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Maximilian Hansen

## U.S. Military Leadership

Is Civilianization of the U.S. Military the Future?

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<p>The U.S. Military is a large, living organization. It is constantly changing externally, but does it have enough internal change? The U.S. Military has reduced recruitment standards for 17 years in a row. What does this mean? Strict discipline and early mornings have not gone away. How do these new recruits fare, when 20-30 years ago they would have not gotten in, with similar leadership and discipline of the past?</p> <p>This thesis is a literature review and analysis of the U.S. Military's own publishings, and publishings of related topics, or of topics directly correlating to factors that may influence the direction U.S. Military leadership will take in the future. The thesis examines various management and leadership theories, comparing the two fields. Following this the thesis analyses various literature regarding the new incentive to recruit a new demographic of video game players. Gamers have a large use for not only the U.S. Military, but for militaries around the world; this use only grows as technology becomes more and more ingrained into the lives of people. The study also looks over literature of a new career field developed in the U.S. military: Cyber. It analyses various sources demonstrating the ever-growing importance for a strong cyber security team for not only the military but also the country.</p> <p>The study also includes answers to interview questions asked to senior leaders in the U.S. Military.</p> <p>The research project concludes itself with a prediction of the direction U.S. Military leadership will take in the future.</p>	
Keywords	Management, Leadership, Military, Military Gaming League, Recruitment, Cyber

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## Glossary

DCCC	Democratic Congressional Campaign Committee
DDoS	Distributed Denial of Service attack
DLM	Deep Leadership Model
DLQ	Deep Leadership Questionnaire
DOD	The United States Department of Defense
ESTF	East Stratcom Task Force
FDF	Finnish Defence Forces
MGL	Military Gaming League
RAF VGEA	Royal Air Force Video Gaming & eSports Association
RAF	Royal Air Force
USCYBERCOM	United States Cyber Command

## 1 Introduction

The U.S. Military is one of the largest organizations in the world, and as such, is a large influencer in the way other militaries and corporations work. For example, the Danish, Dutch, German, and British armed forces have begun to follow the U.S. model of recruiting in targeting an entirely new demographic: gamers (Jevsejevas, 2020). Gamers are the future of the military.

To a lay person, a stereotypical gamer does not immediately evoke the stoic and heroic persona many people may attribute to military personnel. However, the world within the military is changing with the introduction of new technologies and methods of operation. The military is set to become more suitable for the gamer as less physically intense jobs are becoming more common.

Cyber as a whole career field has seen growth in the military within the last 10 years as all branches of the U.S. Military have introduced or recreated old units dedicated to cyber. The U.S. Department of Defense (DOD) has even founded a new command for themselves in 2009, called the United States Cyber Command (USCYBERCOM), to unify the direction and strengthening cyberspace operations for the DOD.

In 2019, 34% of the new recruits for the U.S. Army were headed for combat roles, meaning roughly 44 880 of the new recruits (of 68 000) will go to non-combat focused careers (Rempfer, 2019). This shows that not all the military is about going into active combat.

With all of this considered, it made me wonder: what direction will the U.S. Military go in terms of leadership; will they civilianize or remain militant?

This topic holds importance as for the past 17 years, the U.S. Military have been actively changing their recruitment standards. This is, of course, to aid in achieving recruitment goals. However, one could argue that with more relaxed recruitment standards, the overall quality of the military will be diminished. This may not necessarily be the case, but it also made me wonder how certain people may adjust to a military lifestyle. This is where the importance comes for the question.

## 1.1 Research Method

For purposes in answering the research question, the thesis begins with an analysis of various management and leadership theories. All the leadership theories listed have been used or are currently in use by the U.S. military.

The rest of the research will be based on recent changes to the U.S. Military as well as the introduction of new elements to the military. This will be a literature/theoretical approach towards developing an answer to the question. There will be analysis of various military journals, published articles, and academic books.

I have not found literature pertaining towards the *need* for a change in the leadership or literature suggesting a change will occur in the U.S. Military. There is, however, a lot of literature based on the other changes occurring within the U.S. Military which may call for the change in leadership eventually, hence the research question.

## 1.2 Limitations

While finding information about recruitment was easy enough, finding legitimate sources about retention has been difficult. Sure, personal experiences from acquaintances may be used, but their points have been countered by senior leadership. Many social media sites have posts and comments from U.S. servicemen regarding retention issues as well, however, there has been no success in finding sources to back up their claims.

Overall, there has been an abundance of literature in related fields for the research question being answered.

## 2 Management and Leadership Theories

In order to have a better understanding about management and leadership, it is important to observe the various theories from both fields. Seven management theories



and five leadership theories will be covered. This will allow for an analysis on how certain civilian managerial aspects might be appropriate in the future of military leadership.

## 2.1 Management Theories

The seven management theories to be covered are as follows: scientific management, administrative management, bureaucratic management, human relations management, systems theory, and theories X and Y, and theory Z. All of these theories have important traits that may be useful should the U.S. military decide to change their leadership style to become more accommodating towards new recruits with the more relaxed entry standards and new targets for recruitment demographics.

### 2.1.1 Scientific Management

The founding father of the scientific management theory is Frederick Taylor (1856-1915), an American mechanical engineer, who stated in his book *Principles of Scientific Management*, “The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee. The words ‘maximum prosperity’ are used, in their broad sense, to mean not only large dividends for the company or owner, but the development of every branch of the business to its highest state of excellence, so that the prosperity may be permanent.” The scientific management theory is the first management theory to try to implement a scientific method to increase efficiency. As stated, this theory makes for more efficient workers, and like any large organization, the U.S. Military aspires to be as efficient as possible. However, the scientific management theory does have its flaws. Many of the subtasks prescribed to lower level workers are menial and redundant, causing workers to not feel truly useful and simply just as another part of the assembly line. They are not allowed to creatively flourish (Caramela, 2018). Despite this, the theory does valuably add productivity and could greatly benefit the U.S. Military. There are plenty of careers in the U.S. Military, or any military for that matter, that have very menial jobs and the scientific theory could benefit the efficiency of these processes.

### 2.1.2 Administrative Management

Henri Fayol (1841-1925), a French engineer, is credited with the creation of the administrative management theory. He believed that organizational management and the human and behavioural factors in management should be given more emphasis. This is different from the scientific management theory in that it is primarily focused on how the management of an organization is structured and how well the individuals are organized regarding the specific tasks given to them. The administrative management theory also focuses on the improvement of efficiency in that the processes can be standardized so the individual workers can learn these changes from management and implement them into their job routines. This theory therefore follows a top-down approach, where management efficiency influences worker efficiency (Briscoe, n.d.). This top-down approach is already prevalent in the U.S. Military and as such, would require a smaller shift from the current structure of leadership. Henri Fayol created 14 principles of management to coincide with his theory, these are as follows: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual to general interest, remuneration of personnel, centralization, scalar chain (e.g. a proper hierarchical organization), order, equity, stability of tenure, initiative, and “esprit de corps” (unity is strength) (Administrative Management Theories | Human Resources Management, n.d.). These are valuable principles that the U.S. Military can greatly benefit from should it decide to implement this theory on a course towards a more civilian leadership approach.

### 2.1.3 Bureaucratic Management

The bureaucratic management theory was developed by German sociologist, Max Weber (1864-1920). This theory tries to apply the most effective method of operation within an organization. Bureaucratic management emphasizes a rational way of thinking instead of following irrational emotions or intentions of managers. Max Weber described six different characteristics in bureaucracies that would produce effective decision-making for resource control, the protection of workers, and the accomplishment of organizational goals. These six principles are the proper division of labour, a chain of command, the separation of personal and official property, the application of consistent and complete rules, impersonality, and career orientation

(Schiller, 2007). The U.S. military is already a bureaucratic organization so therefore this management theory is automatically a good choice, should the U.S. Military take a civilian approach. The military has a very clear chain of command as each rank is clearly visible on every uniform. The military also has consistent rules for all ranks, and impersonality is very important as nepotism or favouritism can and should be severely frowned upon in such an organization.

#### 2.1.4 Human Relations Management

The human relations management theory is the work of Australian psychologist Elton Mayo (1880-1949). This management theory first saw development in the 1920's to prove the importance of people for productivity, not machines. This theory states that people desire to be part of a supportive team that facilitates development and growth. This is already a good choice for the U.S. Military because of the hierarchical structure within the military which is based on "teams" (squadrons, platoons, etc.). Therefore, if employees perceive their work as having significance, this will boost motivation for productivity which in turn results in higher quality work. The U.S. Military can already show, from a certain point of view, that the work they offer has significance (being in a state of war for the past 15 years). Elton Mayo's studies proved that the factor most influencing to productivity are relationships. It was realized that productivity increased due to relationships and being part of a supportive group where everyone's work had a significant effect on the team output (business.com, n.d.). Yet again, this is a valuable quality for the U.S. Military to benefit from as both combat and non-combat operations heavily rely on successful teamwork.

#### 2.1.5 Systems Management

The systems theory of management considers the organization as a dynamic and interrelated set of parts. Each part represents a department or sub-system (e.g. infantry regiments, artillery regiments, engineer regiments, supply trains, etc.). Continuous and effective interaction between sub-systems (e.g. companies, battalions, and regiments) help to attain goals of the larger systems (e.g. divisions or corps). Every sub-system is a system with its own sub-systems that make an organization whole (squadrons ->

platoons -> companies -> battalions -> brigades -> divisions)

(businessmanagementideas.com, n.d.). Immediately with this brief description of applying systems theory to management we can see that the U.S. military already follows a specific system, which based off the definition so far, would make for a good civilian path. The systems theory of management has six main components: sub-systems, synergy, open and close systems, system boundaries, flow, and feedback. As previously stated, sub-systems are smaller pieces or parts of an entire system where a sub-system can be its own system with sub-systems of its own. Synergy is an important component because if every system or sub-system worked independently, the total output or overall goal would be less than if every sub-system worked together. Therefore, all sub-systems need to have a defined relationship, or synergy, with each other. Open and closed systems refer to how actively a system interacts with the environment. An open system actively interacts with the environment and receives inputs as raw material, labor, capital, and managerial and technical expertise. The U.S. Military should be viewed as an open system using this theory. System boundaries are what separate systems from the environment. The more flexible a boundary is the more open the system is. With the effects of globalization many boundaries are becoming more and more flexible. The flow represents the movement of inputs (men, gear, machines, munitions, etc.) into the system from the environment, and their transformation into outputs (services). The feedback component helps in knowing whether the output is accepted by the environment. This provides a means to assess the organization so operations may be corrected if needed (businessmanagementideas.com, n.d.).

#### 2.1.6 Theories X and Y

Theories X and Y were first described in the 1960's by American social psychologist Douglas McGregor (1906-1964). Theory X tends to lean on a negative view in that the managers are pessimistic of their workers and as such automatically assume that they are naturally unmotivated and dislike work. Due to this, they think team members need to be prompted or punished constantly to make sure they complete their tasks (see military basic training). Work in organizations that utilize Theory X can be repetitive and mundane, where people are rewarded with performance appraisals or remuneration based off tangible results. This can also lead to micromanagement as management

assumes subordinates are disinclined to work. Authority is rarely delegated, and control is centralized (basic training). Managers that follow Theory Y take on a more optimistic approach towards their subordinates. They form more positive opinions of people and use a more participative management style. This can help form trust-based relationships (more evident after the training process is done in the military). Managers see their subordinates as more involved in decision making, more self-motivated to complete tasks, enjoy responsibility, and view work as fulfilling and challenging. Theory Y has become more popular within recent times (mindtools.com, n.d.).

#### 2.1.7 Theory Z

Theory Z was also developed by Douglas McGregor and was introduced as a management theory after the examination of Japanese management practices. Theory Z is a hybrid approach which combines Japanese management philosophies with U.S. culture (Barnett, n.d.). Theory Z is focused on production as well as the welfare of the organization's workers. This management theory also focuses on providing long-term employment (non-commissioned officers in the U.S. Military do not have to worry about being laid off; commissioned officers have less job security). This extra satisfaction knowing that a job is secure can provide more motivation for employees to perform well within an organization. Theory Z also encourages moderate specialization rendering employees' job descriptions as flexible enabling the employee to adapt to new roles. Organizations following Theory Z have a shared set of beliefs, values, and objectives to ensure greater commitment and help achieve goals both for the individual and organization. For Theory Z to work correctly, managers need to have a high level of confidence in their workers and workers need to be highly knowledgeable and competent in their departments (Communication Theory, n.d.). Some ideas presented in Theory Z are already present in the U.S. Military, such as job security and shared objectives. Implementing Theory Z could occur with relative ease; however, the current state of military leadership may need a slight shift involving more trust between subordinates and superiors and less micromanagement from superiors.

## 2.2 Leadership Theories

This section delves into several different leadership theories all that are or have been in use by the U.S. Military. These theories are as follows: Transactional leadership, transformational leadership, situational leadership, servant leadership, and trait leadership. These theories can give a broad insight into how the U.S. Military currently operates in terms of leadership.

### 2.2.1 Transactional Leadership

Transactional leadership is heavily focused on results and conforms to an existing structure of organization that measures success in accordance to the organization's system of rewarding and penalties. Transactional leaders have formal authority and positions of responsibility. They are responsible for maintaining routine by managing individual performance and facilitating group performance. Transactional leaders typically lead organizations that require rules and regulations to complete objectives on time or move people and supplies in an organized manner. These leaders rely on self-motivated people who can work well in a structured environment. (St. Thomas University Online, 2014). This leadership theory was added to the US Army Field Manual (FM) 22100, *Army Leadership*, in 2002. The FM 22100 incorporates transactional leadership in a way that it focuses on rewards and punishments, much like Theory X. The leader is only to invoke short-term commitment from subordinates and discourages risk-taking or innovation. This method is typically used in short-term situations where there is no time to react to other than directive leadership (e.g. safety and under-fire issues) (Yeakey, 2002).

### 2.2.2 Transformational Leadership

The transformational leadership approach is a method intended to cause change in individuals and social systems. It is supposed to create value and positive change in the followers with an end goal of developing the followers into leaders.

Transformational leadership is used to enhance subordinate morale, motivation, and

performance, similar to Theory Y. Transformational leadership has four core elements: individualized consideration (the degree to which the leader attends to each follower's needs, acts as a mentor, and listens to the follower's concerns and needs), intellectual stimulation (how the leader challenges assumptions, takes risks, and solicits follower's ideas), inspirational motivation (how a leader articulates an idea that is both appealing and inspiring to followers), and idealized influence (the leader's role for an ethical influence, instilling pride, and gaining respect and trust) (Langston.edu, n.d.). As per the FM 22100, transformational leadership focuses on inspiration and change, allowing the leader to take advantage of the skills and knowledge of experienced subordinates. Transformational leadership is the long-term state of leadership in the U.S. Army (Yeakey, 2002).

### 2.2.3 Situational Leadership

The theory of situational leadership suggests that no single leadership style is the best. It all depends upon the situation that demands which type of leadership is best suited for the task at hand. According to this theory, the most effective leaders can change their style regarding the situation, as well as getting cues from their group, the type of job to be done, and other factors to help get the job done. This approach has been used by the U.S. Military for years and rests on two concepts: leader effectiveness results from using a behavioural style that is appropriate to the demands of the environment, and that leader effectiveness depends on learning to diagnose the environment. This approach allows for the leader to help followers grow in readiness by adjusting their readiness. The growth is accomplished by the leader reinforcing successive approximations of the desired behaviour. The situational approach is only appropriate if the followers are productive themselves (Yeakey, 2002).

### 2.2.4 Servant Leadership

The Servant Leadership theory was first defined by Robert K. Greenleaf (1904-1990) in 1970 in his essay *The Servant as Leader*. Greenleaf states in his essay that, "the servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. The conscious choice brings one to aspire to lead." A servant-

leader primarily focuses on the growth and well-being of the people and the communities in which they belong (Greenleaf Center for Servant Leadership, n.d.). The military has unique aspects that align with that of a servant mentality: “military leadership is based on a concept of duty, service, and self-sacrifice: we take an oath to that effect” (Kolditz, 2009).

### 2.2.5 Trait Leadership

The trait leadership theory is based on the characteristics of many leaders and is used to predict leadership effectiveness. When this trait theory is applied, certain criteria is looked for such as physiology (appearance, height, weight), demographic (age, education, socioeconomic background), personality, self-confidence, intellect, and social characteristics with leader emergence and leader effectiveness. Several core traits for successful leaders have been identified: achievement drive, leadership motivation, honesty and integrity, self-confidence, cognitive ability, knowledge of business, emotional maturity, and charisma and flexibility (Juneja, n.d.). These are all great qualities for a leader in the military, or any organization for that matter.

## 2.3 Leadership Theories in Practice

According to Lieutenant Colonel Robert Branham, Chief of Climate Services Integration, Air Force Directorate of Weather, the U.S. Air Force teaches trait theory and situational leadership theory in Squadron Officer School for Captains, Air Command and Staff College for Majors, as well as in Air War College for Lt. Colonels. From a personal perspective, Lt. Colonel Branham finds that using a blend of trait theory and situational leadership produces the best outcomes for him when he is leading airmen. The key for him is to be entirely transparent with himself on what his traits are in certain situations. This means he is more confident as a leader in a situation where he has all the available answers, or a subject matter is present where he is an expert. Lt. Colonel Branham states that it's impossible to apply situational leadership in a situation where you don't understand your own traits to be effective.



Retired Chief Master Sergeant Sean Hansen, former Superintendent for 355<sup>th</sup> Operations Group, asserts that the U.S. Military has always had a strong foundation of leadership training, starting in the beginning of a career with strong followership. CMSgt Hansen says that all levels of leadership training teach about Maslow's Hierarchy of Needs. This prevents leaders from losing sight of what is important to those they lead. CMSgt Hansen identified adaptive leadership as his most successful theory. Leaders need to adapt to the situation, and when you have subordinates from a wide variety of upbringings and personalities, the leader needs to adapt his approach. The leader needs to develop trust with the subordinates. This helps to find out the subordinates needs as well as getting them to understand why the current mission needs to be accomplished. More information is provided in Appendix 2.

## 2.4 Management vs Leadership

Many people hold leadership and management to be overlapping concepts, which can be true to an extent. However, both fields of theory have large differences. Leaders are typically characterized by their ability to influence, motivate, inspire, and produce vision. Leadership culture is open, communicative, frank, and participative. This allows for a natural environment of development and application of new ideas. Managers, however, emphasize on control and rationality, following a more scientific approach compared to leaders, appearing more structured and spending time on solving problems and finding solutions related to organizational goals. When directly comparing leadership and management, some may get the idea that management is filled with a rather negative connotation and leadership is generally seen as a very positive and inspired role. Both roles are equally important and required to ensure any organization run smoothly (Kotterman, 2006).

*Table 1: Comparison of Management and Leadership Process Differences in the workplace (Kotterman, 2006)*

PROCESS	MANAGEMENT	LEADERSHIP
<b>VISION ESTABLISHMENT</b>	<ul style="list-style-type: none"> <li>Plans and budgets</li> <li>Develops process steps and sets timelines</li> <li>Displays impersonal attitude about the vision and goals</li> </ul>	<ul style="list-style-type: none"> <li>Sets direction and develop the vision</li> <li>Develops strategic plans and achieve vision</li> <li>Displays very passionate attitude about the vision and goals</li> </ul>
<b>HUMAN DEVELOPMENT AND NETWORKING</b>	<ul style="list-style-type: none"> <li>Organizes and staffs</li> <li>Maintains structure</li> <li>Delegate responsibility</li> <li>Delegates authority</li> <li>Implements the vision</li> <li>Establishes policy and procedures to implement vision</li> <li>Displays low emotion</li> <li>Limits employee choices</li> </ul>	<ul style="list-style-type: none"> <li>Align organization</li> <li>Communicates the vision, mission and direction</li> <li>Influences creation of coalitions, teams and partnerships that understand and accept the vision</li> <li>Displays driven, high emotion</li> <li>Increases choices</li> </ul>
<b>VISION EXECUTION</b>	<ul style="list-style-type: none"> <li>Controls processes</li> <li>Identifies problems</li> <li>Solves problems</li> <li>Monitor results</li> <li>Takes low risk approach to problem solving</li> </ul>	<ul style="list-style-type: none"> <li>Motivates and inspires</li> <li>Energizes employees to overcome barriers to change</li> <li>Satisfies basic human needs</li> <li>Takes high risk approach to problem solving</li> </ul>
<b>VISION OUTCOME</b>	<ul style="list-style-type: none"> <li>Manages vision order and predictability</li> <li>Provides expected results consistently to leadership and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Promotes useful and dramatic changes, such as new products or approaches</li> </ul>

A well-balanced organization should have a mix of leaders and managers to succeed, and in fact what they really need is a few great leaders and many first-class managers (Kotterman, 2006).

### 3 Gaming in the Military and Recruitment Issues

The U.S. Military recently announced the creation of the Military Gaming League (MGL). This caught my attention because the U.S. Military is now trying to attract an entirely new demographic to join the military to help meet recruitment goals; the U.S. Military is currently suffering a shortage of new recruits. Due to this, it made me wonder how the average gamer can and will fare going into an entirely new military lifestyle, after all, it is a lot different than what *Call of Duty* presents. I believe this may only add to the drop-out percentage at basic training, but it is still too soon to tell.

#### 3.1 Recruitment Issues in the U.S. Military

The U.S. Military has recently come down on hard times in trying to achieve successful recruitment numbers as stated in the previous section. For the U.S. Army, two-thirds of the 17-24-year-olds are ineligible from the get-go (33.4 million Americans are aged 17-24), the Army is left with around 10 million Americans in the prime age demographic who may be ineligible to join. However, after whittling down the number even further for quality, standards, and interest, the U.S. Army only has a pool of 136,000 Americans left. The Army was only able to recruit about 70,000 new recruits, shy of its 76,500 target which was already decreased from 80,000 in 2018 (Goodkind, 2020). In 2019, the Army reached its recruitment goal of 68,000 new recruits but is still slowing down on actual recruitment (Rempfer, 2019). The Army may be using the smaller recruitment goals to produce a sense of job attractiveness to new recruits. By achieving their recruitment goals, despite being much smaller than before, the Army may be perceived as a more viable field to get a career as many other people are; creating artificial demand. The primary reason for the recruitment shortage is occurring is that the U.S. Army is up against a strong economy and a low unemployment rate (Garland, 2018).

Despite adding \$200 million into recruiting efforts in 2018, with little to no success, the U.S. Army has begun to identify other factors that may affect recruitment other than the strong economy and low unemployment rates. The Department of Defense (DOD) believes the media market is oversaturated and is hard to fight for the attention of young people. Furthermore, interest in military service has been steadily declining since the removal of conscription service, also commonly known as the draft, in 1973. The military has identified a trend in where the likelihood of someone joining the military following in the footsteps of a parent or family member is high. Compared to the 1990's, around 40% of the youth market had parents who served in the military. Nowadays that number is down to 15%. The intimate connections to the military are diminishing; hence the decrease in military interest. Another factor identified by the DOD, is that many people in the recruiting market understand the risks of military service (injury, post-traumatic stress disorder, and long deployments) but fail to realise the benefits the military has to offer (enlistment bonuses, education benefits, tuition assistance programmes, health and dental care, housing benefits, etc.) (Goodkind, 2020).

The U.S. Air Force is also struggling to maintain satisfactory numbers, being 2,100 pilots short of the 21,000 needed for the National Defence Strategy for nearly 3 years now (Losey, 2020). The Air Force is also competing against a strong economy and increased hiring by U.S. airlines (Mark, 2020).

Due to these factors, the U.S. Military has begun a new marketing campaign: targeting mom and dad. These television ads show parents in war settings trying to persuade their children not to join the army, asking "Is this what you really want?". The ads go back to a home setting with the family together and final text reads, "Their success tomorrow begins with your support today." (Goodkind, 2020). Links to the ads are provided in Appendix 1.

### 3.2 Military Gaming League

Young soldiers want to represent the U.S. Military in competitive gaming and believe it will help connect young people, as the new recruitment initiative is aimed at making

soldiers more visible and relatable. The esports team members will also be able to beta test Army apps and training and simulation software used to demonstrate Army technology. It is estimated that more than 23 million Americans are participating in the esports industry, which can provide some nice cash prizes. Travis Williams, an Army reservist who is chief executive and co-founder of the MGL estimates that there could be about 1 million service members and veterans already involved in esports (Garland, 2018). The Army has also invested in top of the line gaming gear to show that they're serious about taking part in the esports industry as seen in Image 1. The gaming space at Fort Knox, for example, boasts eight top of the line gaming stations with computers built with the newest and best parts. The setup also includes a 'scorpion' chair with a tail that comes over the player from behind boasting a 32-inch monitor (Stone, 2020).



*Image 1, The U.S. Army debuted its eSports gaming trailer to boost recruiting efforts (U.S. Army, 2019)*

The U.S. Army also has its own first-person shooter video game series called *America's Army* that was first published in 2002. This is the creation of then Lieutenant Colonel Casey Wardynski who was researching ways to attract tech savvy recruits

(Kennedy, 2002). Nowadays, there are 4 full *America's Army* games that are available for free, with a fifth installation that should come out within two or so years.

Even West Point, the U.S. Army Academy has recognized its own official esports club in January 2020. The Deputy Director of the West Point Simulation Center Victor Castro has helped cadets build their gaming environment infrastructure using top-of-the-line software and parts. The club has plans to expand from a recreational activity to provide a more professional level in gaming. Currently, the West Point Simulation Center has 50 practice stations and 10 competition systems (Schneider, 2020).

The formation of the Army West Point eSports Club has allowed for the cadets within it build upon the four academic pillars of West Point's leadership objectives: military, physical, academic, and character. Even faculty researchers at West Point have stated that the eSports club has provided opportunity to build on the Academic pillar with improved cognition allowing for increased memory and the ability to concentrate and focus more deeply during performance. The researchers have also found that from a Military pillar standpoint, the eSports club has aided in the development in communication and leadership skills as well as the enhanced lethality of a soldier (Schneider, 2020).

In order to prevent physical and academic lethargy, the club has requirements for members to meet all academic and fitness standards required by West Point to engage in extracurricular activities. The club also aims to help cadets enjoy their hobby in an organized environment which can reduce time spent gaming outside of practice reducing the risk of academic strain (Schneider, 2020).





*Image 2, U.S. Military's different branch's gaming league logos (Military Gaming League, 2019)*

The Air Force Academy also has formed its own eSports team and has competed in competitions around the U.S. with other universities. Currently there are over 20 other national colleges that recognize eSports and recruit students to play on their teams through scholarship programs.

The U.S. Air Force has also formed its own eSports team with competitive events scheduled for late July/early August. An upcoming competition has an application period from April 21 to May 17, 2020 and selected Airmen will attend a virtual trial and selection camp in May and a training camp in July (Air Force sports recruiting online gaming Airmen for EVO 2020, 2020).

### 3.3 Why is the U.S. Military Trying to Recruit Gamers?

According to Major General Frank Muth, the U.S. Army is interested in gamers because gamers have skills that overlap with certain career fields in the army. Muth describes the quick decision-making, ability to process information quickly and decide, and teamwork as key skills gamers have that the Army values (Army turns to video gamers for new recruits, 2019). The U.S. Military has also recently expanded on cyberspace fields, requiring more tech-savvy recruits to enter service.

### 3.4 Other Nations Militaries Are Following Suit in Gamer Recruitment

In fact, the U.S. Military is not the only military struggling to find new recruits. European countries, for example, are also suffering from a lack of new soldiers due to an aging population. To combat this, several European countries have also turned to recruiting gamers. The Danish armed forces have easily found qualified applicants for their flight leader programme by targeting gamers. The Danish Ministry of Defence tries to capitalize on experience gamers have gained through playing video games, such as quick decision-making skills and reaction times, spatial intelligence, strategy, staying calm in high pressure situations and enhanced visualization skills, similar to the U.S. Military. In fact, the Danish Ministry of Defence's Personnel Board have begun to collaborate with Esport Denmark, to aid in recruiting. They ran trials with Astralis, a professional Danish eSports team, that demonstrated the skills learned in competitive gaming are valuable in the real military world as well. Currently, their goal is to acquire more skilled personnel for aviation, air traffic control, and control and alert training programmes (Nue and Nielsen, 2019).

The Germans, Dutch, and British are also beginning to target gamers for their militaries. The Bundeswehr (the German Armed Forces) have made appearances at Gamescon in Cologne, specifically for the recruitment of gamers. The Dutch Armed Forces have established an amateur eSports team and competed in a Counter-Strike: Global Offensive tournament. Their goal was not to win, but to scour for talent suitable for the needs of the Dutch Armed Forces. The British Army have been engaging in esports since mid-2019 and have had teams participate in the Insomnia 64 Gaming Festival in Birmingham. The Royal Air Force has also opened a station gaming room with PCs and consoles funded by the RAF Central Fund and have established the Royal Air Force Video Gaming & eSports Association (RAF VGEA). The RAF VGEA has also participated in gaming conventions. The goals of these nation's militaries getting involved in eSports is to create awareness about the benefits of military careers (Jevsejevas, 2020).

With other countries starting to follow the U.S. Military in trying to attract gamers, it may very well be that they will also have to change their leadership culture to be more accommodating to the new demographic they are trying to recruit.



## 4 Cyber Warfare

Cyber warfare is a computer or network-based conflict involving politically motivated attacks from one nation state to another with the purpose of causing damage or disruption (Clarke and Knacke, 2010). These attacks typically try to disrupt the everyday activities of organizations and/or nation-states. So far, there hasn't been a direct link to a cyber-attack causing loss of life, however, there have been cyber-attacks causing billions of dollars' worth of economic damage.

One of the first major cyber-attacks occurred in Estonia in 2007, now known as "Web War 1". A series of denial-of-service attacks (DDoS) (defined in section 4.1) on Estonian government, media and bank web servers caused Estonia to cut itself off from the internet. Many assume this attack to be approved by the Kremlin. The very next year, similar attack occurred during Russia's war with Georgia, appearing to be coordinated with the advance of the Russian military. Georgian government and media websites went down and phone lines were jammed disabling Georgia from presenting the situation abroad (War in the fifth domain, 2010).

In 2015, the world's first real "cyberwar" had begun. Following the annexation of Crimea in Ukraine by Russian troops, a series of Russian hackers began to unleash a series of malware attacks over autumn (defined in section 4.1). Ukrainian infrastructure and media were targeted, as well as their national railway and Kiev's airport leading to the destruction of hundreds of computers. Following this, the same hackers lead a cyberattack the day before Christmas. They attacked three Ukrainian regional energy utilities leading to a black out for about 225 000 civilians. The attack lasted 6 hours but showed the world how effective Russian cyberattacks had become, as well as showing how important it is to have proper cyber defences (Greenberg, 2019).

## 4.1 Types of Cyber Attacks

Cyber warfare can take place in several forms such as:

- Distributed Denial-of-Service attack (DDoS). This occurs when an online service is overwhelmed with the objective of making it unusable. The bandwidth is flooded by multiple systems through botnets, for example (Melnick, 2018).
- Ransomware – this is a type of malware that prevents a user from accessing their personal files or system with the risk of it being leaked following a demand for a ransom payment (Melnick, 2018).
- Phishing – this type of attack can take place in the form of emails that appear to be from trustworthy sources with the objective of gaining personal information. This can involve an attachment to an email that loads malware to your computer or a link to an illegitimate website that can trick you into downloading malware or uploading personal information (Melnick, 2018).
- Malware attack – this is the act of downloading malicious software onto your system without your consent. A common type of malware attack is the Trojan horse, which is designed to damage, disrupt, or steal from your network (Melnick, 2018).

## 4.2 Cyber warfare in the U.S. Military

The U.S. Military created the United States Cyber Command (USCYBERCOM) in 2009. USCYBERCOM is composed of several service components including the Army Cyber Command (founded in 2010), the Navy's Fleet Cyber Command (founded in 2010), the 16<sup>th</sup> Air Force which includes nine Wings (military units) to assist in operations, and the Marine Corps Cyberspace Command (founded in 2010 as well) (Components, n.d.). As suggested by the founding years, the world of cyber is a new addition to the military. With these additions, new career fields have sprouted within the military. For example, the U.S. Army is currently recruiting for Cyber Warfare

Technicians and Electronic Warfare Technicians. USCYBERCOM is also recruiting for Cyber Operations Specialists, Cyber Operations Officers, and Electronic Warfare Specialists (Careers in Army Cyber, n.d.). The U.S. Air Force is recruiting for Cyber Surety Specialists (U.S. Air Force - Career Detail - Cyber Surety, n.d.) and Cyber Systems Operators (U.S. Air Force - Career Detail - Cyber Systems Operations, n.d.).

Cyber warfare in the military changes the role of the standard soldier. Instead of, for example, having a large physical invading force, a nation-state can opt to use a cyber-attack. This changes the environment certain military personnel are working in, moving more towards an office-like workplace as seen in the image below. This would affect the typical atmosphere military personnel work in, thus leading to a change in leadership roles. The stereotypical military style of leadership may be downplayed providing room for a shift towards a more civilian approach in management and leadership as battlefield scenarios are reduced.



*Image 3, cyber service members in the U.S. Navy (Jensen and Valeriano, 2019)*

Cyber-attacks are becoming more commonplace as the world continues to further rely on technology. In 2018, after Iran shot down a U.S. surveillance drone over the Persian

Gulf, the U.S. did not respond with physical force, instead however, choosing for a cyber-attack. The U.S. Cyber Command disabled a crucial database used by Iran's paramilitary force to target tankers and shipping traffic. This response shows how the Pentagon is expanding its use for using cyber in the place of conventional military responses (Nakashima, 2019).

#### 4.3 2016 Presidential Election

Before this event, the U.S. was been victim to cyberattacks in 2016, with Russia infamously meddling in the presidential elections. Russian hackers were heavily involved in various cyber schemes during the election season.

U.S. intelligence agencies have confirmed that, while Russian hackers did not alter the 2016 votes, they did target voter registration systems and stole hundreds of thousands of voters' personal information. This put the Russian hackers in a position to alter or delete voter registration data (Abrams, 2019).

In addition to this, the Russian military intelligence, commonly known as GRU, hacked into emails of working staff for Hillary Clinton's campaign. The staff unknowingly provided the hackers with their login information allowing access to their accounts. This allowed GRU to steal thousands upon thousands of emails (Abrams, 2019).

GRU did not stop there. They continued to disrupt the election process by hacking the Democratic Congressional Campaign Committee (DCCC). GRU used malicious emails to gain access to the DCCC allowing them access to more computers and stealing thousands more emails. Following this, GRU gained access to the Democratic National Committee network. From there, over 20 000 stolen emails were leaked (Abrams, 2019).

Democrats were not the only ones to be targeted by GRU. Senator Marco Rubio and the Republican National Committee were also targeted. For some reason, however, the hackers were not as successful in their attempts with the Republicans (Abrams, 2019).

Not stopping with political parties, the Russian's developed a "troll farm" whose primary purpose was to spread propaganda and misinformation on social media. Robert Mueller, a member of the U.S. Department of Justice, indicted 13 Russian nationals as well as three Russian companies with conspiracy to defraud the United States, conspiracy to commit bank fraud and identity theft (Abrams, 2019).

These events that have so recently occurred really show the importance of having a strong and unified cybersecurity team.

#### 4.4 Election Meddling in Other Countries

The U.S. is not the only nation to suffer cyberattacks attempting to disrupt democracy. Officials in Brussels have been tackling observed Russian disinformation since 2015, when the East Stratcom Task Force (ESTF) was founded. It is part of the European External Action Service administration and was created to repel Russian attempts at misleading and confusing EU citizens. The group has found that right-wing nationalists were allegedly endorsed by Russia during the 2017 Parliamentary elections in Germany. In the same year, Russian funded media outlets were accused of spreading misinformation in France during their presidential elections (Silva, 2019).

According to the European Commission, Russia spends up to €1.1bn on pro-Kremlin media, towering above the ESTF budget of €3m (Silva, 2019).

## 5 Finnish Military Leadership Comparison

This section will introduce the Finnish method of exercising leadership. The U.S. Military is very different from the Finnish Military; the U.S. Military has a force that is primarily composed of full-time professional soldiers, and the Finnish Military is primarily composed of conscripts and reservists. Due to this, the Finnish military must have a different approach towards how they lead, train and guide their soldiers. If someone is forced into the military against their own will, they will likely adopt a negative attitude towards the experience and be more likely to drop out if permitted,

should the discipline and standards be too high. The number of military dropouts in Finland has increased (up to 2009), as around 20% of conscripts drop out due to early mornings, strict discipline, and distance from girlfriends being factors (YLE, 2012). However, since then conscription service in the Finnish Military has become less authoritative and military. In 2017, 66% of conscripts viewed their military service as a positive experience, whereas in 2002, less than half did (Braw, 2017). The Finnish Military has developed a new leadership model based on the transformational leadership theory and Finnish society and military leadership culture, called the Deep Leadership Model. The introduction of this model found that a change to the organizational structure of the Finnish military is not necessary, but instead the enhancement of positive aspects in the military is more effective (Nissinen, 2001).

### 5.1 The Deep Leadership Model

The Deep Leadership Model was developed by Colonel Vesa Nissinen of the Finnish Defence Forces (FDF) who introduced this leadership model to the FDF in 1998. The structure of the Deep Leadership Model is seen below in Figure 1 with the three main dimensions and ten factors incorporated into the model.



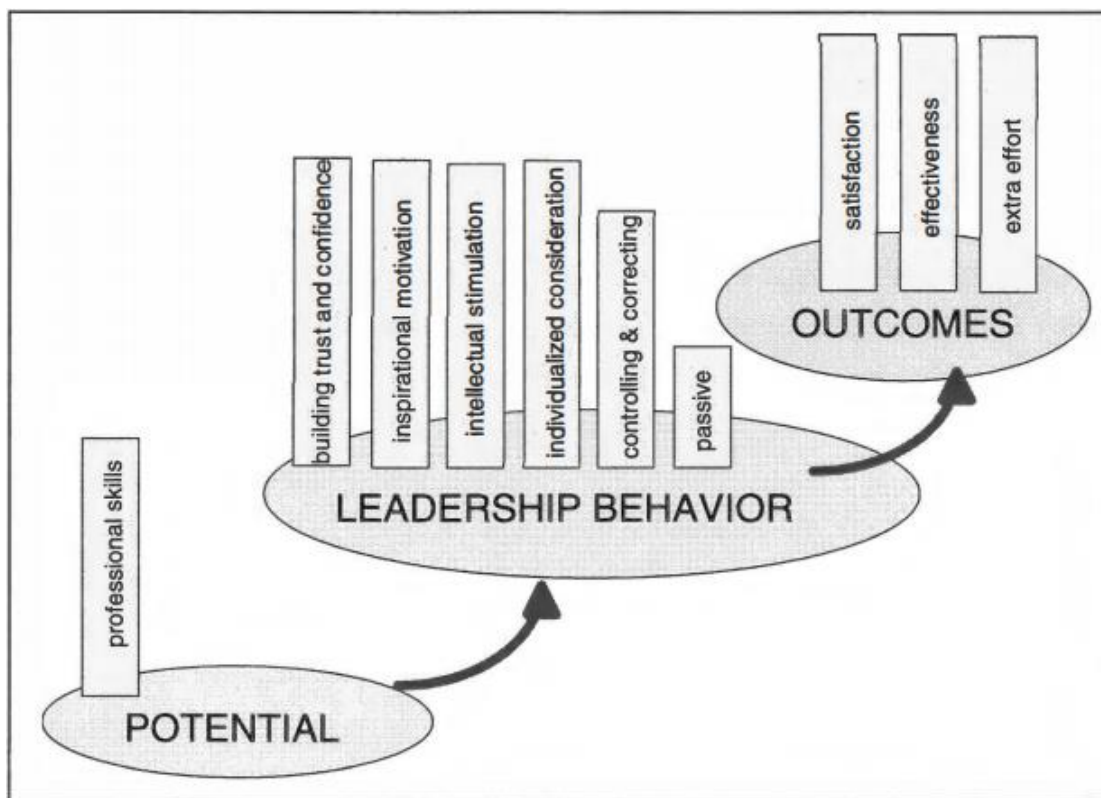


Figure 1. The Deep Leadership Model, depicting the three dimensions and ten factors correlating to the model. (Nissinen, 2001)

The “leadership behaviour” section is modelled with three dimensions: Deep Leadership (and the correlating four cornerstones), controlling and corrective leadership, and passive leadership. The four cornerstones of deep leadership are building trust and confidence, inspirational motivation, intellectual stimulation, and individualised consideration.

#### 5.1.1 The Four Cornerstones of Deep Leadership

Building trust and confidence is the first cornerstone of deep leadership. Using this cornerstone, a deep leader offers their subordinates a behavioural model. This allows for the generation of respect and even admiration for the leader, enabling the subordinates to identify themselves with the leader. Trust is formed by the leader putting the subordinates needs above their own. This allows for a strong ethical and moral foundation for the leadership as honesty, fairness, and impartiality come first for a deep leader (Nissinen, 2001).

The second cornerstone of deep leadership is inspirational motivation. This cornerstone becomes evident when a leader's subordinates begin to find meaning, challenges, and new features within their work. With time, the group's unity increases through shared goals and experiences; which allows for trust in the future and shared optimism to form providing a better ability to function. Deep leaders include their subordinates when creating goals for the group, as well as creating commitment for the shared goals through listening to demands set for everyone's tasks. A leader following this cornerstone encourages their subordinates to exceed their typical performance level to achieve the common goals set by example (Nissinen, 2001).

Intellectual stimulation is next on the list of the four cornerstones, and this is created when a deep leader encourages innovativeness and creativity of their subordinates by seeking new possible solutions to problems and new methods of work. A deep leader following this cornerstone encourages creativity and does not punish nor discourage subordinates when mistakes are made; mistakes are seen as a natural part of the group learning process and the goal is to learn from them for the benefit of the entire group. Subordinates are involved in problem-solving and are inspired to contribute their ideas. Following this cornerstone, subordinates are not always expected to agree with the leader, which allows for the leader to learn and adapt based off of the feedback they receive from subordinates (Nissinen, 2001).

The final cornerstone is individualized consideration. This is based on the positive conception of people and having the leader recognize subordinates as actual humans instead of just cogs in a machine expected to menially work. This cornerstone sees that the leader understands everyone's needs to grow and develop within the group. The deep leader is expected to spend quality time with their subordinates getting to understand who they are, their needs, wants and spending time listening to them. Allowing subordinates to have a voice of their own in a larger group is beneficial to maintaining motivation and development (Nissinen, 2001).

#### 5.1.2 The Remaining Factors of Deep Leadership

In the Deep Leadership Model (DLM), professional skills are meant by the knowledge and practical skills that a leader requires for their current assignment. The Deep



Leadership Model has a developmental tool called the Deep Leadership Questionnaire (DLQ), which provides valuable feedback for individual leaders. This, however, includes only one dimension from the foundation of behaviour, which is the potential of the leader, which, in turn, is the “professional skills” factor as seen in figure 1. Professional skills can be developed from vigorously training and from using feedback providing by the DLQ. The purpose of developing professional skills is to create trust and is beneficial in inspiring motivation for subordinates (Nissinen, 2001). After all, no one wants to follow a leader who does not know what they are doing.

Following the Deep Leadership dimension, comes the controlling and corrective leadership dimension. This is effectively transactional leadership. As previously mentioned, transactional leadership is more focused on results rather than developing individual skills. This type of leadership method is reliant on already motivated people who work well in a structured environment. As the DLM suggests, this dimension is more focused on leader control and less freedom of choice for subordinates. The model also suggests that if this method is utilized for too long subordinates become passive (Nissinen, 2001). To reinforce this argument, the U.S. Army FM 22100 states that this leadership method is to be used for short-term purposes only when there is no time to respond to anything else other than direct leadership (Yeakey, 2002).

The final dimension in the DLM is passive leadership, which is essentially non-leadership. A passive leader is not proactive and only engages when it is necessary, intervening only when mistakes have been made or not enough guidance has been provided for subordinates. In its best form, the leader assumes the structure and routines of an organization provide enough context for performing duties (Nissinen, 2001).

In the Outcome section of the DLM, we have satisfaction, effectiveness, and extra effort. Satisfaction is related to the efficiency of the organization, through maintaining subordinate satisfaction under their leader’s behaviour. This leads to effectiveness. As subordinates are satisfied, they are able to improve their effort in achieving goals and perhaps even exceeding them. Effectiveness leads directly to extra effort. As subordinates perform well, the deep leader’s behaviour may be viewed as something

that allows for success to occur, thus encouraging the subordinate's performance which will inspire them to perform even better (Nissinen, 2001).

## 5.2 Deep Leadership Elsewhere

The Deep Leadership Model has provided large benefits for the FDF such as increasing retention and improving satisfaction in the service, and as such, has gained ground elsewhere. The Military Academy of Lithuania has begun to incorporate the teachings of Vesa Nissinen, introducing Deep Leadership Instructor courses and came to an agreement with Nissinen to use the Deep Leadership Programme to further develop their leadership practice and culture. (Kosteckytė, 2019)

## 5.3 Potential for Change

Should the U.S. Military decide it is time for a change in the manner of leadership exercised, one may think it to be a logistical nightmare and an impossible task. However, with as large of an organisation as the FDF being able to pull it off, the U.S. Military should be able to as well. Simply put, the U.S. Military has much more resources at their disposal to ensure the possibility of setting up a change in the methods of leadership. In the event that a change does occur, this would also mean that the military academies in the U.S. (U.S. Air Force Academy, West Point, U.S. Navy Academy, etc.) would have to change their curriculum for leadership. However, academic curricula are constantly being updated to be more “with the times” and as such, should be a doable albeit challenging task.

## 6 Prediction

The U.S. Military has faced lots of change within the past 10 years. Given all that has been investigated in this thesis – new recruitment demographics, cyber becoming more important, and recruitment and retention issues – it is safe to assume some sort of change will have to occur in the U.S. Military. I believe it will take form in the change of

leadership methods and servicemember requirements in the military for certain career fields and during peacetime operations. This change may not happen immediately but will occur within the next decade.

The change will not be a huge organisational shift but will include smaller more subtle adjustments to improve the overall quality of life for servicemembers in non-combat roles (aiding in retention and recruitment). To start, the evolution of recruitment standards will have to continue: tattoos, drug-history, physical fitness standards, and other disqualifying features will be relaxed for certain career fields to increase the pool size for potential top-talent.

It makes no sense for infantry roles to have relaxed physical fitness standards, or even relaxed tattoo rules as they may be personal identifying features in combat zones for the enemy.

There should not be as strict rules for servicemen in cyber, or other similar noncombat roles, as they will not necessarily have to deploy to foreign countries; being able to work from the comfort of a stateside base or an office on a military base in an allied country. This will also remove the threat of cyber servicemembers from feeling that their physical standards do not align with their job description, helping preserve morale and retention, as is already an issue in the U.S. Coast Guard. Cyber servicemembers will thusly become more habituated towards an office environment. This will in turn remove the need for such a military culture within these units. To accommodate this, servicemembers in noncombat roles should be given a different official uniform to designate the non-combat role they have; all the while maintaining the traditional colours of their service field (Air Force blue, Army green, etc.).

The introduction of noncombat uniforms to servicemembers will benefit both combat and noncombat personnel. This will introduce a slight disconnect preventing combat personnel from feeling as if they are being treated unfairly with stricter standards and discipline. That is not to say the cyber servicemembers will not need to have strict discipline; in a war time scenario cyber servicemembers will need to be disciplined in order to make quick decisions and have fast reaction times, skills many most likely learned through gaming.

To go along with the noncombat “office-setting”, the units employed may incorporate a more civilian style practice of managing; perhaps creating a hybrid theory as the Finnish Defence Forces did. Something suitable could be the combination of transformational leadership (much like the Finnish Defence Forces took for inspiration), and Theory Z. Theory Z is a suitable choice as it already takes in the aspect of American culture (much like the Deep Leadership Model incorporates Finnish culture), as well as focusing on long-term employment; aiding in maintaining retention and preventing the need to continuously train new people within these career fields. As is required for Theory Z, the managers, or leaders in this case, will need to be able to trust in the subordinate knowledge to be competent within their fields. Fortunately, the military has plenty of training courses. For example, the U.S. Air Force has a 50-day technical school for Cyber Surety Specialists (U.S. Air Force - Career Detail - Cyber Surety, n.d.) and a 66-day technical school for Cyber Systems Operators (U.S. Air Force - Career Detail - Cyber Systems Operations, n.d.). The U.S. Army offers a 20-week course for advanced cyber operations specialists, and a 9-week course for the core requirements for working in cyber (Army Cyber Training, n.d.). It is clear the U.S. Military provides ample training to ensure the quality of knowledge in their respective career fields.

In a nutshell, the continual updates to recruitment standards, introduction of noncombat career field uniforms, and the implementation and combination of transformational leadership and Theory Z coinciding with American culture are a possible route for change within the U.S. Military regarding leadership.

## 6.1 Senior Leadership Opinion on the Military's Need to Change

CMSgt Noah Vaughan, Superintendent of the 355<sup>th</sup> Fighter Group, believes that the DOD and the Air Force need to take a hard look at what is needed and work backwards from there. Due to the decline in the number of military eligible people (and decline of interest), the DOD is rightfully concerned about meeting recruiting goals. CMSgt Vaughan thinks leaders need to determine which of the current standards are still needed. Does a Space Force member who will sit at a computer for much of their career need to be as fit as someone in Security Forces who will deploy multiple times? Should the military deny service to someone who was diagnosed and successfully

treated for some childhood attention disorders? CMSgt Vaughan believes these are things that need to be carefully evaluated. The military has evolved, from not allowing women, people of colour, or homosexuals to serve. The military needs to continue to evolve with the times.

Retired CMSgt Hansen takes on a similar idea as CMSgt Vaughan. He believes that the recruiting philosophy needs to be ever changing along with being adaptable towards the talent being sought. CMSgt Hansen believes there does not need to be a uniform standard as that diminishes the recruiting pool too much. For the cyber world, this could mean the prevention of a lot of talent getting into the military if someone isn't able to run as much as someone going to special operations. Full answers are available in Appendix 2.

## **7 Conclusion**

After careful observation of the changes that have occurred within the U.S. Military recently, it is time for the U.S. Military to change some existing functions for the prosperity and success of their future. After analysing and comparing the various management theories and leadership theories that have been in use by the military, it is time to create a hybrid theory that will enable the new targeted demographic to prosper: gamers.

Gamers are the future of the military. Many are tech-savvy, and many have learned valuable skills that armed forces in general value; teamwork, quick decision-making skills, staying level-headed under pressure and their heightened ability to process information quickly. Therefore the U.S. has started to specifically target gamers within the past 2 years, with several European countries following suit for similar reasons. As technology progresses, so do certain career fields in the military, some gaining more importance and others hindering behind.

This is where the world of cyber comes into play. Cyberspace has seen recent developments all over the world within militaries. In 2009, the DOD established USCYBERCOM for the aid and benefit of defending U.S. cyberspace and

strengthening their cyberspace capabilities. Following the creation of USCYBERCOM, each military branch created and dedicated specific units towards aiding the goals of USCYBERCOM. It is ever more important to have an effective and skilled cyberspace department; with DDoS attacks occurring in Estonia and Georgia, and other types of cyberattacks occurring in Ukraine, and with election meddling occurring in not just the U.S., but in other European countries as well.

All of this adds to the importance of developing the cyber careers in the U.S. Military. With the recruitment of gamers, many are going into these careers, it is important to create a new style of leadership to aid in the retention of the new recruits. This will be beneficial in the long run as the military will be able to hold on to cyber servicemembers longer, meaning the DOD will have a highly experienced cyberspace team. An update to the leadership culture in noncombat roles and peacetime operations may help make the military a more viable career path for many. Many know about the risks and sacrifices required to serve in the military, but few know about the benefits, and many may learn about the benefits if the military is able to generate career interest by becoming a more attractive employer.

The military would be more attractive for many gamers especially with the update to leadership. The new style could be a combination of transformational leadership and Theory Z. These two combined would be a viable alternative to current leadership in noncombat careers as transformational leadership aims to create and inspire motivation, morale, and performance. This allows for the successful implementation of Theory Z as Theory Z relies on subordinate knowledge in their specific career. Since transformational leadership offers enhanced performance, the Theory Z aspect will benefit with leaders being able to confidently trust subordinates in their ability to successfully complete tasks and comprehend the mission. Theory Z also aims to achieve long-term employment which would, yet again, benefit the U.S. Military as retention would improve, also potentially aiding recruitment, as people become more aware of the benefits and knowing they can have a long-term career with the military.

Yes, I think the U.S. Military will update the way they lead as an organization. Perhaps not as radically as I originally thought, but change *will* come for peacetime operations and noncombat careers.

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## Appendix 1: Mom and Dad Military Ads

“Warfighter”:

[https://www.youtube.com/watch?v=B6wTws8jE0E&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ\\_sAZ&index=5](https://www.youtube.com/watch?v=B6wTws8jE0E&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ_sAZ&index=5)

“Fire Team”:

[https://www.youtube.com/watch?v=rtpBjaefbQg&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ\\_sAZ&index=2](https://www.youtube.com/watch?v=rtpBjaefbQg&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ_sAZ&index=2)

“Cyber Warrior”: [https://www.youtube.com/watch?v=KPafIU-H7M8&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ\\_sAZ&index=1](https://www.youtube.com/watch?v=KPafIU-H7M8&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ_sAZ&index=1)

“Humanitarian”:

[https://www.youtube.com/watch?v=HPZ92IKPsqQ&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ\\_sAZ&index=4](https://www.youtube.com/watch?v=HPZ92IKPsqQ&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ_sAZ&index=4)

“RPA Maintainer”:

[https://www.youtube.com/watch?v=rsC1DSJE8f4&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ\\_sAZ&index=3](https://www.youtube.com/watch?v=rsC1DSJE8f4&list=PLgZLqWgZIYoYavlck6IUyVmgQWSbZ_sAZ&index=3)

## Interview Questions Asked to Senior Leaders in U.S. Military

1. What kind of leadership theories are taught?
2. What style of leadership do you find works the best?
3. Is there a noticeable difference in new airmen compared to 5, 10, 20 years ago?
4. Do you think the Air Force needs to shift their leadership culture with changing recruitment standards/maintaining retention? Why or why not?

Lt. Colonel Branham:

1. As far as theories, you have the Trait Theory that accounts for the leaders characteristics as a predictor of leadership success. These would include things like personality, self-confidence, strengths, and weaknesses. It is the most recognized theory. Second, is the Situational Leadership. In this case, it's about the relationship between the leader, follower and situation. The problem is that it doesn't encompass any traits. So, that could be a challenge in any given situation.

All of these are taught at Squadron Officers School (SOS) for Captains, Air Command and Staff College for Majors, and Air War College for Lt Colonels.

2. For me personally, I find a blend of trait theory and situational leadership. The key here is that you have to be completely transparent with yourself on what your traits are in certain situations. Meaning, am I more confident in a situation where I have all the answers or are the subject matter expert on versus situations where I may not be. You can't apply Situational Leadership without understanding your traits and be effective. Its impossible. Well you can, but will probably struggle as a leader to get people to consistently follow you.

3. Without exception. Airmen from 20 years ago, I am one of them that came in the summer of 1993, struggle today with work ethic at times and respect for authority. I mean I was enlisted in 93 and learned at basic training that you follow orders unless they are unethical, immoral, illegal. Some Airmen today question everything and try to work for things that only benefit them and not necessarily the larger Air Force. Don't take this as we have alot of bad Airmen, because we have some incredible Airmen that are doing amazing things for our AF.

4. I think the AF needs to focus on recruiting individuals that have the calling to serve. To serve in the military is not a job, it's a calling to serve your country, 24-7-365. If people don't have that calling then it's not for them. I joined for that reason in 93 and still serve today for those reasons.

CMSgt Vaughan:

3. I think there are differences in who comes in now. 20 years ago our nation was not at war. When I enlisted in July of 2000 the world was pretty quiet, that all changed a little over a year later. The Airmen in the Air Force today enlisted for all the various reasons the senior leaders did in years past; some truly want to serve their country (but these numbers are probably relatively small if people are honest), some are attracted to the education benefits and money for college, or to get away from their hometown, or just to have a job when the economy is down.

I think one of the biggest differences is an increasingly vocal desire/demand that our newer Airmen have for job satisfaction and how they expect to be heard. Neither is inherently wrong, and at the same time both can be extremely frustrating to leaders depending on how the Airmen present their desires. If you were raised in the culture of "shut up and follow orders" and you have Airmen that expect you to stop everything and listen to what might be a very minor gripe or suggestion, it can strike you as disrespectful or that they do not abide by the chain of command. It's my opinion that it's not that they don't respect the senior leaders, or chain of command, but they have a very different understanding of and use the chain of communication differently. Any Airman can find 4-star generals and the CMSAF in global email and reach out to them directly. Or go on social media and message directly to the POTUS. This direct access they have is something that senior leaders never had, and we have a different respect for it.

4. The DoD and AF always need to look hard at what is needed (or what they think is needed) and work backwards from there. With a smaller number of military age people being eligible (due to medical history, weight/health, drug use, etc), and the decline in who is interested in military service, the DoD is concerned about meeting recruiting goals in the future. I think leaders need to determine which of our current standards are still needed. Do we need a Space Force member who will be at a computer terminal in Colorado their entire career to be as fit as a Security Forces member who will deploy multiple times? Should we deny service to someone because they were diagnosed and successfully treated for some childhood attention disorders? These are things that need to be carefully looked at. In the past we would not let people of color in the military. Or women. Or homosexuals. The military has evolved with the times in these situations, and I believe it needs to continue to do this.

Ret. CMSgt Hansen:

1. The US military has always had a strong foundation of leadership training. Starting in the beginning pushing strong followership. Over time military members attend different levels of leadership training for the level they are at. All teach about Maslow's Hierarchy of Needs so leaders don't lose sight of what is important to those that they lead. As a former military leader, I was a strong advocate of Simon Sinek and his teachings of knowing your why. In the past military members were to just do what they were told and don't ask questions but in today information age that method gets fewer effective responses. Leaders cannot operate in a vacuum in decision making because

sometimes the best answers could come from the lower levels. Providing a good foundation of the problem allows for better buy in at all levels.

2. Adaptive leadership is what I find works best. Not all people respond the same way which has a lot to do with their personality and upbringing. You can run around yelling at people and it will drive the desired response but it can't be a sustained style of leadership. Leaders need to adapt to the situation, build trust amongst their subordinates so when an intense moment happens the followers will be willing to take the orders because they trust who they came from. Before that happens, a leader needs to understand and know each of their followers. Find out what their motivations are, get them to understand the need to accomplish the mission. Adaptive leadership is imperative for every situation and toward every person a leader lead.

3. Every generation is different and according to older generations, the younger generation is never as good as they were. Before the industrial revolution technology didn't change as much so there really wasn't drastic differences between generations. Recent generations have been shaped by the technology of their time which have shifted their motivations as to what is important to them. There is and always has been the desire to do good and be successful so finding their motivation to get to that path is a challenge that leaders will always have.

4. The Air Force's combat units are relatively small and most of the force is in a support role. I believe there doesn't need to be a uniform standard for everyone because the recruitment pool would be squeezed. For example, in the cyber world, there doesn't need to be a requirement for fit people because those that are good in the computer world tend to not have fitness as a top priority so therefore having a high standard of recruitment would eliminate a large pool of talent. The recruiting philosophy needs to be fluid and ever changing, along with being adaptable toward the talent they are seeking. If the Air Force needs special operators then go to the cross-country team, if they need computer people then go to the gaming conventions.