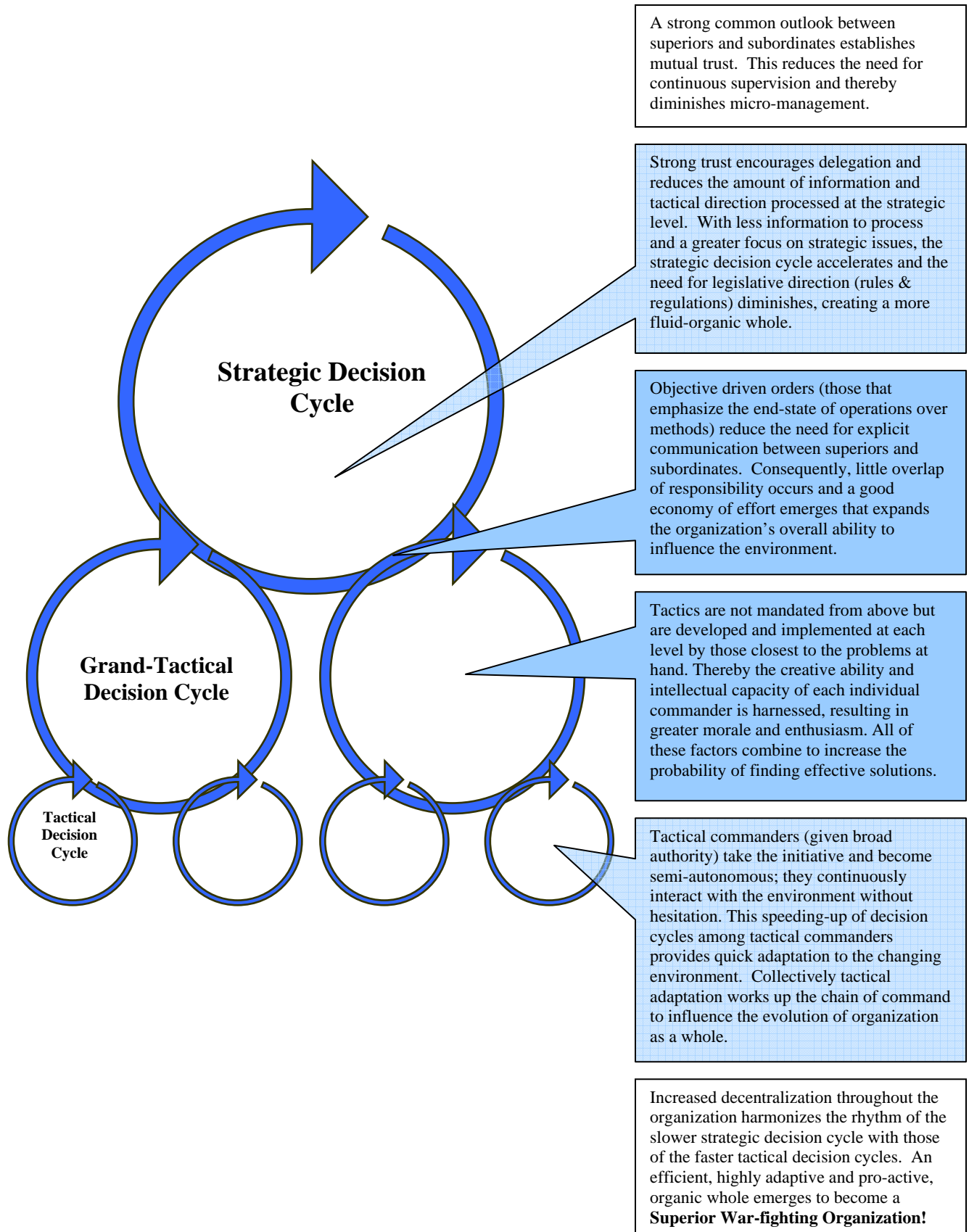


Positive Leadership Model

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



Negative Leadership Model

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

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

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

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

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

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

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

