being told against what you already know. Is it logical? Do you trust the source? Is there an agenda driving the information? Before coming to a decision, bring biases into the open, including your own.

Principle 9 – Build the team and challenge its abilities

Your team accrues an advantage when every member can bring their best game. Regardless of their individual differences people only feel they belong in a team, and do their best, when they are accepted. Your job as the leader is to develop a respectful culture so every member feels they belong.

Move quickly to stop bullying, rumouring and undermining. This behaviour breaks down relationships within a team and must not be tolerated. Being forthright on this issue will build confidence in your leadership.

Teams need confidence in their own ability to perform as a team. Educate subordinates in the duties of other team members and in the duties of adjacent teams. Design innovative training to challenge the skills and abilities of the entire team. Goals need to be demanding but attainable. Reinforce the importance of every individual performing their role to the best of their ability for the success of the team.

Utilise the best training facilities and resources available but be prepared to use what you have, where you are, today. Use the full capabilities of the group before requesting assistance. You want the team to stretch themselves as much as possible.

At the end of an activity always provide feedback on your team's efforts as a team. Emphasise where they worked well and point out where teamwork failed. You will always have individuals who are stronger than some of the others in the team. Get them to mentor those who need development. And reward them for the improvement you see in the personnel they mentor.

Principle 10 – Communicate effectively

Effective communication is the key to effective leadership. Regardless of how impressive you may be in other ways, if your communication is not clear and timely you will not succeed as a leader.

Some people are naturally good communicators but most of us are not. It takes practice to develop effective oral and written communication skills. Some things to consider as you develop these skills:

- There is a time for the written word and a time for the spoken word. The art of leadership includes the use of each in its correct setting.
- The foundation of good communication is clear thinking. It is difficult to be clear with others if you are not clear in your own mind.
- Communication is a two-way process. Listen as much as you speak. Improving your listening skills is as important as improving your speaking skills. Start by listening to understand rather than to respond.
- Good communicators are good simplifiers. They can cut through doubt and debate to provide guidance that is simple and compelling. But do not confuse simple with simplistic. Simple comes after consideration and understanding; simplistic comes before them.
- Be thoughtful when you commit to writing. Understand that you are building a structure which will house your reputation. Make sure you are not working on a tomb.
- Always align what you communicate with what you do.

Summary

The principles of leadership discussed in this chapter can be used as a tool to assess the current climate in your team and as an action plan for your own individual improvement. They provide a guide to building a confident, cohesive team that will achieve the goals you set for them. And provide a reminder of your responsibilities to your boss.

While there are times when it may be necessary to intervene in what a team is doing, the good leader does not interfere unnecessarily, allowing others to find their own success.

Leaders do not win; it is the team you lead that wins. Make the team the star of the team. The most successful leaders know that the reward and satisfaction from doing a job well arises naturally from the task itself.

Chapter 7 - Last Post

We achieve our results through the professional and dedicated Australians you have the good fortune to lead. But we do not do it at their expense. As a leader you must seek to successfully achieve your mission. If you care for and empower your people, you are more likely to achieve success.

Leading our people requires you to accept responsibility for them. Develop them through training, encouragement and support. Create the right team culture. Always strive to model our values by your personal example.

Invest in the growth of the leaders who will succeed you. The Australian Defence Force will offer the education and training that will provide the basics for leadership. But it will be your interest, your investment, that will be the greatest influence on their development.

It is not the words in this publication that will resonate through a lifetime in uniform for the people you lead, but rather the human example that you set, the actions that you take, the words you speak.

Never be satisfied that what you know now is all that you need to know. How we fight and what is expected of us will, as it always has, continue to change. So, it will be the leaders who are learners who will inherit the future. Those who believe they know all they need to will find themselves equipped to lead in a world that no longer exists.

There is no greater privilege in a working life than to be invited to lead your fellow citizens. In the Australian Defence Force, where you will be responsible for their lives, the privilege is unparalleled. It comes with significant responsibility.



Figure 8: ADF mates, respecting the past, ready for today, preparing for the future

This publication has been written by us, the many thousands of men and women who have gone before you, to help you with that responsibility.

We were Australians no different from you.

We wore our uniform. We tried our best as leaders.

We made mistakes, and at times we failed. We took time to reassess and strived to learn from the experience.

We suffered frustrations and changes of direction, but kept our sense of humour. We were required to make quick decisions without guidance or supervision, and we made them.

We experienced shortages of people, equipment and resources, but got on with the task.

We headed off to defend our country and our people. We had fears and doubts, but we overcame them.

We were exposed to the fear and confusion of war, but went forward into harm's way, together.

We are, however, not writing about the past. We write for you and the future.

We have consolidated our collective experience. We hope that it will help light the path ahead for you. But remember, modern leader, no two circumstances are ever the same. Apply our experience and your learning in harmony with the circumstance of your time.

Now it is your turn. Go forward with confidence. Accept the challenges and be prepared to lead. Understand that as a leader you are a vital link within a disciplined and proud military family. Let there be no doubt, success or failure will be influenced largely by the character, standards and conduct of leaders. You are now one of us.

Annex - Summary of key points

Subject	page
1. You have inherited the traditions displayed in every battle in which Australians have proved themselves, the qualities of self-sacrifice, courage and a fair go for others. Their example offers inspiration. But from here on it is what you do that counts.	4
2. Leadership is the art of positively influencing others to get the job done.	6
3. Do not confuse leadership with the authority that comes with rank or position.	8
4. Ensure the pursuit of your goals is ethical and lawful. Ethical leadership is the single most important factor in ensuring the legitimacy of our operations and the support of the Australian people.	7
5. Success on operations depends on people to a greater degree than platforms, equipment or tactics.	7
6. Encourage mateship.	3
7. Always be true to Defence values.	25
8. Develop your character. A leader of character will make the right decision on a difficult day. Upon that decision may rest the lives of others and the reputation of our nation.	12
9. Pursue professional competency. The cornerstone of confidence in war is your subordinates' faith that you have mastered the technical and tactical aspects of your job.	15
10. Know what inspires, motivates and influences others to action. Understand the drivers of human behaviour.	16

11. A single leadership approach only works for some teams, for some individuals, some of the time. Different situations require different leadership.	26
12. The culture of your team is a reflection of your leadership. Instilling a values-driven culture is your responsibility.	31
13. Develop an appreciation of the capabilities and practices of the other Services. The purpose is to have sufficient understanding so you can successfully lead in war. We fight together.	28
14. Balance the needs of the task, team and individual.	28
15. Use mission command to accelerate decision-making, promote agility and give people freedom to exercise initiative.	41
16. The 10 principles for leadership are a guide that you can use for your development as a leader and as a tool for self-assessment:	42
• Know yourself and seek self-improvement.	43
• Be proficient.	44
• Seek and accept responsibility.	45
• Lead by example.	46
• Provide direction and keep your team informed.	47
• Know and care for your subordinates.	48
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• Build the team and challenge its abilities.	51
• Be an effective communicator.	52
17. There is no greater privilege in a working life than to be invited to lead your fellow citizens. In the Australian Defence Force, where you will be responsible for their lives, the privilege is unparalleled. It comes with significant responsibility.	54

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For Francis and James – brothers, AIF, Western Front, KIA 1917.



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