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The Power of Experience?

Innovative and Authoritative Leadership Values among Army Cadets

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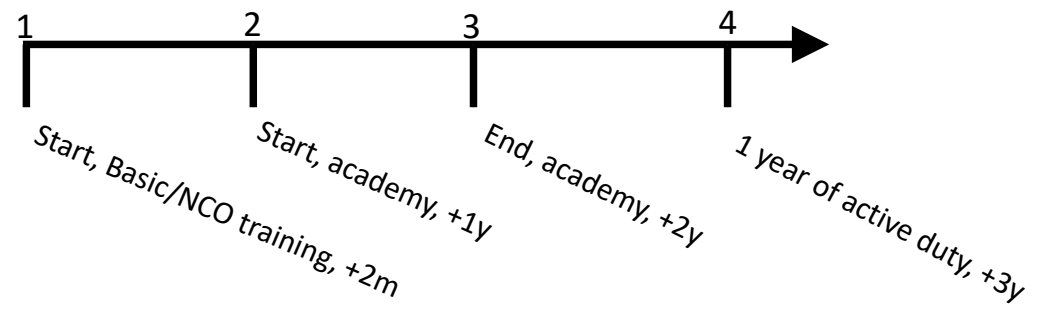


Cadets with a civilian BA-degree identify themselves much more with authoritarian leadership values than cadets recruited from previous military service

Research program:
*The reform of the officer concept
and its impact on values of officership*

The research program includes:

- Cadets recruited internally and directly from civilian life
- Cadets from all service academies: Army, Navy, Air force
- Cadets starting on the educational teams in 2016, 2017, 2018, 2019
- 4 data collections on each team including a wide ranges of value-indicators:





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Respondent overview Cadets, Royal Danish Military Academy, May 2017



			Age mean, (standard deviations in parentheses)
Enrolment type	Civilian BA	32	26.3 years (1.5) <i>based on 26 responses</i>
	Mixed military & civilian background	10	29.0 years (4.0) <i>based on 9 responses</i>
	Military personnel	19	28,5 years (2.1) <i>based on 14 responses</i>
Gender	Men	61	27.1 (2.4) <i>based on 49 responses</i>
	Women	0	



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The major finding



Military legitimacy is based on strict regulation of violent behavior. Accordingly we should expect authoritative control as a leadership value to correlate positively with military service experience.

Our study challenges somewhat surprisingly this expectation, as our data demonstrates that cadets with a civilian BA-degree identify themselves much more with authoritarian leadership values than cadets recruited from previous military service.



Concepts of leadership values

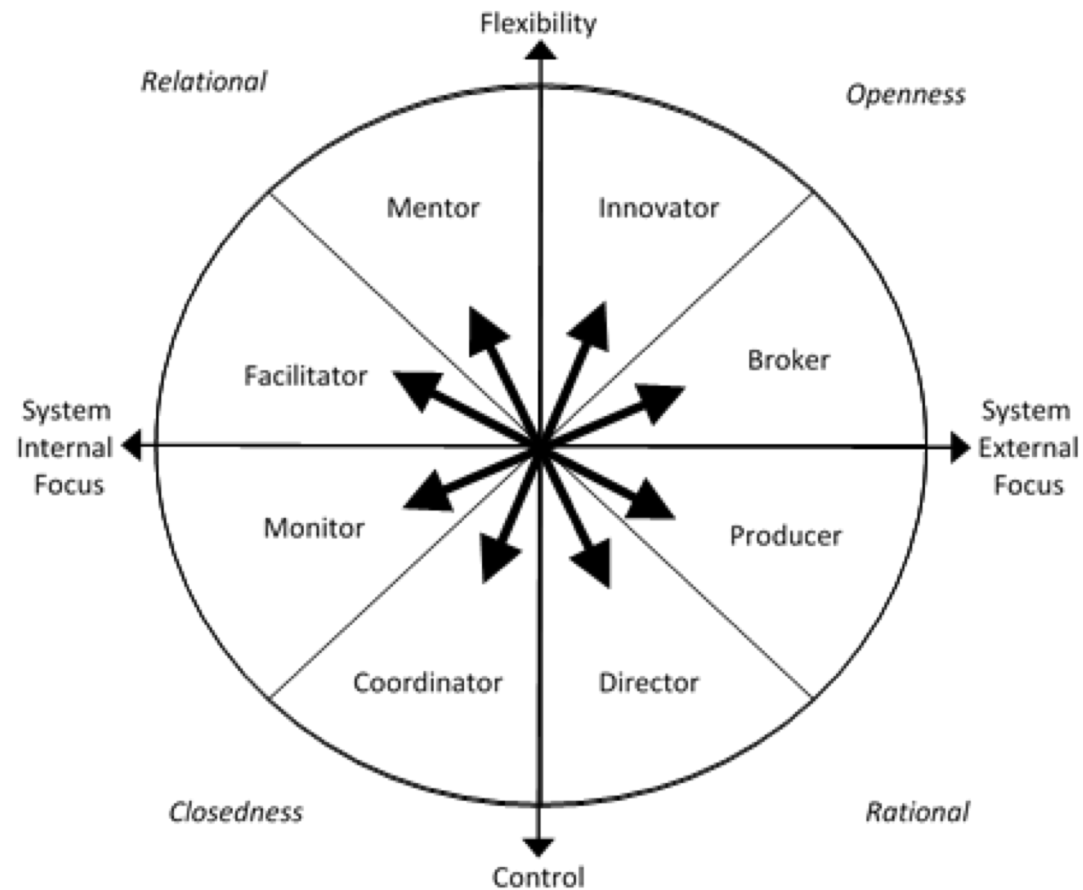


Figure 2: The Competing Values Framework. Based on R.E. Quinn's model (Quinn 1988:86)

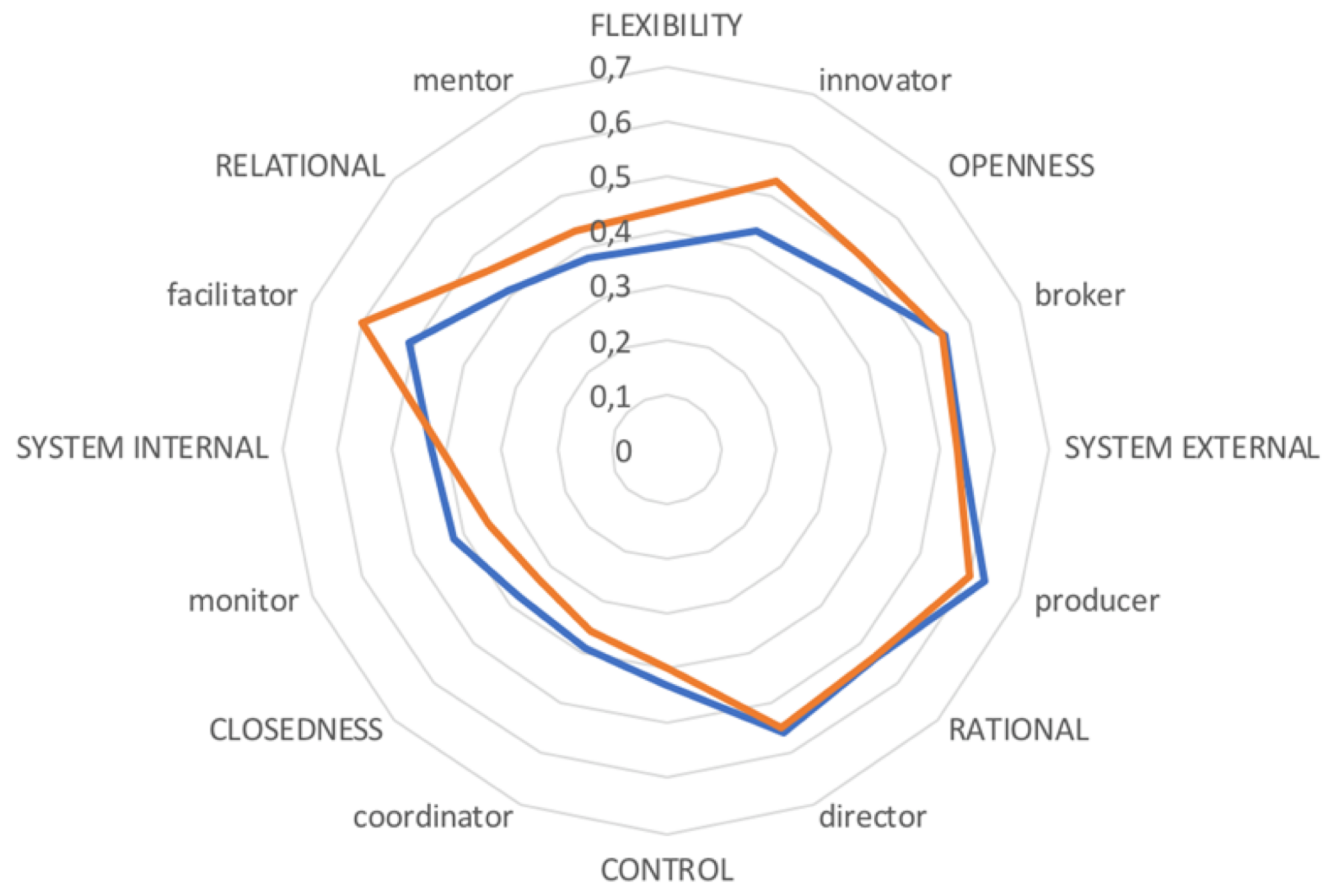


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Observations



— civilian BA — Military Personnel



Discussion

- (1) Military leadership today balance innovative and authoritative values more than expected as practical experience with warfare tends to push the organisation towards a greater degree of flexibility.
- (2) A general trust towards innovative values in society at large also affect the development of the military professions. The military organisation does not develop in a vacuum, independently from developments in the surrounding society.



Observations

	Civilian BA	Military Personnel	Difference
Facilitator	.51 (.14)	.60 (.11)	-.10 [.03]**
Mentor	.38 (.10)	.43 (.15)	-.05 [.03]
Innovator	.43 (.13)	.53 (.16)	-.10 [.04]*
Broker	.55 (.15)	.55 (.14)	-.01 [.04]
Producer	.63 (.13)	.60 (.14)	.03 [.03]
Director	.56 (.11)	.55 (.14)	.01 [.03]
Coordinator	.39 (.14)	.36 (.17)	.03 [.04]
Monitor	.42 (.14)	.35 (.18)	.07 [.04]
N	32	29	

*: $p < .05$; **: $p < .01$

T-test, difference of means. (Standard deviations in parentheses). [Standard errors in brackets]. Cadets enrolled with a civilian BA and cadets enrolled from military personnel. Royal Danish Military Academy, May 2017.