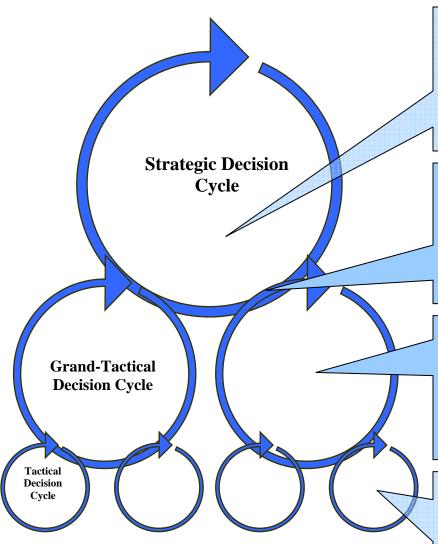
Positive Leadership Model

Adapted from work of Col. John R. Boyd (USAF)



A strong common outlook between superiors and subordinates establishes mutual trust. This reduces the need for continuous supervision and thereby diminishes micro-management.

Strong trust encourages delegation and reduces the amount of information and tactical direction processed at the strategic level. With less information to process and a greater focus on strategic issues, the strategic decision cycle accelerates and the need for legislative direction (rules & regulations) diminishes, creating a more fluid-organic whole.

Objective driven orders (those that emphasize the end-state of operations over methods) reduce the need for explicit communication between superiors and subordinates. Consequently, little overlap of responsibility occurs and a good economy of effort emerges that expands the organization's overall ability to influence the environment.

Tactics are not mandated from above but are developed and implemented at each level by those closest to the problems at hand. Thereby the creative ability and intellectual capacity of each individual commander is harnessed, resulting in greater morale and enthusiasm. All of these factors combine to increase the probability of finding effective solutions.

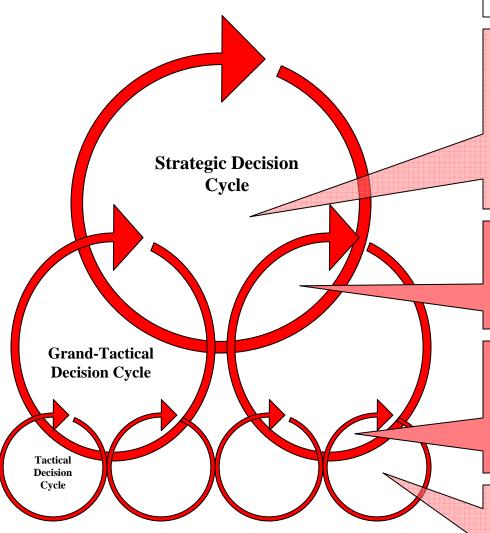
Tactical commanders (given broad authority) take the initiative and become semi-autonomous; they continuously interact with the environment without hesitation. This speeding-up of decision cycles among tactical commanders provides quick adaptation to the changing environment. Collectively tactical adaptation works up the chain of command to influence the evolution of organization as a whole.

Increased decentralization throughout the organization harmonizes the rhythm of the slower strategic decision cycle with those of the faster tactical decision cycles. An efficient, highly adaptive and pro-active, organic whole emerges to become a **Superior War-fighting Organization!**

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Negative Leadership Model

Adapted from work of Col. John R. Boyd (USAF)



A fundamental lack of trust between superiors and subordinates necessitates increased supervision, setting the stage for micro-management.

Distrust of subordinates hinders delegation thereby increasing the amount of information processed at the strategic level. This added burden slows the strategic decision cycle down. Meanwhile, the increased demand for decision making, forces strategic commanders to legislate explicit directions (rules & regulations). As the volume of regulations heaped upon subordinates increases, the overall organization becomes a more rigid mechanical and bureaucratic whole.

Method driven orders (evolving from increased regulation) increase the need for explicit communication between superiors and subordinates. A greater overlap of responsibility occurs, leading to confusion, friction, and competition for authority between superiors and subordinates.

Mistrust ensures that tactics are mandated from one level down to the next. Tactical expertise is subsequently underdeveloped. Subordinates are treated less like "thinking beings" and more like slavish robotic servants. The creative and intellectual ability of individual commanders is underutilized, generating dissatisfaction, cvnicism, frustration, and low morale.

Tactical commanders (given narrow authority) become hesitant to make decisions. The continuous need to obtain permission to execute plans stifles initiative. As they can no longer fluidly adapt to changing circumstances, they become trapped in rigidly defined roles like clogs in a machine and respond ineffectively to a rapidly changing enemy.

Increased centralization generates friction between the levels of command. Without well-established mutual trust, the temptation to micromanage overtakes commanders and slows decision cycles at all levels. Increased legislation works to create a rigid, mechanistic structure. All of these factors combine to create a rigid inefficient, and sluggish organization that is slow to adapt and ultimately combat ineffective!!

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