



INSS Roundtable Series on Post-conflict Stabilization and Crisis Management

Topic: “Stability Operations – Preparing Leaders for Tomorrow’s Operational Challenges”

Presenter: Major General Tim Cross, CBE, British Army, Former Deputy Director for Coalition Operations, Office of Reconstruction and Humanitarian Assistance and the Coalition Provisional Authority.

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Introduction

Major General Tim Cross, CBE, served as the Deputy Director for Coalition Operations in both the Office of Reconstruction and Humanitarian Assistance and the Coalition Provisional Authority. In this capacity, he was responsible for developing a variety of post-conflict reconstruction requirements and identifying potential military donors. Over the course of his 33-year career, Major General Cross has served in several stability/ peacekeeping operations including Cyprus, Bosnia, Kosovo, Albania, Macedonia, and Iraq. At this roundtable, he spoke about a topic often over-looked in today’s discussions about policies and strategies -- leadership. Leadership, manifested as the synthesis of several components, is the indispensable factor in influencing others to achieve a goal. Through his own experiences and studies, Major General Cross related his views about the components of leadership that are imperative for success in today’s stability operations.

Executive Summary

- ✓ Moral integrity should not be compromised in complex contingencies; neutrality and fairness are central to obtaining a favorable outcome.
- ✓ It is important to understand ones own national character as well as that of the opponents/belligerents.
- ✓ Military leadership relies on virtues that cannot be captured under political, economic or other spheres.
- ✓ Learning from defeat may be the only catalyst to force the US to learn certain lessons.

Presentation

All leadership has a moral component, including military leadership, where moral imperatives take on a new meaning because of the nature of battle. The power to wage war or fight includes three important components: physical, conceptual and moral (otherwise construed as equipment, doctrine and leadership). The moral component separates the good from the bad military players. Morality is also an important element of military leadership because it impacts civil-military operations, psychological warfare efforts and post-conflict reconstruction efforts.

While morality is important to leadership, it is also the “spiritual bridge” which links the hardware and the conceptual together, so that the military operates along political, economic, and spiritual lines of operation. This “spiritual bridge” also includes understanding the national character of your own country as well as those of the opponents or belligerents (since the moral imperatives of a society are imparted on its children first, thus creating a national character). The sharing of those intangible virtues such as values, commitment, and candor enhances this “spiritual bridge.” By their nature, these are more difficult to measure than the tangibles of politics and economics. Finally, he noted that empires have fallen for lack of “spiritual factors” and that those that valued “right over might” flourished.

Discipline and leadership are the core of the military profession and things like self-control and self-restraint are highly prized. Integrity, honor, and camaraderie are the basis of military discipline. Together with the combination of leadership, discipline and courage, these form the foundations of “moral integrity” that is necessary for success in dealing with belligerents within the context of stability operations. Integrity also includes the sense of duty extends to non-combatants, other servicemen and to friends and allies.

As the militaries of both the United States and the United Kingdom find themselves conducting stability operations more frequently, both organizations must ensure that their leaders at all levels are properly trained to deal with the many challenges of such operations. Success will ride on the leaders abilities to make the correct decisions that garner the respect of all parties.

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The INSS Roundtable Series on Crisis Management and Post-Conflict Stabilization (PCS/CM) explores challenges to the effective utilization of U.S. diplomacy, security assistance and military power, often in concert with allies and partners, for the purposes suppressing or mitigating conflicts and achieving post-conflict stabilization and associated humanitarian objectives in war-torn countries.

Previous PCS/CM Roundtables:

“Afghanistan Roundtable with Minister of Internal Affairs Ali Jalali” by Mr. Ali Jalali, Minister of Interior, Transitional Islamic State of Afghanistan (June 4, 2004). Mr. Jalali, a former Afghan Army officer, Mujaheddin leader, security expert, radio personality and author, was made the Interior Minister of the Transitional Islamic State of Afghanistan in 2002. He addressed Afghanistan’s general security situation, the ongoing development of its national police, security challenges for elections and Afghanistan’s war on drugs.

“Afghanistan: An Assessment of Current Challenges” by Mr. Ali Jalali, Minister of the Interior, Transitional Islamic State of Afghanistan (February 6, 2004). Mr. Jalali, a former Afghan Army officer, Mujaheddin leader, security expert, radio personality and author, was made the Interior Minister of the Transitional Islamic State of Afghanistan in 2002. He addressed Afghanistan’s general security situation, the ongoing development of its national police, security challenges for elections and Afghanistan’s war on drugs.

“Meeting Iraq’s Security Requirements: Where do we go from here?” by Mr. Walter Slocombe, Former Senior Advisor for National Security & Defense, Coalition Provisional Authority (Monday, 15 December 2003). Mr. Walter Slocombe, formerly Under Secretary of Defense for Policy from 1995-2001, served as the Coalition Provisional Authority’s Senior Advisor for National Security and Defense from May to November, 2003. In this capacity, he was CPA’s senior official responsible for assessing Iraq’s future defense needs and directing the process of creating the New Iraq Army. He also was closely involved in synchronizing these efforts with on-going U.S.-led operations aimed at stabilizing the country and defeating threats to Iraq’s post-Saddam recovery. For a public version of his presentation, please visit http://www.csis.org/features/040209_slocombe.pdf.