

JOURNAL OF CORPORATE RESPONSIBILITY AND LEADERSHIP

MILITARY LEADERSHIP

From editors

Dear Readers,

We are proud to present you the second issue of the Journal of Corporate Responsibility and Leadership (JCR&L). The aim of the journal is to establish the platform for scientific discussion and to disseminate the research findings on corporate responsibility and leadership. The scope of the papers published in the JCR&L covers the issues of:

- corporate responsibility to employees and other stakeholders, organisations in business environment, society and the natural environment;

- leadership including contemporary concepts of leadership, the roles played by top, middle and first line managers, and challenges (both external and intra-organisational) faced by leaders in business, public sector and non-profit organisations.

This special edition of the journal focuses its attention on leadership in the military context. The issue is the product of civilian-military research cooperation between the Faculty of Economic Sciences and Management, Nicolaus Copernicus University, Toruń with the National Defence University, Warsaw and the Polish Armed Forces Doctrine and Training Centre, Bydgoszcz. Moreover, colleagues from the Baltic Defence College, Tartu, Estonia and the Allied Joint Force Command Brunssum, the Netherlands contributed with their studies. The authors study the variety of issues related to military leadership and they combine the experiences and perspectives of NATO, Defence Forces of Canada, Estonia, Poland and the U.S. Army.

Tomasz Kacała discusses contemporary challenges and threats in information environment encountered by military leaders. He focuses attention on leader's roles in shaping information environment and responding to identified challenges and threats. His paper seems to be particularly interesting in the context of the hybrid threats experienced recently in the security environment.

Antek Kasemaa validates the Transformational Leadership Scale (TLS). His study is based on the data from the questionnaire survey conducted among the soldiers of the Estonian Defence Forces. His findings confirm that "the scale [...] demonstrated at least a satisfactory level of fit to the data and therefore might be used in the Estonian military context as a reasonable instrument".

Monika Lewińska analyses the role of communication in military leadership. Having established the theoretical grounding related to the issues of mission command, military leadership and communication, she discusses the similarities and differences of communication roles in the military and civilian context.

Andrzej Lis studies the U.S. Army doctrines on leadership in search of the manifestations of the positive leadership concept. As he observes in the introduction: "At first sight, the concept of positive leadership seems to be inconsistent with the military context which is traditionally associated with the authoritarian leadership style. Nevertheless, the shifts in the operational environment and the changes within the armed forces observed in democratic nations resulted in redefining the model of military leadership". Lis focuses his research interest on four positive leadership strategies which include: building a positive work climate, fostering positive relationships, fostering positive communication and manifesting meaningfulness of work.

Piotr Malinowski conducts the analysis of the Canadian model of military leadership including its assumptions, foundations and solutions. He considers the Canadian model to be a successful mixture of civilian and military experiences. His findings are to provide the foundation for setting the proposal to improve and develop Polish military leadership approaches.

Zenon Waliński investigates the role of military commanders in Lessons Learned systems. In order to establish the foundation for the study he outlines the assumptions of military Lessons Learned systems. Then he discusses two key responsibilities of military leaders for Lessons Learned i.e. participating in the process of identifying and learning

lessons, and fostering the organisational culture conducive to Lessons Learned.

Handing over this special edition of the Journal of Corporate Responsibility and Leadership to our Readers, we hope that both researchers and military leaders find it an interesting and useful body of knowledge and an inspiring source of ideas for doing research and leading military troops.

*Robert Karaszewski,
Andrzej Lis*

