"An army of rabbits commanded by a lion could do better than an army of lions commanded by a rabbit."

(Bonaparte Napóleon)

The Effects of Transformational Leadership on Organizational Citizenship Behavior:

Challenges of Transformational Leaders in NATO's Deployed Multinational Headquarters

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Author: János Csombók

Abstract

In today´s complex multinational organizations, Transformational Leadership (TL) seems to be the best fit to achieve objectives. But how does it fit in military? NATO with its 30 member states and 40 partner nations comprises numerous different leadership cultures posing a huge leadership challenge in deployed multinational headquarters. Therefore, this thesis deals with the issue how Transformational Leadership can effect Organizational Citizenship Behavior (OCB). A special attention is paid to trust, individual consideration and intercultural competence. It is a qualitative study, which approaches the issue by comparing scholars´ findings on the topic, with the hands-on experience of General level practitioners – including the Author´s – of NATO's deployed multinational headquarters.

This paper reveals, that despite the fact that OCB is basically the norm in NATO member states national Armed Forces, the deployed multinational headquarters set-up poses significant leadership challenges. It points out that trust, in military organizations, plays a fairly more significant role than in civilian ones and it seems to be the glue between TL and OCB. Without mutual trust, OCB cannot be achieved and without OCB, TL is not enabled. Conclusively, this paper argues that, while individual consideration proves to be the most effective tool to influence OCB, military leaders have to effectively employ each element of TL to build and maintain mutual trust in a very limited period of time. Transformational military leaders need followers´ OCB to meet the challenge of the continuously changing human composition of NATO´s deployed multinational headquarters.

Author: János Csombók

List of Abbreviations

ACRONYM	MEANING
AJD	Allied Joint Doctrine
AJP	Allied Joint Publication
CHOD	Chief of Defense
COE	Council of Europe
CR	Contingent Reward
DANCON	Danish Contingent
DCOM	Deputy Commander
DOTMLPF-I	**D**octrine, **O**rganization, **T**raining, **M**aterial, **L**eadership and education, **P**ersonnel, **F**acilities, **I**nteroperability
EU	European Union
FM	Field Manual
KFOR	Kosovo Forces
LF	Laissez-Faire
MBE-A	Management by Exception Active
MBE-P	Management by Exception Passive
MLQ	Multifactor Leadership Questioner
NATO	North Atlantic Treaty Organization
OCB	Organizational Citizenship Behavior
OSCE	Organization for Security and Co-operation in Europe
TAL	Transactional Leadership
TL	Transformational Leadership
VUCA	Volatile, Uncertain, Complex, Ambiguous
4Is	The elements of Transformational Leadership: **I**dealized Influence, **I**nspirational Motivation, **I**ndividual Consideration, **I**ntellectual Stimulation

Author: János Csombók

Table of Content

Author: János Csombók

Author: János Csombók

1. Introduction

1.1. Framing the Problem

Napoleon stated once that "An army of rabbits commanded by a lion could do better than an army of lions commanded by a rabbit." One is clear out of the statement that leaders make the difference between failure and success (Bass 1990, p. 21). But how can a lion commanding an army of rabbits win a war or be successful in any organization? What is Transformational Leadership (TL) about? Can the transformational leader transform rabbits into lions? And if yes, then how so? These questions captured scholars' attention quite a lot; accordingly, this topic is well researched. Why is TL so relevant today? According to Bernard M. Bass & Ronald E. Riggio (2006), it is probably because TL with its emphasis on followers' intrinsic motivation fits better for today's complex common multinational organizations, where employees want to feel empowered and also challenged (Bass & Riggio 2006, p.7). This can be achieved because transformational leaders "lift ordinary people to extraordinary heights" that leads to employees' performance surpassing expectations (Boal & Bryson 1988, p. 11).

In the twenty-first century, TL is even more relevant than ever because the world is becoming more and more complex, fast paced and globalized. In today´s complex organizations, TL seems proving a "better fit" to achieve objectives (Bass & Riggio, 2006, p.11). NATO with its 30 member states is a major international organization and also one of with strong cross-cultural nature which comprises numerous different leadership cultures. With the accession of new member states of the former East bloc starting in 1999, NATO also became a melting arena of various leadership cultures of East and West. In light of NATO's diverse leadership culture, it is important to analyze what

NATO military leaders in general, regardless of possible differences in leadership culture of Eastern and Western countries can do to inspire subordinates to perform beyond expectations. It seems quite a special challenge in NATO´s multinational deployed headquarters because of the unique social construct of it.

How far is TL introduced in different Armed Forces? For instance, in the German Armed Forces the so-called *Auftragstaktik* since the Prussian strategic military thinker Carl von Clausewitz has centuries long tradition. This leadership culture is also based on trust and intrinsic motivation. With the implementation of the Leadership and Civic Education Model (*Innere Führung*) into *Bundeswehr* in 1955, the principles of TL have been anchored basically since its foundation. Thus, the *Bundeswehr* as an Organization has a solid basis to continue successfully facing challenges of this century (Csombók et al 2019, p.25).

In the US Army Field Manual on leadership (2006), leadership is understood as "the process of influencing people by providing purpose, direction and motivation to accomplish the mission and improve the organization." (FM 6-22, 2006, p.12). As this statement from the Field Manual suggests, it seems that TL has long been introduced in the US Army too, aiming to achieve mission success in the current highly complex operational environment. But how does TL perform in a multinational environment? What makes a deployed NATO headquarters unique in comparison to civilian companies' headquarters? It has certainly many aspects just to name but a few, for example in a military organization there is a strong hierarchy and all members swore an oath to protect their country, so there is a high level of patriotism, there is no financial reward in the motivating toolbox of a leader but there are awards for special achievements with a high grade of moral value. Furthermore, soldiers generally are ready to risk their lives for the mission and are in 24/7 readiness. In a deployed operation, soldiers have to

Author: János Csombók

deal with the absence of their loved ones and they also deal with the fear of never going home again. From the organizational perspective, probably the greatest difference is that a military community, unlike most companies, in a deployed operation, only works for a very short time in the same set-up, often for only six months or even less. This is the result of the short deployment periods of soldiers. All the aforementioned circumstances provide certainly a very unique situation for the transformational leader and with that a huge challenge to motivate sub-unit commanders, soldiers and staff members to perform more than expected. As Gary Yukl (1989) suggests, one of the crucial reasons why employees follow the transformational leader is trust and respect, which play in military organizations an even greater role than in civilian ones.

Nevertheless, how can military leaders overcome these difficulties? Can the "good soldier syndrome", as Dennis W. Organ (1988) suggests, be a solution if it becomes a norm in military organizations? Is there a need for "followers who are promoting the excellence of their employers without either an explicit or implicit promise of reward for the behavior" (Organ 1988, p.4)? Alternatively, should everybody only master his/her own job? In the scholarly literature such as Dennis W. Organ (1988) or Philipp M. Podsakoff et al (1990), the aforementioned concept and behaviors are not part of any job description but certainly contribute to the effectiveness of any organization, called Organizational Citizenship Behavior (OCB).

1.2. Research Question

According to the above-mentioned scholarly literature, OCB seems one of the key requirements to successfully run multinational organizations. Thus, this paper examines the Transformational Leadership`s effect on OCB in deployed Multinational Military Headquarters. In order to find out the challenges and chances for transformational military leaders, the research question of this paper is: To what extent can OCB be achieved in NATO`s deployed

Author: János Csombók

Multinational Headquarters in order to meet mission objectives and what are the direct and/or indirect ways and means of transformational military leaders to influence and maintain OCB with a special attention to trust, individualized consideration and intercultural competence?

As the research question implies, this paper does not analyze all aspects of a NATO operation but it limits itself to analyze the transformational leader's challenges and opportunities to lead NATO´s deployed multinational headquarters in order to successfully plan and execute operations. The focus is on the General level leaders´ perspective and not on the views of the subordinates'. Special attention will be spent on trust and individualized consideration because scholars such as Philip M. Podsakoff et al. (1990), found that trust works as a mediator, while individual consideration as one component of TL has a direct effect on OCB (Podsakoff et al 1990, p.109). This paper aims to find evidence and verify these findings in multinational military environment. Moreover, considering NATO´s multinational nature, it is certainly an important aspect to find out whether intercultural competence of transformational military leaders plays a role in influencing and maintaining OCB.

1.3. Structure of the Paper

In order to set the stage for pursuing an answer for the research question, firstly I consider the theoretical background of TL along the so called "4 Is" namely, inspirational motivation, idealized influence, individual consideration and intellectual stimulation. Secondly, I describe the methodology of data collection and data analysis in acquiring the sample to empirically support the findings. Thirdly, I explore the aspects of OCB in a military construct and the role of trust in TL and in achieving OCB.

Author: János Csombók

Throughout this paper, I describe the characteristics of a deployed multinational military headquarters in order to shed light on the special organizational set-up that differs from a global civilian company. Moreover, I will analyze the level of indoctrination of TL and OCB in NATO and in some of NATO largest member states´ armed forces. Then, I will elaborate on the need for OCB in NATO´s deployed Headquarters. I will also emphasize the significance of trust in military environment and its role in influencing OCB. In order to find appropriate answer for the research question, I will analyze the ways and means, such as individual consideration and all the elements of TL and also intercultural competence, to influence and maintain OCB. After setting the ground, I will elaborate and analyze the challenges transformational leaders must face in this special construct.

I intend to support my findings by empirical evidences, beside my own participant observation gained during my deployment as Deputy Commander NATO Kosovo Forces (DCOM KFOR), by analyzing the questionnaire filled out by six General level practitioners, including former commanders, deputy commanders and chiefs of staff of different NATO operations.

Finally, I will sum up the major findings concerning challenges and opportunities of the transformational leaders in influencing OCB in NATO´s deployed military headquarters. Furthermore, I also intend to propose some areas for further research.

2. Methodology

This paper is a qualitative study that includes data collection methods of reviewing scholarly literature and military doctrines as primary sources and structuring participant observations[1] extended by empirical experiences of General level practitioners of NATO's deployed multinational headquarters, acquired through filled-out questionnaires.

First, this paper analyses the quite extended scholarly literature on TL focusing on its components, namely the theory of the "4Is". Then, it will be deepened and narrowed down to the theoretical background of the ways and means through transformational leaders can influence OCB. Special attention will be paid to the role of trust, individualized consideration and intercultural competence as possible tools of the transformational leaders to achieve followers´ OCB. Then, based on the findings, the special characteristics of a deployed multinational military headquarters will be dealt with. In order to answer the research question of this paper – To what extent can OCB be achieved in NATO`s deployed Multinational Headquarters in order to meet mission objectives and what are the direct and/or indirect ways and means of Transformational Military Leaders to influence and maintain OCB with a special attention to trust, individualized consideration and intercultural competence? – the filled-out questionnaires will be analyzed. These evidences will be compared to findings of scholars and to the doctrinal background of the German Armed Forces, U.S. Army and NATO, in order to better understand researchers´ findings and the views of the practitioners.

Finally, I will identify the gaps between researchers' and practitioners' perspectives and to conclude, I offer areas of possible further research and some proposals for NATO in the field of leadership development.

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[1] The author of this paper gained leadership experience at different levels during his 33 years of military carrier but the main inspiration was his one-year deployment as Deputy Commander of NATO KFOR operation in the rank of Brigadier General.

Author: János Csombók

This paper is also an inductive research because it can lead to a deeper understanding for NATO about the challenges of leaders in commanding positions of NATO operations. Moreover, it can contribute to concept and doctrine development both at NATO and national levels related to leadership education and training, as part of its capability development[2].

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[2] In the NATO Glossary of terms and definitions (AAP-6), capability is described as the ability to create an effect through employment of an integrated set of aspects categorized as doctrine, organization, training, material, leadership development, personnel, facilities, and interoperability.

Author: János Csombók

3. Theoretical background

3.1. Transformational Leadership and its Components

James MacGregor Burns (1978) was the first who has described the concept of "transforming leadership". Actually, he did not name it as transformational leadership. According to him, transforming leadership "occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality." (Burns 1978, p.20). Burns (1978) found that TL creates great changes in the lives of leaders and followers, as well as organizations. It changes the expectations of led associates and it redesigns values and perceptions. It is not a give-and-take relationship like in transactional leadership; TL is more based on leaders' traits and ability to encourage change by example, articulating a vision and objectives that challenge followers. In Burns' theory, transactional and transforming leadership are mutually exclusive approaches. Transforming leaders are striving for changes of organizational culture while transactional leaders live in the given culture. (Roberts 1985, p. 1).

Bernard M. Bass (1985) developed further the theory of Burns (1978). In contrary to Burns, he suggests that leadership can be simultaneously transformational or transactional (Bass 1985, p.8). He established also a method of how transformational leadership can be evaluated. He found that it can be measured by the level of influence a transformational leader is able to achieve on followers. Subordinates of a transformational leader feel loyalty, respect and trust, and as a result, they feel motivated and willing to work beyond expectations. This can occur because transformational leaders provide followers with a vision and inspiring objectives and by doing so they provide followers an identity in the organization, as well. The transformational leader empowers followers through her or his **inspirational motivation, idealized**

Author: János Csombók

influence (earlier researches e.g. James McGregor Burns (1978) referred to it as charisma), **individual consideration and intellectual stimulation**. Bernard M. Bass together with social psychologist Ronald E. Riggio (2006), in their book on Transformational Leadership (Second Edition), developed the topic of Transformational Leadership further by using examples of real-life leaders and situations. In this book, they put stress also on the enhancers and neutralizers of Transformational Leadership and its substitutes, as well such as transformational teams or organizational cultures with transformational characteristics (Bass & Riggio 2006, p. 219-220). They describe the four components of TL as follows. The First element is **Idealized Influence**. As they assert, "transformational leaders behave in ways that allow them to serve as role models for their followers." (Bass & Riggio 2006, p.6). In U.S. military it is called *"lead by example"* and in the German Armed Forces *"Führung von Vorne"*. There are two aspects regarding this component of TL, one is the leader´s behavior and the other one is the elements followers´ attribute to the leader. These two aspects are also measurable and are sample items for the Multifactor Leadership Questioner (MLQ), which seems a useful tool for the measurement of transformational leaders' effectiveness. Leaders with a great deal of idealized influence are consistent and have the willingness to take risks. Followers can also trust them that they are doing the right thing. Finally, these leaders demonstrate a high level of moral and ethical behavior, as well. (Bass & Riggio 2006, p.5-6).

The second component of TL is **Inspirational Motivation**. "Transformational Leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work." (Bass & Riggio 2006, p.6). Through Inspirational Motivation team spirit will be elevated which is the most important phenomenon in military units, beside trust. In this framework, leaders involve associates in envisioning a positive future and they directly communicate their expectations that followers are

Author: János Csombók

willing to meet. Idealized Influence and Inspirational Motivation combined make a significant factor of charismatic-inspirational leadership (Bass & Riggio 2006, p.6).

The third component of TL is **Intellectual Stimulation.** "Transformational Leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways" (Bass & Riggio 2006, p.7). An important aspect is that in this component individual members' mistakes will not be criticized publicly. Associates are clearly encouraged to come up with new ideas and solve problems in a creative way. It is a note of importance that leaders do not criticize these new ideas because they differ from their own solutions (ibid).

The forth component of TL is **Individual Consideration.** "Transformational Leaders pay special attention to each individual follower´s needs for achievement and growth by acting as a coach or mentor." (Bass & Riggio 2006, p.7). Individualized consideration is practiced by creating new learning opportunities in a supportive environment. The transformational leader accepts and is aware of individual differences. For example, one employee needs more support while the other one needs a higher level of autonomy. An important aspect of this component is the two-way communication the so-called management by walking around. It is also crucial that interaction with followers are personalized which means that the leader remembers previous talks and is aware of the person and his or her concerns. It is the whole person that should be recognized and not the employee. The ability of leaders to listen effectively is also a key part of Individual Consideration. Moreover, it is of high significance that leaders delegate as means of contribution to followers' development. Finally, the individually considerate leader takes time to coach and teach. (Bass & Riggio 2006, p.7).

It is of vital importance for this research to identify as to whether TL is the concept which enables military units to achieve the set objectives and whether

Author: János Csombók

military leaders are expected to be transformational leaders or not. The answer amongst other can be found in the description of the German Armed Forces Leadership philosophy, the so-called *Innere Führung* that will be understood as a Leadership and Civic Education Model. According to this, on the one hand, a follower/sub-leader is given the freedom to contribute with all his or her individual skills to the fulfilment of a challenging mission, applying his or her personal experience and appreciation of the current situation. On the other hand, the delegation of freedom of action and decision-making authority at lower levels permit sub-ordinated commanders to take the initiative and thus to react quickly to the ever changing situations on the ground. The mutual trust of leaders and followers that this paper will deal with at a later stage, is an essential pre-requisite for the success of this leadership concept. In order to become a leader in the *Bundeswehr,* applicants should own among others a great strength of character, an exemplary attitude to the fulfillment of duty, a special bravery, a high level of social sensitiveness, very good communication skills and the will to accept responsibility. After careful consideration of this concept one can identify, that the four components of transformational leadership described above (idealized influence, inspirational motivation, intellectual stimulation, individual consideration) are well included in the German Leadership and Civic Education Model known as *Innere Führung*. Thus, the German Armed Forces leadership concept can actually be described as an application example of transformational leadership (Csombók et al 2019, p.15-16).

An important aspect for this paper is the fact that has been proven by Bernard M. Bass and elsewhere, namely that TL can be learned therefore; it should be an essential part of leadership development in forms of education, training, coaching or mentoring (Bass 1990, p. 27).

3.2. A Brief Description of Transactional Leadership

In order to widen the angle on TL it is important to describe also transactional leadership (hereinafter: TAL) because it shows a contrast to TL and a clearer picture on the various types of leadership styles. Aiming to describe TAL, it is appropriate to recall James MacGregor Burns (1978) who identified two basic sorts of leadership namely, transactional and transforming. In his view, the relations of leaders and followers are mostly transactional. It means that "leaders approach followers with an eye to exchanging one thing for another: jobs for votes, or subsidies for campaign contributions" (p.4). These transactions define the relationship of leaders and followers (Burns 1978, p.4). In this relation, each party is aware of the others` power and attitude. Their purpose is clear and related, at least until the bargaining process ends. In this process, a leadership act takes place but it does not connect leader and follower in the name of a mutually higher purpose meaning that they may go their separate ways (Burns 1978, pp.19-20).

Bernard M. Bass (1985) defined the dimensions of TAL. In his view, these dimensions are contingent reward and passive or active management by exception. Contingent reward will be understood as leaders´ set expectations that will be met by followers for some reward (Bass 1985, chapter 12). The passive management by exception means that leaders do not interfere until a problem occurs. These kind of leaders, act according to the classical term "If ain´t broken don´t fix it" (p.20). While active management by exception means that leaders anticipate problems, monitor them and introduce measures to correct them. Transactional Leaders may employ disciplinary threats to increase performance that is certainly a technique, which will be counterproductive in the long run (Bass 1990, pp.20-21). However, even management by exception can be successful in organizations where rules and regulations are in place and clearly understood (Bass 1990, p.30). Since the military is an organization with strict rules and regulations, TAL is also

Author: János Csombók

relevant for this area of research because it can be recognized as the order type command in military environment.

3.3. Effectivity of Transactional and Transformational Leadership

In order to consider TL and TAL from the angle of effectivity, it is productive to recall Bernard M. Bass and Ronald E. Riggio, who in their book of Transformational Leadership (2006) describe the Full Range of Leadership Model. This model, beside the four elements of TL, includes many components of TAL, too. In their view TAL is bond to positive or negative contingent reward and to the active or passive management by exception. Their leadership model is ranging from Laissez-Faire (non-leadership) through passive and active management by exception and contingent reward up to the 4Is. Whereas, laissez-faire leadership means the "avoidance of or absence of leadership" (Bass & Riggio 2006, p.8). Management by exception in active form is, when the leader directs followers´ attention toward misbehavior or failures in order to meet objectives. In passive form, the leaders stay passive without any actions until complaints arrive. Contingent reward, on the other hand, is a more constructive transaction because in this leadership style leaders provide clear expectations and also what followers can receive when goals are met. Depending on whether the reward is material or psychological, contingent reward as leadership style can be transactional or transformational. They evaluated these elements on the terms of active or passive and on the scale of effectivity. Leaders with poor performance tend toward more inactivity resulting in a higher level of ineffectiveness. These leaders exhibit laissez-faire more frequently than the components of TL. According to their assessment, TL with its 4Is is the most active and most effective leadership style. (Bass & Riggio 2006, p.8-9).

Author: János Csombók

In conclusion, as Bass (1990) has proven in his research, "Organizations whose leaders are transactional are less effective than those whose leaders are transformational" (Bass 1990, p. 22). The model of the Full Range of Leadership is visualized in the graph below.
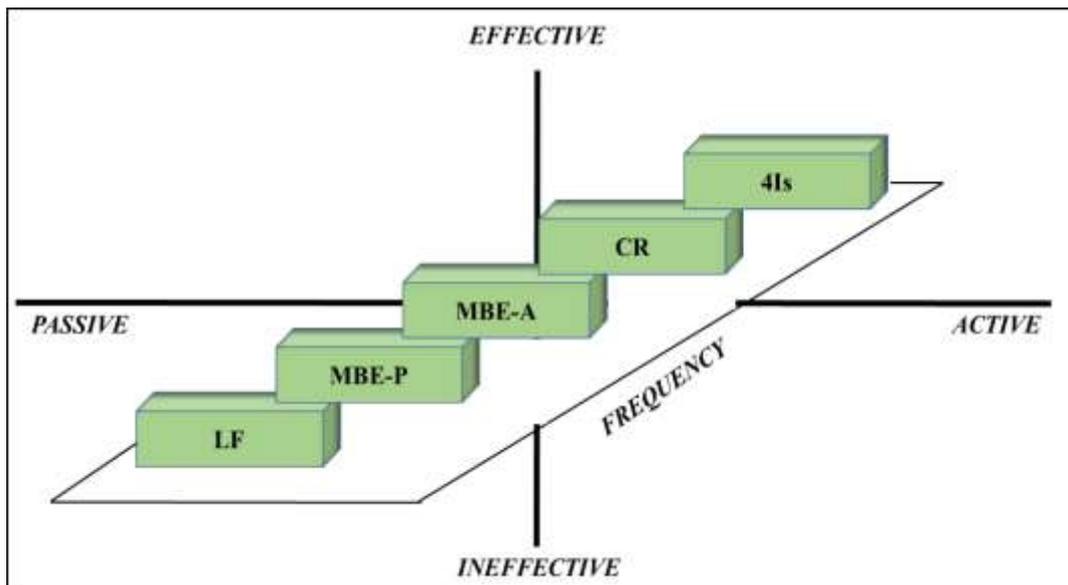
FIG.1 The model of the Full Range of Leadership: Optimal profile[3]

3.4. Special Aspects of Organizational Citizenship Behavior in the Military

Before moving on to analyze the specific aspects, it is constructive to describe Organizational Citizenship Behavior in general. There are certain behaviors expected from an employee in an organization. Having a closer look one can identify, that there are followers who exhibit behaviors that are beyond expectations serving the needs of an organization. The behavior that "goes beyond the call of duty" is called Organizational Citizenship Behavior (Tambe

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[3] Bass, Bernard M. & Riggio, Ronald E. 2006: Transformational Leadership Second Edition, by Taylor & Francis Group, LLC, (p.9)

Author: János Csombók

& Shanker 2014, p.1). As Dennis W. Organ (1988) puts it, OCBs are behavior(s) discretionally of nature that are not part of followers' requirements however; they contribute to the success of any organization. OCB functions as an extra-role behavior that can be encouraged by Transformational Leadership. OCB is defined by five traits of followers such as **altruism, conscientiousness, sportsmanship, courtesy and civic virtue** (Organ 1988, p.3-4). Firstly, altruism means discretional behaviors in helping another member of the organization to solve a problem that is relevant for the success of the organization. Secondly, conscientiousness is described as followers' discretional behaviors of going far beyond the expectations for example in obeying rules or taking breaks. Thirdly, sportsmanship is understood as the willingness to accept and tolerate non-ideal circumstances without any complains. Fourthly, courtesy is an individual`s discretionary behavior resulting in much less work related problems with others. Lastly, civic virtue as the final trait for OCB is about responsible participation and being concerned about the success of the company (Podsakoff et al 1990, p.115-116). Following these considerations, one can identify that OCB should be a norm that companies need to have to achieve their objective and to be prosperous. Followers with such behavior, which are above the requested and rewarded duty, can provide an effective contribution to the success of the organization. This is the reason why OCB has been of great importance in the research of organizational scholars.

As Dennis W. Organ (1988) notes, OCB is not demandable by force and for OCB cannot be requested any reward. However, it does not go unrecognized. In contrary, leaders reward exhibited OCB of their subordinates such as in performance ratings or promotions. It is also important to note that these deeds are mostly internally motivated. Dennis W. Organ (1997), in the refining literature, defines it as "contribution to the maintenance and enhancement of the social and psychological context that supports task performance" (Organ 1997, p.91). This change in the definition has been the result of the changing

Author: János Csombók

organizational culture. Although this definition is a good starting point, according to Dennis W. Organ there is a need to come up with a "more precise rendering" of what we understand under the latter OCB definition (Organ 1997, p.95).

Considering military organizations, one can say without any doubt that they are quite specific. They are founded on strong hierarchical structures with members of high level of discipline and commitment. The interactions in this construct function according to strictly defined patterns. The core business of military is characterized by the constant need of task and mission accomplishment without the luxury of having consensus on it, which is reinforced by a high degree of power distance (Smiljanic 2016, p.26). In order to tackle the 21st Century's security challenges, military headquarters have to be agile to introduce necessary adaptation that necessarily should result from the unpredictable security changes. In this process, leaders have a key role to play to initiate and conduct necessary transformational changes ensuring the right level of adaptation of the military organization (Smiljanic 2016, p.20). The military culture has its strong values, traditions and customs and through the centuries, this has grown to an institutional ideology. It brings a common mindset and shared standards such as teamwork, selfless duty, loyalty and discipline for men and women in uniform (Sharma 2014, p.98). As a conclusion, one could identify – considering the above-mentioned shared values and standards – that military organizations are organizations that cannot effectively function without OCB. However, it is further relevant to examine how these norms and standards work in NATO´s deployed multinational headquarters. Considering NATO's multinational operations, the key to success is surely interoperability amongst the 30 NATO members and we also can add the more than 40 partner nations' armed forces. In the NATO Glossary of Terms, interoperability is defined as:

Author: János Csombók

"The ability of systems, units, or forces to provide services to and accept services from other systems, units, and forces and to use these services so exchanged to enable them to operate effectively together." (AAP 6, p.2-I-8).

In order to reach the required level of interoperability beside the technological interoperability, there is a need for interoperability of the people, as well. A multinational military headquarters can be characterized as special socio-technical system where organizational structures (personnel, processes and procedures) and technology interact in order to deliver capability (Stewart, Cremin, Mills & Phipps 2004, p.3). It means that military leaders and followers in a multinational military culture need to have not only the same language but also the same understanding. In sum, in a military organization requirements are set for OCB, but the transformational military leaders have the challenge to find ways to bridge interoperability gaps especially in the human domain.

3.5. The Role of Trust as Mediating Tool

To understand trust it may seem appropriate to use a definition provided by The Oxford English Dictionary. In accordance with this "trust is the firm belief in the reliability, truth, or ability of someone or something". This definition can be applied in examining what role trust is playing in achieving OCB and how transformational leaders can gain trust of followers and vice versa. However, it is important to note that a commonly developed and mutually recognized definition for trust does not exist (Stanton 2011, p.1).

Soldiers in the armed forces are ready to trade their own interests even their lives for the nation's interest. It demonstrates exactly what a high level of motivation and trust is needed to elevate them to this level. This is the main mission of transformational military commanders (Hamad 2015, p.4). Another aspect that contributes to the establishment of a trustful relation among

Author: János Csombók

multinational NATO forces is interoperability. As mentioned earlier interoperability of technology is not sufficient to deliver effective multinational military capability, it is crucial to reach the interoperability of people considered as the non-technical domain. In spite of some certainty in NATO environment because of strong efforts for human interoperability the challenge of operating different nations' forces together still exists. The available time to build trust in a multinational deployed headquarters is quite limited because of the regularly changing human composition of the headquarters (Stewart et al 2004, p.2-3). In these given conditions, have transformational leaders to achieve the necessary level of trust.

As Bernard M. Bass & Ronald E. Riggio (2006) point out "transformational leaders gain followers´ trust by maintaining their integrity and dedication", the way to reach this end is by "being fair in their treatment of followers, and by demonstrating their faith in followers by empowering them" (Bass & Riggio 2006, p.43). There are a couple of tools of a transformational leader to generate trust such as self-sacrificial and exemplary behavior. Moreover, leaders can demonstrate this kind of behavior by taking over a larger workload, by avoiding the trappings of power like Gandhi, who lived like a peasant and by postponing rewards like Apple's Steve Jobs who decided to work for 1$ a year (Bass & Riggio 2006, p.43).

3.6. Individual Consideration as Tool of TL to Directly Influence OCB

As Gary Yukl (1989b) asserted, followers of a transformational leader "feel trust and respect toward the leader and they are motivated to do more than expected to do." (Yukl 1989b, p.272). Following his statement, it is of importance to find out which component of TL contributes mostly to the trust of subordinates. John J. Sosik, Fil J. Arenas, Jae Uk Chun & Ziya Ete (2018) conducted a research in the US Air Force to figure out the new opportunities for military leaders by renewing basic values of leadership behavior in the

Author: János Csombók

institution. They found out, that amongst the "4Is" individualized consideration is the TL component that contributes mostly to build trust among followers. The coaching and mentoring of subordinates and also the appreciation of the unique differences of followers are the sum of behaviors that build trust and empowers apprentices to perform beyond expectations. Leaders behaving truthful and sincere keeping a high level of transparency is also highly important in gaining trust of followers (Sosik et al 2018, p.5-7).

4. Characteristics of the Unique Construct of a Deployed Multinational Military Headquarters

4.1. The Main Institutional Differences Between Civilian Companies and NATO's Multinational Deployed Headquarters

Louis A. Allen (1958) identified in his book of Management and Organization, that organization is a relationship-framework, basically a form of human association aiming to attain a common purpose. It is also a framework of "the process of identifying and grouping work to be done, defining and delegating responsibility and authority, and establishing relationships for accomplishing objectives." (Allen 1958, p. 302). This definition provides a good vehicle to compare military organizations to civilian ones along important characteristics of an organization such as **purpose, responsibility, relationship and process.**

Before describing military organizations using the above characteristics, it appears as constructive to point out one of the main differences between multinational military headquarters and civilian organizations. Military organizations deployed to any operations have the authority to use force (violence) on behalf of the sending state or organizations such as NATO or EU. As probably none of the civilian organizations have this kind of right, it certainly means for military that misconduct or leadership failures can cost lives.

Moving back to the conceptual characteristics of an organization, there are grave differences as far as the purpose of organizations is concerned. When we consider Carl von Clausewitz suggestion that "war is a mere continuation of policy by other means" (Graham 2020, Chapter 1, paragraph 24), it becomes clear that military organizations are highly reliable organizations at the disposal of the state to achieve political goals. Another crucial difference in

Author: János Csombók

purpose is that military organizations do not fight for their existence unlike civilian organizations that are fighting to meet challenges of supply and demand of the market meaning that the driving force is totally different. The result is that military organizations are focusing on the operations and less on the costs. The purpose of a military organization is more about to achieve tactical, operational or strategic objectives for the safety and security of the Alliance nations or a post-conflict society, in line with the set political goals (Soeters et al 2010, p. 23).

A further aspect formulated by Joseph C. Rost (1993) is that in military organizations purpose and objectives are usually given, coming from the higher echelon but it is of crucial importance that the organizations´ or units own implied purpose (objective) should always be mutual. It means that "it must be forged in the relationship that leaders and followers have, one which allows followers to influence leaders (and other followers) as well as leaders to influence followers (and other leaders)" (Rost 1993, p.120). This can contribute to followers' identification with the team and according to Bernard M. Bass & Ronald E. Riggio (2006) the identification with a transformational team can enhance TL or it can serve as a substitute for it. Moreover, inspirational norms in a multinational headquarters team would support staff members to intellectually stimulate and individually consider each other. This growing competence of staff members might enhance or even replace leadership in achieving organizational objectives. (Bass & Riggio 2006, p.218).

The serious fact that always or at least very often lives are at stake in a military operation, brings the argumentation to responsibility and structures as the next characteristic of an organization. In this concern the author´s participant observation is that military is steeped in hierarchy meaning that there are pyramids of clear coercive power and responsibilities resulting in a clear division of labor which is accepted by everyone. Unlike in civilian

Author: János Csombók

organizations, these strong hierarchy and power relation can even be recognized on the uniforms' rank insignias (Soeters et al 2010, p.20).

Considering relationship in organizations, it is of note that military organizations put a significant emphasis on discipline, order, acceptance of authority or punishment for disobeying. These characteristics certainly differ nation by nation which is a significant challenge the transformational leader has to meet in any multinational operation. These all make the military organizations "a species of its own" and this is exactly the reason why military organizations have been a role model and example for management and organization theory at least until the industrial age (Soeters et al 2010, p.1-3).

With regard to relationships in military organizations, one should also understand the multinationalism as a significant phenomenon. In civilian enterprises, globalization became the new norm. During the last two decades, the military is also intensively challenged by this phenomenon. After the fall of the Berlin Wall and with the emergence of a new world order without East-West confrontation the likelihood that NATO will have to employ multinational military forces in non-article five (other than warfighting) scenarios has been dramatically increased. This has gradually drawn the attention of researchers and practitioners to the dynamics of multinational forces and headquarters. Sven Bernhard Gareis (2016) makes the distinction of "horizontal cooperation" and "vertical integration" whereas the former includes links between force contingents; meaning that multinationalism happens at the strategic and probably at operational level. However, vertical integration means a kind of "multinational mixture" of command levels even down to the tactical level (Gareis 2016, p.171). Nowadays, it is important to express that NATO is shifting back its focus to defense of its own territory, challenged symmetrically from the East and asymmetrically from the South. Nevertheless, as Gregor Richter (2018) asserts, "multinationalism has become

Author: János Csombók

an increasingly important structural principle of military organizations." (Richter 2018, p. 5).

Moving on to further elaborate on military structures, it is of importance that in order to plan and conduct military operations there is a need to have command and control architectures, planning procedures and standards at all levels. NATO has its standing set of headquarters able to plan, implement and sustain military operations. These standing headquarters include personnel who have all been trained, schooled, exercised and sometimes worked together for months or even years and developed quite a high level of trust (Wallander 2000, p.21). However, deployed military headquarters are slightly different, as they have to be multi-task, multi-service and multinational, as well as do multi-partnering. Multitasking points to the fact that operations may be, beside warfighting, peace operations including peace enforcement (e.g. separation of warring factors, maintaining of buffer zones or no fly zones), peace building (state building, reconstruction of critical infrastructure, local capacity building of the security forces of the post-conflict country) and peacekeeping operations, as well. Multiservice is rather a military expression meaning that the services such as Army, Air Force, Navy, Marine Corps operate in joint operations together. In alliances like NATO or EU or in coalitions of willing, multinational or, as military calls it, combined operations have gradually became the norm. It requires a great deal of interoperability between forces sometimes strangers to each other at best or former enemies at worst. In this latter respect, for example in NATO the nations of the former East Bloc, which became full members of NATO, could be mentioned. Additionally, even the local security forces in a post conflict zone can be of note. This composition of military forces poses certainly a challenge in the domain of trust that seems quintessential for the effectiveness of any organization but especially the military. This issue will be dealt with at a later stage in this paper. Multi-partnering is also urging the military to become

Author: János Csombók

more flexible in order to master interagency cooperation with all the deployed governmental and non-governmental organizations and also with the local authorities in order to achieve objectives that military is not able to meet alone (Soeters et al 2010, p. 23-24).

Deployed military headquarters have been sometimes operational for years or even decades such as Headquarters KFOR in Pristina in Kosovo or Headquarters TAAC-North[4] in Mazar-E-Sharif in Afghanistan. Despite decades-long operations, there are several challenges for the transformational military leaders, which are not existent in civilian organizations or at least not to this degree. In accordance with the author´s participant observation, the most significant difference, compared to civil companies, is the length of deployment periods of military contingents ranging from four months up to one year. A further complicating aspect is that nations have a different pace of contingent deployment and redeployment resulting in an overlap in the handover-takeover processes. It leads to the situation that in a 4.000 man deployed force of 29 nations like NATO KFOR operation, there are often units that are non-operational and also branches in headquarters where staff officers or branch heads are in handover-takeover process. This is further complicated by the existing national caveats nations are imposing and the unfilled posts certainly contribute also to the leadership challenge at all levels. Concerning the latter, the problem is that unlike in civilian companies the military leader cannot employ anyone for unfilled positions because there is a bid put by nations on all the positions and if the nation is not sending anyone, the position stays unfilled but the job still has to be done. The good news is that at least flag officers[5] are usually deployed for a one-year period, which provides them time to develop a deeper understanding of the situation and the organization and also to find the right ways to gain followers' trust. It usually does not happen

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[4] Train Advise Assist Command - North

[5] In NATO, General level leaders will be called as flag officers

Author: János Csombók

that a nation is not filling-up a general position. However, this pace of deployment is still not comparable to the leaders of other deployed international organizations such as EU, UN, OSCE, COE[6] etc. whose deployment period can reach four years or even more. It is certainly a further aspect to consider as a significant difference, that in a deployed multinational headquarters, there is an ever-changing human set-up concerning command structure and contingents. The practical result is that in multinational headquarters, the commander or chief of staff will have, probably on a weekly base, to introduce a newly deployed branch head. Additionally, at the unit level, there is a national contingent each month, which is non-operational because of the handover-takeover period. These shortcomings lead to the conclusion that multinational headquarters are in many ways unique organizations presenting extraordinary leadership challenges.

4.2. The Need for OCB in NATO´s Multinational Military Headquarters

Based on the theoretical framework of OCB and the previous chapter findings on the uniqueness of deployed military headquarters, this chapter aims to find practical reasons for the need of OCB in military organizations focusing on deployed multinational headquarters of NATO.

One can recall, that Dennis W. Organ (1988) defined OCB by five traits of followers such as **altruism, conscientiousness, sportsmanship, courtesy and civic virtue.** Examining these five traits in military organizational circumstances and relevant doctrines may result in findings whether OCB is already the norm in the military or not. The German Armed Forces leadership culture called *Innere Führung* (Leadership Development and Civic Education) requires soldiers to be brave, faithful and conscientious, comradely and caring,

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[6] European Union, United Nations, Organization for Security and Co-operation in Europe, Council of Europe

Author: János Csombók

disciplined, professionally qualified, willing to learn, truthful towards themselves and others, fair, tolerant, open to other cultures and finally morally judgmental. Even the title[7] of this manual is relevant from the perspective of OCB because it foresees these norms to be self-evident (*Zentrale Dienstvorschrift* A-2600/1, 2014, p.10). Having a closer look on the quoted traits and the norms of German soldiers, a perfect match can be identified with all the listed OCB traits of followers. In conclusion, it can be stated that OCB has long been coded as the norm in the German Armed Forces.

In order to find more evidence, it is useful in this respect to examine NATO's largest member state, the USA. The U.S. Army recognizes seven values that has to be developed in all individual soldiers in the organization. These values are as follows: loyalty, duty, respect, selfless service, honor, integrity and personal courage. Most probably not accidentally, if one reads the first letters of those words it will get the acronym "LDRSHIP". In this field, manual loyalty will be clarified as "true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers" (US Army FM 6-22 2006, p. 4-2). Subordinates' loyalty has to be earned by leaders through treating them fairly, training them properly and living the Army values. Duty on the other hand "extends beyond everything required by law, regulations and orders". Respect and selfless service goes without explaining, however it is of note that in their belief "people are the most precious resource". Honor is described in the manual by a quote of George Washington as follows: "War must be carried on systematically, and to do it you must have men of character activated by principles of honor" (George Washington Commander, Continental Army (1775-81) and President of the United States (1789-97), (US Army FM 6-22 2006, p. 4-6). Integrity means doing what is morally and also legally right. The last value is personal courage carrying the ability to face

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[7] The title is: *Innere Führung - Selbstverständnis und Führungskultur*. It means Leadership Development and Civic Education – Self-evidence and Leadership Culture.

Author: János Csombók

danger and fear be it physical or moral. (US Army FM 6-22, p. 4-2 – 4-7). After careful analysis of the above-mentioned primary sources, it became evident that in NATO's greatest member nations´ armed forces, the traits for OCB is defined in doctrines and serve as basic norms and rules of organizational culture. However, the question is still open, how all works in a deployed multinational NATO headquarters under the given circumstances of the ever-changing personnel set-up, the limited deployment periods and the strong multinationalism resulting in possible clash of military cultures.

4.3. The Significance of Trust in Military Institutions

Why do we have to trust each other in any organizations? As Robert B. Cialdini (1996) Regents Professor of Psychology at Arizona State University, formulated, "Trust is like bone in an organization – undergirding supporting, and enabling flesh and blood growth and function." (Kramer & Tyler 1996, rear cover page). We need trust because we are dependent on other people, especially in matters we are not able to do, we have to trust someone to take care of for us. Trust has been described in the book by Rodrick M. Kramer & Tom R. Tyler (1996) as "an individual's reliance on another person under conditions of dependence and risk" (Kramer & Tyler 1996, p. 41). Whereas, on the one hand, dependence means that "one's outcomes are contingent on the trustworthy or untrustworthy behavior of another" and on the other hand risk means, "One would experience negative outcomes from the other people´s untrustworthy behavior." (Kramer & Tyler 1996, p. 41).

These conditions of dependence and risk in military organizations gain a much stronger significance because of the life or death situations. As the U.S. Army Field Manual 6-22 on Army Leadership (2006) suggests, "command is about sacred trust" (US Army FM 6-22, p.2-3). It is a powerful expression about trust in military and shows the significance of it. This manual also suggests that the Army as a military institution is built up of teams and also of team of

Author: János Csombók

teams. In order to be effective especially in warfighting scenarios but basically in any situations, team cohesion is fundamental or as the U.S. Army understands it, there is a strong need for "watching each other´s back" (US Army FM 6-22, p.3-3). These teams interact as functional units in order to accomplish different missions in a collective effort. Serving as leader or follower everyone belongs to a team even in staffs. These teams can only function at their bests for the common objectives of a military organization when "leaders and followers developed mutual trust and respect" (US Army FM 6-22, p. 3-8). This means surely a higher dimension than in civil organizations because soldiers in teams should trust each other even with their lives (US Army FM 6-22, 2006, p.25-30).

The German Armed Forces Manual on Leadership Development and Civic Education defines, "*Vertrauen is die wichtigste Grundlage für menschliches Miteinander und Kameradschaft…*" (p.12), meaning that trust is the most important basis for human interaction and comradeship. Trust bonds all ranks especially in high-stress situations. To gain followers' trust leaders are required to know the human being and have a high portion of empathy (*Zentrale Dienstvorschrift* A-2600/1, 2014, p.12).

Aiming to further analyze trust in military, it is essential to examine the organization in subject namely NATO. In its doctrines, trust is referred to as the pre-requisite of mission command. In the NATO Allied Joint Publication 01 (2010) (hereinafter: NATO AJP-01), it is prescribed that "trust is the total confidence in the integrity, ability and good character of another" (p.6-4). Furthermore, trust is amongst the most essential component of building effective teams. Trust extends the options for the transformational leaders and provides the freedom for taking initiative in demanding situations. It is built on mutual confidence, which emanates from the competence of all the team members. Surely, the common training where the joint force team members' capabilities can be mutually observed is a strong trust-building factor (NATO

Author: János Csombók

AJP-01 2010, para. 0612). The mentioned NATO AJP-01 concludes that "without the unity of effort and the necessary trust to plan and execute a joint multinational campaign or operation, there can be little chance of success" (Zachariassen 2016, p. 10). The importance of this statement concerning trust is that, it is crucial for mission success not only in small combat units but also in multinational operational level formations and headquarters.

As to further elaborate on the connection of trust to leadership, Douglas W. A. Creed and Raymond A. Miles (1996) point out that a low level of trust result in the centralization of decision-making, leading to a more transactional leadership method (Kramer & Tyler 1996, p. 17). This statement will be of high importance in analyzing the leadership challenge of multinational military headquarters.

Brené Brown in her book titled *Dare to Lead* (2018) came up with an acronym namely BRAVING for the types of behavior which are defining trust. She defined seven elements of traits and behavior contributing to mutual trust. These are as follows: *Boundaries, Reliability, Accountability, Vault, Integrity, Non-judgement and Generosity.* There are probably a couple of elements, which are not obvious, for example, boundaries mean that if you are not very clear what to do then ask. Accountability means in this case that one should own her or his mistakes and dare to apologize. Vault has the meaning of you do not share knowledge or information, which are not yours to share. Integrity is very important from the military perspective meaning to choose always *"courage over comfort"* and choose to practice your values. Probably the most important statement of Brown is *"no trust no connection"* (Brown 2018, p. 225-226). The continuation on this can be that *no connection no leadership*. In conclusion, one may identify by comparing these traits and behaviors to the U.S. Army values that there is quite a perfect overlap.

Another important aspect in military is organizational trust. It is of crucial importance for leaders to create a positive environment climate or culture in

Author: János Csombók

the organization. Whereas culture refers to more strategic level, while climate is organizational and unit level. Culture is a long-lasting shared expectation. Climate has a short-term character and refers more to the unit level where units deploy and redeploy (US Army FM 6-22, 2006, p.8-1). The latter is certainly relevant for the deployed multinational military headquarters because of its pace of force deployments resulting in an ever changing personal configuration.

As Barbara D. Adams and Robert D.G. Webb (2003) assert, the development and maintenance of mutual trust in military organizations is vital. On the one hand, the increased risk and uncertainty is part of the daily tasks of soldiers therefore there is a significantly higher need for mutual trust because the lack of it can result in fatalities. On the other hand, it is also important to note that situations where lives are at risk contribute to an effective forge of mutual trust between leaders and followers in the military. All in all, this is certainly the most important reason why mutual trust has a far higher significance in military organizations than in civilian ones (Adams & Webb 2003, p.71).

The following quote of Captain Audie Murphy, Medal of Honor recipient and most decorated Soldier of World War II, provides the essence of this topic in simple words:

> "You have a comradeship … a rapport that you'll never have again, not in our society, anyway. I suppose it comes from having nothing to gain except the end of the war. There's no competitiveness, no money values. You trust the man on your left and on your right with your life, while, as a civilian, you might not trust either one of them with ten cents."
>
> (US Army FM 6-22, 2006, p.7-8)

In sum, one can conclude that mutual trust is the key to successfully conduct military operations. The importance of building mutual trust is valid in multinational military organizations, however in this case it is beyond the

Author: János Csombók

national chain of command and national armed forces. In conclusion, it is without any doubt that military leaders constantly have to work on developing and maintaining mutual trust through common education, training and planning events in the multinational organization as without it, the mission success is gravely endangered.

Author: János Csombók

5. Challenges of Deployed Transformational Military Leaders

5.1. Multicultural Diversity and the Clash of Military Cultures

The Headquarters of NATO KFOR operation has been operational for the last two decades. Currently there are 29 nations with approximately 4.000 soldiers contributing to the provision of a safe and secure environment in Kosovo and projecting stability in the Balkans. Almost all these 29 nations are represented in Headquarters KFOR, in Pristina. The author of this paper recently spent a one-year tour as Deputy Commander KFOR having the opportunity, alongside with Commander KFOR and the Chief of Staff, to work on developing mutual trust and working on the achievement of OCB throughout KFOR units and headquarters. One can easily recognize reading the number of nations that this is really a melting pot of different military cultures ranging from the German *Bundeswehr* to the Armenian Armed Forces. A relevant fact is that, beside NATO member states also NATO partner nations are contributing to the operation. These nations all have a different military culture, diverging leadership philosophy, national caveats, different length of deployment, different level of individual extrinsic and intrinsic motivation and at the end of the day, they all represent their nation with slightly diverging national interests. The good news is that all these armed forces have a certain level of pre-deployment training, which will be followed after the deployment by a so-called in-theatre training and different certification processes. Aim of this is to train together with other nations' contingents and to get to know the area of operation in order to reach full operational capability. Key leaders have an obligation to participate in a key leader-training program prior to deployment that will partly be conducted in the mission area. The last tool, which should contribute to some continuity, is the hand over/take over period lasting from two days up to one month depending on nations and units. The common language is English but the level of knowledge is certainly a factor to

Author: János Csombók

be able to influence as leader. The level of knowledge ranges from basic level up to fluent or even native. This is only one example but these are usually the circumstances, the mixture of force characteristics where military leaders have to develop mutual trust and achieve OCB, which as has been noted in chapters before, is or should be the norm in military organizations, at least in national framework. However, how does it look like in a multinational framework?

The key challenge leaders face is finding the balance between the political requirement for multinationalism and the expectation for mission success. In order to achieve mutual trust and OCB in multinational operations and headquarters the so-called non-technical interoperability is key to success. But how to reach unity in diversity and how to overcome these challenges? It is appropriate to note that in NATO, despite the above listed facts there is a basic organizational trust which has been achieved through standardization, common education and training especially if it comes to officers and senior leaders. Moreover, for example in the case of KFOR Headquarters, we can also speak about some kind of organizational culture since this organization has been deployed for more than twenty years. The result of this is that there are many standing operating procedures, which guide and regulate all the necessary procedures and working methods. However, the non-technical frictions are still present in multinational headquarters. In order to reduce them it is important to establish and commonly understand the shared objectives, the accommodation of diversity in working practice. It is also essential to build relations with sensitivity and avoid any offense regarding all the multinational partners. To ensure sensitivity, there is a need of a high cultural intelligence for all commanders on the ground (Stewart et al 2004, p.8-9). In order to find evidence how a transformational military leader can handle these challenges it appears to be constructive to have a closer look on gaining trust of the multinational contingents or members of the multinational staffs.

Author: János Csombók

5.2. A Major Leadership Challenge: Establishing Mutual Trust in deployed Multinational Headquarters

As introduced in previous chapters, Brené Brown (2018) in her book titled Dare to Lead defines seven elements of traits and behaviors such as Boundaries, Reliability, Accountability, Vault, Integrity, Non-judgement and Generosity (BRAVING) (Brown 2018, p.225). In order to find clues whether these behaviors work in a multinational military headquarters some of them will be compared with the author´s participant observation and other General level practitioners´ perspective.

The first element that is of high relevance in military is reliability "Do what you say you will do." (Brown 2018, p.225). In shaping of a military organization climate, it is key that military leaders stay reliable and that subordinates can count on their leaders. It is part of the lead by example concept. As the earlier examined armed forces´ doctrines suggest, a military leader at all levels, but especially at General level, should be a role model starting from putting on the uniform and the necessary gear through the way of behaving and acting and even by the way of spending spare time, if there is any. The second very important element of building trust is accountability. Military leaders are also human beings so they do mistakes and they are vulnerable too. However, it is very important to own the mistakes and to have the courage to make amends. According to the authors´ experience, it contributes to mutual trust when subordinates recognize that if the boss makes a mistake, he or she is not afraid to admit it and make amends. It also strengthens the feeling that the General is not above the organization but part of it. In order to enhance this feeling in followers, even a General should be easily approachable and should meet and talk to soldiers at each level. The third trait of a trustworthy leader is integrity namely to always choose "courage over comfort" and live according to the military values. In deployed military headquarters, leaders have quite a short period of time available to

Author: János Csombók

gain trust of followers and build mutual trust (Brown 2018, p. 222-228). In order to master it in a short period of time, beside the aforementioned traits and behaviors it is also important to involve subordinates in decision making. Meaning not only actively listen to them, but also to take their proposals. Employing collective knowledge contributes certainly to making the right decision. It is not only the transformational military leader, who can have a good idea. In multinational environment, it is even more important than in national framework to show respect toward each nation and toward each and every one of the unit or staffs. Thus, the individual consideration is a strong tool to achieve mutual trust and OCB, but in a multinational headquarters it should be extended by considering each nation with the same care independent of the size of their national contingent. It can probably be called as nations' individual consideration. It happens quite often in NATO operations that nations provide only a very small contingent sometimes even only one staff officer in order to show flag and solidarity.

Mutual trust is a strong relationship based on getting to know each other, so it means military leaders should take all the opportunities to spend time with subordinates by training, doing sport, operating, planning and making decisions together and even spending free time together in order to be part of the team and not to be above it. According to the authors´ participant observation, it is important that followers get to know General level leaders not only from their professional side. In a deployed headquarters, leaders and followers are spending time with each other 24/7 as the military saying goes. In other words, leadership can be extended even to the after duty or spare time. Thus, leaders should also take part in different social gatherings and cultural or sport events. According to the authors´ participant observation it is important that even Generals attend these kind of leisure events and activities. Followers are keen on getting to know their leaders in other environment than briefings or planning conferences. The picture, leaders provide about

Author: János Csombók

themselves extends the imagination of followers about leaders. In doing so, leaders can strongly contribute to the mutual trust. On the one hand, at this common free time events leaders have the chance to gain knowledge about their followers, which will be helpful to accommodate individual consideration. On the other hand, it can strengthen the feeling of followers that the leader is human too and she or he is one of them. In practical terms, it means that as a General to take the Danish contingent invitation to take part in the 25 K DANCON[8] march or the Norwegian invitation to sit for a while in an ice bucket at the so called `*polar bear*´ challenge seem to be quite appropriate. These events certainly contribute to the development of mutual trust. Additionally, as Brené Brown (2018) puts it „If you are not in the arena getting your ass kicked on occasion, I am not interested in or open to your feedback." (Brown 2018, p. 20). She proved in her book of Dare to Lead, that leaders' vulnerability is not a weakness at all. Leaders need to have "the courage to show up when they can´t control the outcome" (Brown 2018, p. 20). As a conclusion one can say that leaders in a deployed multinational military headquarters who live their lives exclusively between office or at official events and accommodation miss a powerful opportunity to connect, build relations and gain trust of followers and with that to influence OCB.

Dirk Freudenberg (2014) points out that trust should exist not only between leaders and followers but it is also important to trust in our own capabilities and the equipment soldiers are provided by their own nations. Another aspect is that it is not enough that only the leaders are satisfied of the legitimacy of the mission. It is also crucial that followers understand it the same way. Their satisfaction that the organization moves to the right direction in order to

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[8] It is a tradition in every Danish contingent in deployed military operations to organize the so called DANCON MARCH of 25 K. This tradition has been lasting since 1972 when the Royal Danish Armed Forces started to contribute to the United Nation´s mission on Cyprus.

Author: János Csombók

achieve the set objectives, is also of essence. (Freudenberg 2014, p.54-55). Considering the importance of common understanding from the practitioners' perspective, it is always important to provide purpose that everyone understands, to empower followers and to motivate them in different ways.

In this chapter, it is practical to turn back to Douglas W. A. Creed and Raymond A. Miles (1996) to find the characteristics in the connection of trust to leadership. They point out that a low level of trust results in the centralization of decision-making, leading to a more transactional leadership method. According to the author´s practical experience, it can be confirmed. It usually happens at the beginning of different operations when the deployed national contingents do not know each other's capabilities and there is no sufficient knowledge concerning organization in any perspective such as organizational climate, processes, procedures etc. The same exist at individual level as newcomer in multinational staffs. The lack of trust certainly results in more and longer meetings and in a more transactional than transformational leadership. It might be inevitable at the beginning, but it is important that leaders apply this only as a temporary solution.

5.3. Extra Role Performance: Quick Ways and Means to Motivate Subordinates

As it has been mentioned in earlier chapters, probably the greatest challenge for transformational military leaders at deployed multinational military headquarters is, to keep subordinates continuously motivated, despite the certainly short deployment periods and the ever-changing personnel set up. As a starting point, it has to be pointed out that the basic motivation of soldiers already exists in deployments. Up to rare exceptions, everyone is quite keen on representing his or her nation and armed forces as sent ambassadors. However, the question is still out there whether this level of motivation is

Author: János Csombók

sufficient enough to go the extra mile for the sake of the multinational organization.

Leaders should always understand that weaknesses are present, too. For instance, the newly deployed personnel starts a new learning curve on the job. In this first period of deployment, leaders and followers have to pay attention not to solve the problem they can solve but to focus on those problems that need to be solved (Csombók 2008, p.14). This is the period where Generals, who usually have longer deployment periods, should stay wise and possibly not to act transactional. However, sometimes it is inevitable but in this case it is important that the employment of more transactional leadership should only be temporarily. They should instead better try to trust even the unknown personnel even if circumstances would require otherwise. As already pointed out, at a deployed multinational headquarters someone is always at his or her beginning of the tour of duty which can lead to set backs and impact the effectivity of the headquarters. In these situations, it is important to minimize frictions by ensuring a stable organizational climate. Moreover, coordination and commanders update events are a tool for leaders to interact and clear up uncertainty. These events aim to expel uncertainty and keep followers motivated by providing a better understanding of the objectives and the way to move forward. An organizational climate that enables newcomers to speed up as quickly as possible is highly dependent on leaders' attitude, priorities and actions (US Army FM 6-22, 2006, p.120). A further means to keep up motivation is subordinates´ individual consideration. It is important that newly deployed contingent commanders and at least key members of staffs will be introduced to general level leaders. At these face-to-face meetings, it is important to warmly welcome the staff members and show high interest in the person, as well. Prior to the meeting, it is practical to read his/her bio, as it takes only a couple of minutes but makes a great impact on the front of individual consideration. Furthermore, it is not only individual consideration

Author: János Csombók

but also all the spectrum of the 4Is including idealized influence, inspirational motivation and intellectual stimulation are useful tools to keep followers motivated. The main job of the transformational leader is surely to keep everyone motivated from the first day of the deployment up to the last. Although, this is certainly challenging, as Barbara D. Adams and Robert D. G. Webb (2003) found out, trust plays again a strong role in motivating followers as it reduces distraction that can diminish performance. Furthermore, followers will be strongly motivated by their trust in leaders where they start to work towards the common goal. So trust helps to motivate everyone "to pull the wagon in the same direction and cadence" (Adams & Webb 2003, p.15-16).

In accordance with the author's participant observation, in a deployed multinational military headquarters extra role performance becomes basically the norm. Nations are very keen to show their best and prove that they are at least as good as other nations´ soldiers or staff officers. It means that a very high level of intrinsic motivation drives everyone to represent the sending nation and national armed forces. However, this provides for the general level transformational leader quite a leadership challenge because there is a need to find the right balance as far as nations' individual consideration is concerned. This is however thin ice, taking into consideration that leaders are human too with a certain perception, and sometimes prejudice toward different nations. With all these in mind, one can recognize that nations' individual consideration, employed in a smart balanced way, can contribute to keep up or even deepen mutual trust in order to support multinational OCB. In sum, to find leadership ways to gain trust and motivate everyone and each national contingent is mission essential in deployed multinational headquarters. What kind of rewarding toolbox is placed at the disposal of military leaders in a multinational headquarters and how far is it limited compared to civilian organizations? These questions will be answered in the following section.

Author: János Csombók

5.4. Limited Rewarding Toolbox?

As the U.S. Army doctrine FM 6-22 (2006) on Leadership suggests exchange is a technique of influencing subordinates. This technique "requires that leaders own rewards that are valued by those being influenced" (US Army FM 6-22, 2006, p.81). As it has already been identified in previous chapters, military is not fighting about market shares and profit and accordingly, there are no financial resources to monetarily reward follower´s extra work or achievements. However, there are some meaningful options for the transformational military leader in a multinational headquarters to reward good soldier behavior and achievement beyond expectations. Firstly, most of the deployed soldiers to a multinational military operation feel rewarded to serve their country and the common cause. Secondly, the mutual trust between leaders and followers can also be mutually rewarding (Zachariassen (C2COE), 2016, p. 16). There are many possibilities for internal rewards according to the author´s point of view and participant observation, which, if well placed, can be highly motivating for subordinates and for leaders, as well. Since, the military is a strongly hierarchical organization with ranks probably the highest reward to a soldier is to be promoted when deployed. It is usually not the decision of the multinational leaders on the ground because it comes from the national chain of command. However, in the framework of individual consideration, it is certainly worth to pay attention and spend some time as a leader for the public announcement and a short celebration of a promotion. It can have a strong uplifting and motivational effect not only on the promoted person but also on the entire multinational headquarters. Another tool in the rewarding toolbox of military leaders is the medal awarding to soldiers. On the one hand, each of the soldiers who take part in any NATO non-article five operations will be awarded the so-called NATO non-article five medal. These medals will usually be handed over by the commanders, possibly general level leaders in the framework of a medal

Author: János Csombók

parade. On the other hand, there is a very limited contingent for NATO achievement medals, as well. In addition, nations usually provide a couple of national achievement medals to recognize leaders´ or followers´ high performance during the operation. Further rewarding can be a letter of commendation or the soldier of the month prize issued by the commander or members of the command group. This latter usually consists of the Commander, Deputy Commander, the Chief of Staff and the Chief Sergeant Major. A General´s Coin for Excellence has also a high value among followers but only if well placed. In extraordinarily negative cases, it can also come to punishment which is an extremely difficult situation in a multinational environment. The biggest possible punishment is repatriation that is usually a great shame for soldiers. However, punishment in overall should be carefully considered because it can result in resentment (US Army FM 6-22, 2006, p.71).

In sum, the rewarding toolbox of a transformational military leader in multinational environment is only financially limited, as there are rewarding opportunities that do not exist in civilian companies, and still holding a strong moral value for soldiers and if well placed, proving to be a powerful motivation tool. However, in order to achieve the desired effect, it is important to organize rewarding events in the right form and venue in order to amplify the exemplary behaviors and achievements beyond expectation. It is of further importance that general level leaders take the time and not send an alternate instead, to recognize followers for extraordinary performance. Finally, yet importantly, in a multinational environment it is also an effective rewarding tool for General level leaders to simply accept invitations to certain national events, be present, and recognize soldiers by thanking them for doing a great job. With such behavior, leaders contribute to the self-esteem and self-efficacy of followers that surely leads to more satisfaction, motivation and trust.

Author: János Csombók

6. The Need for OCB and the Ways and Means to Achieve it in Deployed Multinational Military Headquarters – The Practitioners` Perspective

In this chapter, further primary sources will be analyzed and several findings will be confronted with the practitioners' perspective. The author of this paper gathered data through a questionnaire (see as Annex 1 of this paper) including ten questions in concern with the research question. Altogether six former Commander, Deputy Commander or Chief of Staff of different NATO operations coming from different nations provided their invaluable practical experience.

6.1. OCB as a Means to Promote Mission Effectiveness of a Deployed NATO Military Headquarters

As it has been described in previous chapters, in the largest NATO member nations' armed forces the traits for OCB are defined in doctrines and serve as basic norms and values of organizational culture. Moreover, it also becomes evident that OCB is needed in all military institutions to increase mission effectiveness. However, the question of how everything works in a deployed multinational NATO headquarters, given the constantly changing personnel set-up and sometimes even the clash of different military cultures is not answered fully yet. In order to find out, it appears to be constructive to analyze NATO doctrines concerning the traits and behaviors of OCB and provide empirical evidence from mission experience adding the perspective of General level leaders. As a start, it is important to recall the findings of János Csombók, Jürgen Menner, Lars Persikowski & Ronald Pietrowsky (2019) that the German Armed Forces leadership mission command concept, the so called *Auftragstaktik,* can actually be described as an application example of transformational leadership (Csombók et al 2019, p.15-16). Moreover, as a

Author: János Csombók

straight conclusion, one could state that NATO's mission command matches quite perfectly with the elements of TL, described by scholars such as Bernard M. Bass and Ronald E. Riggio.

Since OCB is not mentioned at all in any NATO doctrines, it seems appropriate to find clues about the concept through assessing mission command and its relation and effect on OCB. The Allied Joint Doctrine of NATO (2010) foresees that the commander as senior leader directly applies leadership, which is an essential element of the combat power or military capability. A senior leader has two main responsibilities one is mission accomplishment and the other one is people (NATO AJP-01D 2010, p.1-10). Concerning the latter, it is important to emphasize that TL is based on relationship to people asserted by Bernard M. Bass & Ronald E. Riggio (2006). Moving on to assess NATO's mission command, the first important point is that the foundation to apply mission command is the commander's intent. It is an expression describing how a mission should unfold. It includes amongst others, the mission statement, the purpose and the desired end state, but the most significant about it is that, it should be simple and clear to any of the followers. Providing the framework enables them to make plans and operate in it. Through the provided intent even if circumstances are changing, which will certainly be the case in operations, subordinates will be enabled and empowered to make decisions in order to achieve the ultimate goal. In this way, one can identify that mission command will be enabled by the senior leaders' intent. Applying mission command, leaders offer the freedom of action and decision for followers, to act purposefully and exploit advantageous opportunities when unexpected developments arise. It is also a perspective of relevance that subordinate leaders have to understand commanders' intent two levels above. With that in mind, it is clear that mission command promotes timely decision-making and encourages followers to take initiative (Zachariassen 2016, (C2COE), p. 8-9).

Author: János Csombók

After assessing the answers of the six Generals with leadership experience from NATO´s deployed multinational headquarters it can be concluded that the practitioners´ opinion is that TL is the most appropriate way to lead multinational headquarters. One of them went on and stated "TL is the only way to make best use of the different cultural and professional background of multinational staff members".

Considering the five traits of OCB in multinational context, one may assert that in a deployed multinational military headquarters, altruism, namely helping another member of the staff, is a norm and will be expected from everyone. Conscientiousness, obeying orders and following the rules needs no explanation, in military it is something self-evident. Soldiers understand their responsibility and they are proud to wear their national uniforms and certainly used to experience poor living and working conditions. Courtesy is again a norm coded in the strong hierarchy. In order to take initiative and to understand leaders' intent two levels above requires nothing else than civic virtue of subordinate leaders and followers. As a result of this analysis, one can safely conclude, that mission command or transformational leadership is hardly possible without followers possessing the traits for OCB and living according to those traits. In line with the author's participant observation and the other six Generals experience, OCB will be applied on an even higher standard in multinational environment. It is all connected to a healthy national pride and to the responsibility of everybody being a little ambassador of their nation´s professionally and individually, as well. In sum, OCB or the so-called *´good soldier behavior´* is a basic norm in military communities. However, it exists in every nation by varying standards in a deployed multinational headquarters. OCB can also be recognized as the basis or the enabling force for transformational leadership or mission command. Conclusively, transformational leaders have the responsibility to maintain an organizational climate, which counts on OCB and encourages such behaviors.

Author: János Csombók

In accordance with practitioners' experience provided in the questionnaire, military leaders should work on achieving OCB because it is the way to increase mission effectiveness and contain the mentioned disadvantages of a multinational set-up. One of them even stated, "a NATO multi-national environment might be perfect to achieve OCB".

In sum, OCB is strongly needed in NATO´s deployed multinational headquarters and transformational leaders can encourage OCB through earning trust of subordinates which can be achieved through leading by example, daring to make mistakes and tolerate errors, encouraging teamwork and team spirit, avoiding overregulation and by connecting OCB qualities with goals of the military headquarters. Further means will be described in the following section.

6.2. The Means of Transformational Leaders to Directly Influence Followers´ OCB: Trust, Individual Consideration and Other Components of TL

In the 21st Century´s security situation, the military has to operate in an environment described by NATO as, "VUCA", meaning a Volatile, Uncertain, Complex and Ambiguous environment. The first two characteristics are not new. However, the third and fourth emerged during the post-Cold War period. How military leaders can overcome complexity and ambiguity is the relevant question of present times (Smiljanić n.d., p.22). In this security situation, in order to meet the challenges of complexity, asymmetry and ambiguity, TL and OCB are needed stronger than ever before in military, in order to increase mission effectiveness. However, the described unique construct of multinational headquarters poses certainly several challenges for the transformational military leaders, which are not comparable to civilian ones. Therefore, there is a need to find practical solutions to achieve mutual trust as quickly as possible. Trust plays a much greater role in military than in

Author: János Csombók

civilian companies because soldiers have to trust their lives on their buddies in certain situations. Thus, mutual trust between leaders and followers is highly necessary to develop a sense of interdependency in order to reduce risk and the perception of uncertainty (Ralston 2006, p.4).

After assessing the answers provided by the interviewed Generals, it becomes evident that trust can be identified in multinational military organizations as the glue between TL and OCB. In this respect, mutual trust has a direct effect on OCB. On the other hand, it is also clear that in multinational military headquarters without mutual trust OCB cannot be achieved. Conclusively, it is of crucial importance that multinational transformational leaders find ways and means to earn trust of followers and maintain a mutually trustful relation through a sort of pre-assured type of trust to enable TL and OCB even if the circumstances would dictate otherwise.

At the beginning of the deployment of military headquarters, the situation seems to be very complex and uncertainty provides for insecurity and certainly for lack of trust. The principal art of military leadership in such a situation is to recognize these development tendencies and to take appropriate actions and plan accordingly. As Dietrich Dörner (1993) asserts metaphorically in his book titled *Die Logik des Misslingens* (The Logic of Failure), leaders and followers see the situation like "through a frosted-glass pane" (Dörner 1993, p. 12). Although, in the course of the learning process, this insecurity gradually declines. The new crew gets to know the system and develops a comprehensive situational awareness. As result of these, mutual trust will be strengthened between leaders and followers (Csombók 2008, p.14). As Gregor Richter (2018) also emphasizes, in the military, it is of high importance that all members of a headquarters or units are perfectly aware of the purpose of the organization and the objectives of the operation (Richter 2018, p.8). These are the characteristics of the ever-changing situation where military leaders need to find ways to gain and maintain trust and lead effectively.

Author: János Csombók

In order to see the full picture about trust, it also has to be mentioned that trust not only exists between leaders and followers but it exists horizontally, as well. Moreover, in military, it is also important to trust in the team, the set purpose of the operation and in the employed weapon systems. However, these latter are not the focus of this paper.

In accordance with the questioned General level leaders' experience, it can be concluded that without mutual trust transformational leadership is not enabled. One of them stated "The less trust is prevailing, the more leaders have to direct and give details in order to achieve an acceptable degree of mission accomplishment." The other one described clearly that without mutual trust the leader is even forced to lead in transactional ways. In sum, it can be concluded that until achieving the sufficient level of mutual trust, transactional leadership will probably occur and that results in centralized decision-making and order type command in military. In addition, the lack of empowerment and a low level of intrinsic motivation cause limited creativity of staff members, which certainly hampers mission effectiveness.

According to the author´s participant observation and the six Generals experience, mutual trust has a direct effect on OCB in multinational deployed headquarters. The experience shows that Gary Yukl`s (1989) finding that "the key reason why followers are motivated by transformational leaders to perform beyond expectations is that followers trust and respect them" can perfectly be verified in military environment (p.272). It means that transformational leaders have to earn the trust of followers in order to motivate and empower them. Moreover, subordinates' trust in their leaders definitely has a strong enhancing role on OCB, as well. Considering the short deployment periods and the ever-changing personnel set up of a headquarters, it appears that the only way for leaders to keep up or even increase followers` OCB is to earn their trust. The general level leaders´ experience shows that from the elements of transformational leadership,

Author: János Csombók

individualized consideration is one of the most powerful ways and also a means to gain trust and directly influence OCB. One of them went on to state that leaders have to practice individual consideration and sometimes they even have to bypass hierarchy to achieve it.

The next proven effective means to contribute to earning trust amongst the elements of TL is idealized influence and inspirational motivation combined, in military called "lead by example". Subordinates wish to see exemplary military leaders that make them trust and follow. They expect leaders to live the national armed forces and NATO values and be a role model not only talk about it. In multinational environment, it is even more important because it seems the only means in the toolbox of transformational leaders. It is especially significant for leaders coming from NATO partner nations or former East Bloc Alliance member countries because they also have to fight and overcome prejudice that certainly still exists toward them. However, this latter will not be further discussed in this thesis.

The last means worth mentioning is intellectual stimulation. According to the research of Philip M. Podsakoff et al (1990) conducted on the effect of TL on OCB, has actually a negative effect on trust. While the other "core" transformational leader behaviors such as "articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations and individualized support, have positive effects" (Podsakoff et al 1990, p.23). However, according to the author´s participant observation and the experience of the six interviewed Generals, in the military it seems to be the opposite because intellectual stimulation of subordinates, to approach "old situations in new ways" appears to be a tool for gaining trust. It is probably the result of the often-mentioned short deployment periods, that leaders are very keen to find solutions for unsolved problems, which very often needs new and more creative methods. Moreover, it is also a way to be effective because there is an almost ever-changing human set up of multinational

headquarters. Furthermore, to find solutions for problems not solved by the predecessors is a huge success. The encouragement of subordinates to be creative and find these new solutions enhances the development of mutual trust.

With the exception of one, all the interviewed Generals answered with "yes" to the question whether intellectual stimulation is a powerful means to influence OCB in multinational headquarters. The one practitioner answered "no" to this question, mentioned a valid point concerning intellectual stimulation, which is certainly a specialty in multinational environment. He, as a former Chief of Staff in KFOR headquarters, asserted that it occurs in multinational headquarters that leaders sometimes do not feel or can be intellectually stimulated and the same time to please their Commander. He stated, "many times I would disagree on a course of action or way forward but my feeling of loyalty or respect for my commander would simply make me achieve what he was intellectually stimulated by". By assessing this experience, it is clear how important it is that Commanders stay open to proposals and intellectually stimulate the subleaders. Decisions should not be made by authority than rather based on factor analysis, deductions and conclusions through employing the brainpower of the staff.

All in all, OCB is strongly needed in multinational military headquarters because of the very short deployment periods of leaders and followers. It is probably the only way to keep the organization operational and effective. Aiming to achieve OCB, the most efficient way is to reach mutual trust, which is actually the enabler of transformational leadership. Since in a military organization everything depends on the trustful relation of leaders and followers it is crucial to find ways and means to achieve and maintain it. As it turns out leaders have to employ all the components of TL to reach the desired level of mutual trust. It seems that individualized consideration is a powerful tool with a direct effect on gaining trust and achieving OCB. However, it has

Author: János Csombók

to be extended by nations´ individual consideration in multinational environment. With regard to the latter, all the interviewed Generals agree, that all the nations should be individually considered because it is a powerful way to gain trust and achieve OCB of the different nations´ members of a deployed multinational headquarters. Idealized influence and inspirational motivation combined can be seen as lead by example in military environment and it seem also quiet a powerful means to gain trust and increase OCB. These are also verified through the practical experience of general level leaders.

Conclusively, it seems to be proven that in NATO´s multinational headquarters transformational leaders have to engage at all leadership levels all the elements of TL to gain trust of subordinates and influence OCB. There is however, a slight disagreement between theory and practice concerning intellectual stimulation. Practitioners happened to conclude otherwise than academics. In accordance with the interviewed Generals experience, intellectual stimulation can also be an effective contributor to mutual trust and OCB in multinational military headquarters if employed at all command levels. The reason for this appears to be the constantly changing human configuration of a multinational headquarters and the intensive relationship between leaders and followers that develops through finding new ways for solving old problems.

6.3. Intercultural Competence: An Essential Means to Influence OCB

In multinational military organizations, especially in deployed ones, intercultural competence of leaders become more and more important. Considering NATO, one can identify that in operations involving many of 30 NATO member states and more than 40 partner nations in a certain configuration have to be ready to be interoperable in order to successfully achieve mission objectives. Thus, it is important to examine the role of

Author: János Csombók

intercultural competence in the toolbox of transformational leaders to influence OCB.

Darla K. Deardorff (2006) emphasized in her study of Identification and Assessment of Intercultural Competence that there are nine definitions of intercultural competence and the most applicable seems to be the one provided by Michael Byram (1997). He defined intercultural competence as follows:

> "Knowledge of others; knowledge of self; skills to interpret and relate; skills to discover and/or to interact valuing others' values, beliefs, and behaviors and relativizing one's self. Linguistic plays a key role."
> (Byram 1997, p.34).

Darla K. Deardorff (2006) also analyzed the common elements of the nine definitions for intercultural competence and she found three commonalities, namely "the awareness, valuing and understanding of cultural differences; experiencing other cultures; and self-awareness of one´s own culture" (Deardorff 2006, p.247). Analyzing the above definition and the common elements of the nine definitions in military environment, one can identify that it is important as starting point for transformational leaders to know their own culture, which is luckily part of the life-long learning of non-commissioned officers, officers and generals just like the awareness and understanding of other cultures. The third common element is experiencing other cultures that is an essential part of military life nowadays as military leaders deploy several times in their carrier. However, it is important that leaders develop and maintain interest in getting to know other cultures, which requires also an appropriate level of openness toward different cultures. As Michael Byram (1997) stressed, the knowledge of languages plays a quite essential role, too. Certainly, the best way to understand a foreign culture, beside to live in the country, is to learn its language. Unfortunately, it is not always possible. Thus, it is important to develop the common language competence, which is English

Author: János Csombók

in NATO. The necessary language proficiency is a requirement especially for standing headquarters in NATO command and force structures but it is unfortunately not always the case in deployed headquarters. According to the author´s participant observation, it is also important that transformational leaders find the appropriate language meaning that it always has to be adjusted to the level of language proficiency of the audience. Native speakers have to pay undoubtedly special attention to this in multinational environment, which is unfortunately not always the case.

In order to find evidence whether intercultural competence can be considered as a means to influence OCB, it seems appropriate to find traits of it in different military doctrines. The German Armed Forces doctrine on Leadership and Civic Education Model *(Innere Führung)* asserts that intercultural competence is an important competence in dealing with people of different cultures. It increases the acting and behavioral security of leaders. Thus, nowadays it is an essential pre-requisite of mission success. Leaders have to develop their subordinates' intercultural competence by providing appropriate training and by being an example through showing continuous respect of other cultures be it other allied or NATO partner nations or the host nation where NATO operates (*Zentrale Dienstvorschrift* A-2600/1, 2014, p.14-15). The U.S. Army Field Manual on Leadership (2006), does not directly mention intercultural competence but it expects leaders in joint and multinational formations to "adapt to the current operating environment and foster a command climate that includes and respects all members of the team" (FM 6-22, 2006, p.27). Considering NATO, it has to be stated that the NATO Allied Joint Doctrine (2010) which is the mother of all doctrines in NATO, does not directly mention intercultural competence but under the "Principles of Allied Joint and Multinational Operations" asserts that

"Command of multinational forces demands an attitude of mind that is
not only international, but also able to understand differing national

Author: János Csombók

perspectives and how they relate to the common purpose" (NATO AJP-01, 2010, p. 1-8).

Moreover, it also lists mutual respect as one of the principles, which is little evidence that the leader needs a great deal of cultural awareness in order to be effective in multinational operations of NATO. It is also certain that mutual respect contributes strongly to mutual trust in multinational deployed headquarters. Therefore, it is of essence that leaders keep up their curiosity, openness and respect for different cultures (Deardorff 2006, p. 248).

In conclusion, one can identify that intercultural competence is crucial for transformational military leaders. Through intercultural awareness, leaders are in the position to understand the power of mutual respect and the importance of nations' individual consideration in achieving OCB. Considering all this factors the author´s participant observation and the interviewed General level leaders' experience, it can be stated that intercultural competence in a deployed multinational headquarters is a crucial means in the hands of the transformational military leader to achieve and maintain OCB.

7. Conclusion

Although TL is directly not mentioned in NATO´s doctrine architecture as the main leadership style, through the primary source analysis of this paper and through the interviewed General level leaders´ experience, it seems to be proven that in the twenty first century VUCA situation this is the way to successfully lead NATO´s deployed multinational headquarters. It turned out that in the largest NATO member states such as the USA and Germany TL is introduced in military. However, it is not mentioned as TL but Mission Command or *Auftragstaktik.* After examining the relevant doctrines in this respect, it became evident that the indoctrinated leadership style in the American and German military is quite identical with the elements of TL. Moreover, amongst the required leaders´ traits in these two nations armed forces, all the traits of OCB can be found. This paper also shed light on the fact that the traces of TL can be found in the relevant NATO doctrines too. Applying mission command in NATO, leaders offer the freedom of action and decision for followers, to act purposefully and exploit advantageous opportunities when unexpected developments arise. The foundation to apply mission command in NATO is the commander's intent. Through the provided intent even if circumstances are changing, subordinates will be enabled and empowered to make decisions. In sum, it became evident that TL is practically the indoctrinated leadership style in NATO´s largest member states´ armed forces and traces of TL can also be found in the doctrinal background of NATO. However, the question how far it is introduced in the former East Bloc NATO members and in NATO´s partner nations´ armed forces could provide for further research. As the assessment of the General level leaders´ answers shows, in NATO´s deployed multinational headquarters leaders have to face the challenge caused by the clash of different military cultures. The lack of trust between nations often exists in NATO´s deployed military headquarters that leads to centralized decision making and to a less effective transactional

Author: János Csombók

leadership. Transformational leaders are challenged by ensuring that if it occurs than it will be employed as a temporary solution, because as seen on the graph of the Full Range Leadership Model (Figure 1) it is less active and less effective than TL.

Along the reasoning, this paper found evidence that NATO´s deployed multinational headquarters are unique constructs in many ways, presenting extraordinary leadership challenges for the transformational military leader. The main challenges are posed by the short deployment periods and the ever-changing human set up of the headquarters resulting in a situation that many of the headquarters´ members are constantly new comers. The clash of different military cultures of 30 NATO member states and 40 partner nations' armed forces and the diverging level of training provide to the challenges of military leaders. Finally, the level of knowledge of NATO´s working language also plays a meaningful role and poses leadership challenge because without proper English no one, leader nor follower, is able to accomplish the job at the expected level. After careful analysis of the doctrines in NATO, the U.S. and German Armed Forces, it is proven that OCB with its five traits such as altruism, conscientiousness, sportsmanship, courtesy and civic virtue is coded in military and the so called "good soldier syndrome" is the norm. Based on the theory and practice analysis of this paper one can safely conclude, that mission command or transformational leadership is hardly possible without followers possessing the traits for OCB and living according to those norms. In line with the author's participant observation and the interviewed six Generals experience, OCB is needed and will be applied on an even higher standard in multinational environment.

Considering trust in military organizations, this paper argues that it has a more significant meaning and role in military organizations than in civilian ones because in military, leaders and followers vertically and horizontally trust each other even with their lives. Thus, trust can be identified in

Author: János Csombók

multinational military organizations as the glue between TL and OCB. It also turns out that in multinational military headquarters without mutual trust OCB cannot be achieved. It is of crucial importance that multinational transformational leaders need to find ways and means to earn trust of followers and maintain a mutually trustful relation even if the circumstances would dictate otherwise. Conclusively, scholars such as Philip Podsakoff, Scott MacKenzie, Robert Moorman & Richard Fetter finding that trust has a mediating role between TL and OCB cannot be fully verified in the military. According to empirical evidences provided by General level practitioners, without mutual trust TL and OCB is not enabled. Conclusively, mutual trust in military has a more direct effect on OCB than just a mediating role. It seems also proven that the absence of mutual trust leads unavoidably to a more transactional leadership and to a decreased level of OCB.

In order to meet the above challenges this paper claims that in the unique social construct of multinational headquarters OCB is needed even more than, in national armed forces framework. Aiming to influence OCB all the elements of TL has been analyzed and compared to General level practitioners´ experience. It turns out, that in line with scholars´ findings individual consideration is the most effective way to directly influence OCB in NATO´s multinational deployed headquarters. Further finding is that in military, beside individual consideration, all the elements of TL such as intellectual stimulation, inspirational motivation and idealized influence can also successfully be employed to gain and achieve mutual trust in order to influence followers´ OCB. In military, idealized influence and inspirational motivation are employed in the framework of leading by example. In concern with intellectual stimulation however, there is a slight disagreement between theory and military practice. Unlike academics, the interviewed Generals experience show that intellectual stimulation can also be an effective contributor to mutual trust and OCB in multinational military headquarters

Author: János Csombók

but only if employed at all command levels. The reason for the latter appears to be the constantly changing human configuration of a multinational headquarters and the intensive relationship between military leaders and followers that certainly develops through finding new ways for solving old or unsolved problems.

Through the analysis of the ways and means for transformational leaders to influence OCB, it turns out that besides leading by example, maintaining trustful relations, and employing all the elements of TL there is also an effective motivating toolbox allocated to General level leaders. It is proven that it is only financially limited, as there are no financial rewarding assets but still there are powerful tools such as promotion by rank, award of NATO and national medals or issuing a letter of commendation or even handing over the commander´s coin. These rewarding opportunities, in this form, usually do not exist in civilian companies but they hold a strong moral value for soldiers and if well placed, they are proving to be powerful motivation tools.

In conclusion, the answer to the research question is that OCB is strongly needed in the unique social construct of a deployed NATO multinational headquarters. However, despite the fact that the so called "good soldier syndrome" is basically the norm and expected behavior in many NATO nations´ national armed forces, a deployed multinational headquarters poses great leadership challenges. To overcome these challenges transformational military leaders, have many ways and means to employ. Since trust turned out to be the glue between TL and OCB, they need to employ all the elements of TL to earn followers´ trust in a short period of time. Beside individual consideration, nations´ individual consideration and intercultural competence can also achieve direct effects on OCB and seem to be powerful tools in a multinational headquarters to motivate followers to perform beyond expectations. The lack of mutual trust leads to a more transactional leadership

Author: János Csombók

therefore transformational leaders need to employ a pre-assured type of trust to enable TL and OCB, even if the circumstances would dictate otherwise.

Based on this research, a proposal to NATO could be to indoctrinate TL as the standard leadership style in order to encourage all the member nations and even partner nations to implement it. As mentioned in the previous chapters, NATO defines military capability along the DOTMLPF-I elements, whereas "L" stays for leadership. Consequently, leadership is an essential part of a military capability in NATO. However, in spite of this fact, it seems that NATO does not put sufficient effort into introducing appropriate measures to indoctrinate leadership and into enhancing leadership training making it part of the life-long learning of career officers and non-commissioned officers. Evidence for this, the fact that some of the interviewed Generals admittedly were not perfectly familiar with the terms of TL and OCB. It means that even General level leaders would need training platforms and opportunities to further develop leadership skills in order to meet the unique challenges of leading NATO´s deployed multinational headquarters. It could even be part of their pre-deployment training. It is proven by scholars and practitioners that TL can be learned. Thus, NATO should put more effort to design and facilitate leadership development education and training opportunities in order to enable its leaders to understand and successfully employ TL in multinational set-up. However, this could be a further research area namely to find out which doctrinal background and leadership education and training architecture is needed to enable NATO to effectively function as a melting arena of different leadership cultures of its member states and partner nations´ armed forces. Moreover, to define and develop the suitable NATO leadership style and the way to train its leaders in order to enable them successfully meet the challenges in deployed multinational headquarters and operations. Another proposed research area could be further assert on the aspects of the necessity and application of the pre-assured type of trust, which seems to play

Author: János Csombók

an essential role in enabling TL and OCB, especially in deployed multinational military and probably even civilian headquarters characterized by continuously changing human configuration.

This paper does not analyze all aspects of a NATO operation but it limits itself to analyze the transformational leader's challenges to lead NATO´s deployed multinational headquarters. It makes an attempt to shed light on the leaders´ perspective by comparing scholars´ findings to General level leaders practical experience of leading NATO´s deployed multinational headquarters.

All in all, the elements of TL have undoubtedly strong effects on OCB. Trust in military organization is the glue between TL and OCB. However, the final conclusion of this paper is that in NATO´s multinational deployed headquarters without mutual trust OCB cannot be achieved and without OCB, TL is not enabled. Conclusively, leaders have to employ each elements of TL and all the available ways and means to build and maintain mutual trust, because referring back to Napoleons quote in the introduction of this paper, it seems that TL is the only way to transform "rabbits into lions".

Author: János Csombók

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