

NATURE OF STRATEGIC LEADERSHIP: CONCEPTUAL REVIEW AND ITS CONTEXT IN THE ARMED FORCES

NATUREZA DA LIDERANÇA ESTRATÉGICA: REVISÃO CONCEPTUAL E ENQUADRAMENTO NAS FORÇAS ARMADAS

Ana Maria Carvalho Ferreira da Silva Correia

Major, Engineering

NBC Centre

Land Forces Command

Lisbon, Portugal

correia.amcfs@mail.exercito.pt

Abstract

The present study examined different areas associated with strategic leadership, aiming to identify contributions that will allow it to adapt to the organizational context of the twenty first century. A research aimed to diagnose Military Organizational Culture and the competencies of strategic leaders was conducted. The results indicate that, in the present situation, the Organization has a strong hierarchy culture, and that adhocracy culture is the most appropriate for the future. Regarding the skills of strategic leaders, these are poorly evidenced, indicating a significant distance from the desired situation. It was concluded that the appropriate strategic leadership of the Organization for the twenty first century should include an organizational culture change, approaching adhocracy values.

Keywords: strategic leadership, strategic leader, organizational culture

Resumo

O presente estudo analisou diferentes domínios da liderança estratégica, tendo como objetivo identificar contributos para a sua adequação ao contexto organizacional do século XXI. Na análise do conceito de liderança estratégica resultou a identificação de oito

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dimensões do conceito e de dois paradigmas organizacionais: “flexibilidade versus controlo” e “ambiente interno versus ambiente externo”. O estudo do contexto organizacional identificou a volatilidade, a incerteza, a complexidade, a mudança e o ritmo acelerado dos acontecimentos como as principais características que exigirão competências específicas aos líderes de topo da Organização Militar. Foi adotado o modelo dos valores contrastantes que permitiu interligar os paradigmas organizacionais com a cultura da Organização. Os resultados indicam que a Organização possui na situação presente uma forte cultura hierárquica, e que a cultura adocrática é a que mais se destaca na situação futura. Os valores que caracterizam esta cultura são os que melhor permitem a adaptação das organizações ao contexto do futuro. Concluiu-se que a adequação da liderança estratégica da Organização ao século XXI deverá incluir uma mudança da cultura organizacional, aproximando-se dos valores adocráticos. Deve também incluir uma capacidade específica de informação e prospetiva estratégica que estude as tendências e os cenários macro estratégicos.

Palavras-chave: Liderança estratégica; Líder estratégico; Cultura organizacional

Introduction

The theme of leadership has increasingly gained importance in society, which is reflected in the numerous studies and research conducted in recent decades. The relevance of the study of leadership is considered paramount for the Military Organization because it is part of the essence of the military profession, contributing greatly to the success and sustainability desired for the Organization.

The trends witnessed by society with respect to strategic leadership point to a growing appreciation of participatory leadership, where the opinion of employees is seen as important. Similarly, the strategic leaders of the Armed Forces (AF) recognize the great importance of the advisory function of the general staff, without forgetting that strategic leaders have an individual role in the conduct of the Military Organization. Lieutenant General Xavier Matias (2013) states, when referring to military strategic leaders, that “certain men are remembered in history by the strategic decisions they made, because they understood perfectly what the future would bring and what they should not give up on. Or drove the change to what they believed would be the future”. This study focuses not only on strategic leadership but also on the competencies of strategic leaders.

The environment that the military organization is part of and that strategic leaders must know in depth is characterized by change, uncertainty, complexity and instability. The AF adapt to the context in which they operate by implementing changes, such as streamlining structures, closing units, reduction of effective, modernization of equipment and procedures. It is in this context that military strategic leadership is conducted, making it complex and demanding.

This study is greatly important, a statement which is justified by three key points: (i) the sparse military conceptual literature produced in Portugal concerning the issue of strategic leadership; (ii) the conditions under which strategic leadership is conducted, the considerable size and impact of the actions of strategic leaders; (iii) the reflection on a theme that is fundamental for the conduct and strategic management of the AF.

Thus, with strategic leadership as the object of research, this study has the general objective of determining how strategic leadership can contribute to a better adequacy of the Military Organisation to the demanding organizational context expected to endure throughout the twenty-first century.

The methodology and the direction used in this research were based on the foundations of scientific procedure. The first phase (rupture) consisted in defining the starting question and preparing the work plan, along with a literature research and interviews. The interviews aimed to obtain empirical contributions that could enrich the conceptual basis, to identify the competencies of strategic leaders and also the perception of respondents about the importance of organizational culture for strategic leadership as an indicator of the need for change.

In the second phase (construction), which was based on the identified set of problems, the analysis model (Figure 1) was defined. This model identifies three areas relevant to the present study: the concept of strategic leadership, the competencies of strategic leaders and organizational culture. The Competing Values Framework (CVF) plays a decisive role in this research, as it is through it that the results of the Organizational Culture Assessment Instrument (OCAI) surveys will be read and interpreted. It was also intended that the collection of data resulting from the interviews would allow for the recognition/validation of the indicators established.

A third stage (verification) followed, where, based on the model, the information was observed and analysed, seeking to obtain conclusions through a summary of the research and the identification of proposals to solve the problem posed.

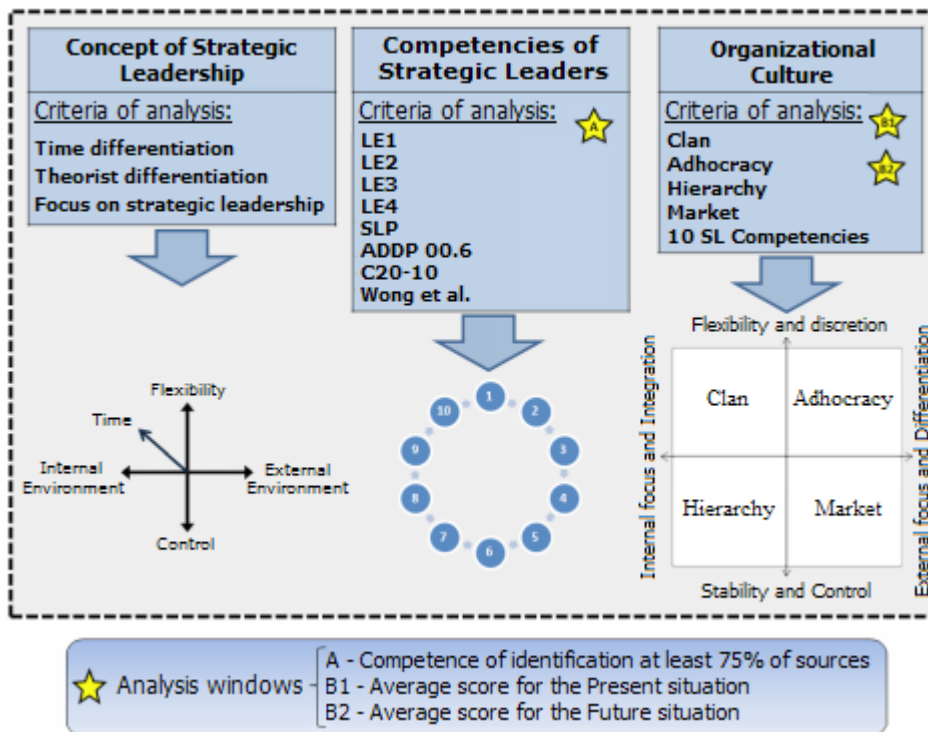


Figure 1 - Analysis Model

Source: (Correia, 2014, pp. Ap1-1).

1. Literature review

a. Conceptual review of non-military sources

The studies on leadership increased significantly in the early twenty-first century, promoting theoretical and practical developments on the subject. From the literature review it was concluded that strategic leadership:

- Does not have a clearly defined protagonist. Some authors argue that the focus is on managers with overall responsibility for the organization, including in this approach not only the director/chief but also the elements involved in top management (Khurana, et al., 2003, p. 6). Charlton (1992) argues that leadership that “does the right things at the right times”, allowing ordinary people to achieve extraordinary outcomes, is not exclusive to the “man at the top”. Others argue that leaders at all levels of the organization should develop this capacity, indicating that strategic leadership may be exercised by base-level, middle and top managers (Hitt & Ireland, 2002, p. 4).
- Deals with the following dilemmas:

- Time frame - in short and long-term planning, valuing cultural values and standards. Strategic leaders must look to the past and focus on the development of strong and cohesive bonds to strengthen the existing values, identities and beliefs. A clear orientation towards the future casts doubts on whether there is a visionary emphasis or an emphasis on short-term efficiency.
- Organizational structure - maintaining the dominance of bureaucracy or, on the contrary, allowing a certain degree of anarchy. The concentration and flattening of vertical structures are actual challenges for strategic leadership in maintaining organizational performance.
- Organizational stability - confronting change or maintaining positions of lower risk. Strategic leadership must push organizations away from comfort positions, static and with low levels of risk, promoting contact with external contextual mismatches and facilitating change processes.
- Integrates the vision of the organization in the short and long term, and should ensure a common thread in the strategies adopted. According to Rowe (2001), strategic leaders formulate and implement strategies with immediate impact and preserve long-term goals in order to increase organizational development and viability.
- Involves the organization in the vision of change, and must have the ability to implement it. The need for organizational change results from the complex and uncertain environment of the twenty-first century (Hitt et al., 2007). Strategic leadership in these environments works towards organizing the institution to increase its adaptability and innovation capacity (Marion, 2007).
- Strategic leadership has at its core the proper management of resources (Schendel, 1989), among which mention must be made of critical resources: human capital and social capital (Hitt & Ireland, 2002, p. 4), and financial resources (Rowe et al., 2009) for creating value.

b. Conceptual review of military sources

Priority was given to the analysis of doctrine manuals, published official documents, textbooks and articles on the subject of military strategic leadership. From the literature review, we can conclude that military strategic leadership:

- Is not defined. There is no definition of strategic leadership in the sources consulted. The majority of countries that have published doctrine on this issue opt for a definition of leadership and develop the organizational hierarchy dimensions of leadership.
- Do not have a clearly defined protagonist. The concept of strategic leader carries with it an expanded team of top leaders and respective general staff. The trend observed in strategic leadership doctrine is shared leadership.

- Deals with the following dilemmas:
 - Time frame - The focus is geared towards the future through strategic vision. However, there is a need to balance the various management dimensions of the organization.
 - Organizational structure - There are different organizational levels, each with its own characteristics. In spite of three levels being doctrinally defined in the art of war, and gather consensus in the Western world, the Departments of Defence of Canada and Australia establish two levels for leadership: leading people and leading an Organization.
 - Flexibility or control - The trend is of a larger organizational fluidity between hierarchy levels.
- It is clearly linked to the external focus however the internal focus cannot be neglected (USAWC, 2010).
- It has a strong moral and ethical basis, rooted on the military ethos, whose valuation and practice is part of the nature of the profession.
- It has a responsibility to develop other leaders, potential strategic leaders or advisors to strategic leaders.
- It emphasises the accomplishment of the mission, the scope of the organization's responsibilities to other organizations, entities or countries with which it has relationships, as well as the commitment to the population.

c. Assessment of the conceptual reviews

From the aspects presented it can be inferred that the concept of strategic leadership does not gather the consensus of the civilian and military worlds. However, the following common and/or determining characteristics were identified: (i) prospective strategic vision; (ii) alignment of the Organization; (iii) close connection to change as a requirement of the unstable environment in which the organization operates; (iv) complexity, volatility and uncertainty of the strategic context of the organization; (v) ethos with emphasis on values (military and societal) considered pivotal for the organization; (vi) culture strongly associated with leadership; (vii) innovation and critical thinking crosscutting the organization and essential to the strategic level; (viii) integrative and shared leadership relying on the elements that make up the top levels of the organization.

It was also found that the dilemmas of strategic leadership are focused on the internal and external dimensions and on control or organizational flexibility (Figure 2).

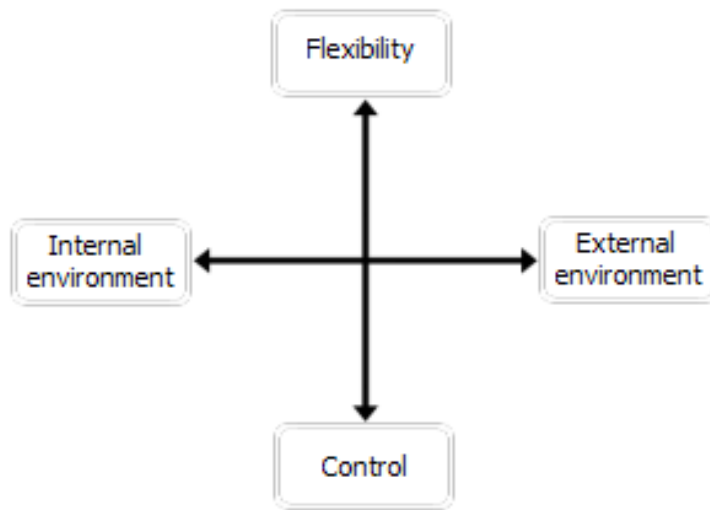


Figure 2 - Organizational paradigms of strategic leadership

Source: (Correia, 2014, p. 14).

2. Strategic leadership in the Military Organization

a. Leadership in the Organization from the perspective of strategic leaders

Conducting interviews with strategic leaders mainly aimed to understand the vision of those who exercise leadership, or who have exercised it in the recent past, in relation to the evolving trends of the concept, identifying the competencies that are considered fundamental in strategic leaders. A choice was made to conduct semi-structured type interviews.

The choice of respondents intended to address the strategic leaders in office, and in particular the CEMGFA¹, the CEMA², the CEME³ and the CEMFA⁴. It was considered that the Director of the Institute of Higher Military Studies (Instituto de Estudos Superiores Militares - IESM) exercises strategic leadership in the Organization, in the field of training of the highest levels of the military hierarchy. It was also considered that interviewing former CEMGFA, in particular General Valença Pinto and General Espírito Santo would be extremely enriching, for their experiences and because they have been promoters of reforms and changes in the Military Organization. Requests were addressed to the seven entities mentioned, and four interviews were held.

¹ Chief of the General Staff of the Armed Forces.

² Navy Chief of Staff.

³ Army Chief of Staff.

⁴ Air Force Chief of Staff.

An interview was conducted with Alexandre Soares dos Santos, a strategic leader of a large national organization, the Jerónimo Martins Group, who formally stepped down from the leadership of the Group in November 2013. The context in which this organization conducts its business is volatile, uncertain and very complex. Achieving success in this environment requires extremely high managerial and leadership skills. The 45 years that Soares dos Santos remained in the strategic leadership of this company, its renowned national and international success, its large size, the difficulties overcome and the undeniable ability of knowing how to adapt to the complex and changing context of the twenty-first century were the reason for this choice.

b. The organizational context of the twenty-first century

Leadership in the military context, which is based on the use of forces in battles, dates back to the origin of wars themselves. Since that time, it has been crucial that a chief exists, a commander who would lead his followers to execute the mission under a variety of circumstances.

There have been profound changes from those historic times to the recent past. We called upon General Espírito Santo (2007) to highlight the main changes that the Portuguese Military Institution underwent since the end of World War II. The Military Organization has faced new challenges in the contemporary era, such as joining the North Atlantic Treaty Organization (NATO) and its concept of collective defence, with the commitment to the defence of the Empire from 1961 to 1975 and the continuous adaptation to new types of missions and resources.

The various financial constraints and the pace of change are joined by other characteristics of the context of the Military Organization, also known in the Anglo-Saxon acronym as VUCA: Volatility, Uncertainty) Complexity and Ambiguity (US Army, 2012). The future trends in the organizational context of the twenty-first century are of continued complexity and accelerated change. The difficulties in conducting the strategic leadership of the Organization in this context are tremendous, and effective leadership is vital.

c. Leadership at the strategic level

In Portugal, the strategic leadership level, in its organizational aspects, is the level that interfaces with the political echelon. According to General Espírito Santo (2013), strategic leadership is the political management's ability to influence and gather and employ resources for the use of military force. From a purely military perspective, this leadership would be called strategic command, and it can be seen in the operational use of forces and in the use of resources to achieve the goals set by policy. That is, command in the Military Organization requires more than leadership. At the strategic command level there is a very high degree of vested authority, which also includes a component of leadership and motivation.

Valença Pinto (2013) states that the interaction of strategic leadership with the political level and with the international environment is particularly important to the Portuguese military context. He considers it to be impossible to accomplish the mission of a strategic leader without the ability to interact in two dimensions: an international dimension (with their peers and with the policies of other states) and a national dimension, with ministers and other state/social entities.

Organizations, given the globalized, deregulated and highly competitive environment in which they operate, tend to organize their structures horizontally, while also feeling the need to conceptualise leadership as a collective effort, based on the vertical model of leadership (Duursema, 2013, p. 14).

Day (2007) states that the more strategic leaders practice accountability and give powers to their employees, the more opportunities there are for that leadership to be comprehensive, inclusive and effective. Addressing the paradigm **control versus flexibility**, Valença Pinto (2013) affirms that strategic leaders cannot belittle their employees in the exercise of duties for recognition and recommendation, and that they are responsible for managing stability and control. Concerning this management, he mentions the need for strategic leaders to prepare all their actions, as they must never be surprised, and also that strategic leaders have the responsibility of training employees/subordinates and that they must be knowledgeable - possessing knowledge, and being able to think. In this context, control means "giving the freedom to do and being present to monitor". Referring to this paradigm, Espírito Santo (2013) states that the aspects related to flexibility should be enhanced in the political-military dialogue and in strategic planning times. It is then apparent that change imposes shorter and more flexible time frames.

With regard to the **internal and external dimensions**, Valença Pinto (2013) underlines that the importance of these dimensions tends to value the external dimension, as one moves up the leadership hierarchy but, at this level, he highlights that the two dimensions can be very close in importance. He also states that leadership is not abstract: it exists in a given context of issues, a social and cultural context. Thus, it is essential to establish objectives and materialize changes realistically, from the point of view of adequacy of resources. With regard to vision, it is important for leaders to convey it at the appropriate time and not delay this important task, and they should also always keep its boundaries in mind: the mission. The Organization cannot have a vision that departs from the fulfilment of the mission.

As for the external environment, Xavier Matias (2013) enumerates two sources of pressure: on the one hand, the operational environments and new missions that strategic leaders must know to predict in the medium and long term and, on the other hand, certain solutions imposed by the political power, at times ill-suited to the Organization, as they see the allocation of resources as a determinant. In this context, resources are not limited to financial matters. They refer to all assets, systems, people, infrastructure, training, maintenance and doctrine, to the education system and operational readiness. With regard to the internal environment, strategic leaders have the task of establishing a vision for the

future, mobilizing the Organization for that purpose, ensuring that the seed was planted and that it will continue to grow, and knowing that the results may no longer be observed by themselves as strategic leaders.

Soares dos Santos (2014) speaks of vision in a very peculiar way. Instead of positioning himself in the present to understand and predict the future, this leader states that he always positions himself on a time horizon ten years ahead of the present. It is from that position that he begins his planning process, coming closer to the present, establishing the goals and objectives of a futuristic position in which he feels clearly at ease.

The strategic leadership of the Military Organization may bring different challenges in the **future**, as a result of the changes that are being implemented. The method of recruiting, training and promoting officers to commanders and potential strategic leaders is also a future challenge (Xavier Matias, 2013). Today and in the future, strategic leadership is faced with the need to mobilize and motivate the military, promoting an individualised culture and military values (Araújo Pinheiro, 2013; Xavier Matias, 2013). Change will probably be the common denominator of future events and, to that extent, strategic leadership will be critical to its conduct.

Organizations prepared to cope with the future adopt two operational levels: a level for current operations and one for future operations. At the strategic leadership level of an organization, there should be strategic information teams and strategic forecast teams, possibly equivalent to the general staff of a commander, to anticipate change and eventually influence the course of that change (Valença Pinto, 2013).

Soares dos Santos (2014) also acknowledges the vital importance of his top team, composed of experts with vast experience entirely dedicated to market and trend research, and to predicting possible scenarios.

d. The skills of strategic leaders

The ability to drive change is strongly linked to the transformations that the Military Organization has been conducting and which are reflected in various areas such as doctrine, technology, concepts or structure of forces. The study by Wong et al (2003) focused on the reality of US Army, and is a reflection on the issues of modularization, on decreasing the emphasis on size to gain importance, flexibility and mobility of forces, on precision weaponry and information technologies. The national reality also reflects these operational changes that result largely of the characteristics of the twenty-first century context, where the military forces must operate.

Wong et al (2003, pp. 666-669) present, for the systems leadership level of the Hunt model, a set of critical tasks of military strategic leaders, for which they indicate the required skills: (i) consensus building; (ii) cognitive skills in complex environments (conceptual complexity); (iii) prospective long term vision; (iv) shaping the culture; (v) the representation of the organization in society; (vi) relationship with other national organizations and entities; (vii)

leading/conducting change; (viii) system level thinking; (ix) thinking in frames of reference and (x) adaptation.

For General Espírito Santo (2013), it is essential that a commander at the strategic level dominate strategic thinking, particularly in complex environments, which is manifested in the operational use of force and in the proper use of resources to achieve the objectives set by policy. He also highlights the need for leaders to have vision, knowledge, openness to innovation and creative and flexible thinking, determination and knowledge of history and culture. The ability to dialogue with and persuade the political level, to dialogue with the branches and involve them in the decisions, and the projection of the Organization in civil society are important competencies of strategic leaders.

Having taken note of many of the aforementioned skills, Xavier Matias (2013) said that strategic leaders must possess a helical type career path, enabling them to gain insight and self-knowledge of national and international reality, which gives them skills through their own experiences, putting into practice the theoretical knowledge acquired in courses. In fact, actual knowledge can only be achieved after having performed duties where the theory can be applied.

In view of the above, with the aim of identifying the set of more specific leadership skills appropriate for the military strategic level, ten of the seventeen competencies collected from various sources were selected, and are presented in Annex A (Table A.1).

The criteria for the choice of competencies were based on military doctrinal sources that contain specific responsibilities for strategic leaders, one non-military source and on the four interviewed military entities. The rate of 75% of competency recognition by sources was established as an indicator, as it is intended that these competencies are the most significant of the strategic level. This analytical work resulted in the ten competencies indicated in Table 1.

Table I - Ten military strategic leadership skills

Competências de liderança e estratégica
1. Domínio da arte estratégica
2. Conforto com a complexidade
3. Pensamento criativo
4. Desenvolvimento de quadros de referência
5. Comunicação, persuasão e consenso
6. Representação da Organização
7. Compreensão sistêmica
8. Compreensão das interdependências dos sistemas
9. Visão prospectiva de longo termo
10. Moldagem da cultura

Source: (Correia, 2014, p. 25).

3. Organizational culture and Competing Values Framework

a. Organizational culture

From the perspective of Edgar Schein (2004, p. 15), one of the most cited authors in the field, two possible ways of forming culture were identified: the spontaneous interaction of a group, creating standards and norms of behaviour that become the culture of that group, or a more formal modality, in the case of an individual creating a group and becoming its leader. In this second modality, the founders of an organization have their own views, beliefs, goals, values and assumptions that, initially, they impose on the group.

In a first moment, this initial imposition does not originate culture. However, it constitutes an act of leadership, leading the followers to act in accordance with the beliefs of the leader. When these behaviours lead to success, the group members are comfortable in the relationship established and fulfil their tasks, and the beliefs and values of the founding leader are confirmed, strengthened and shared (Schein, 2004, p. 16).

Thus, culture is defined as a set of basic assumptions, shared by a certain group of people who gradually solve their external adaptation and internal integration problems, and that worked well enough to come into force and be taught to new members as the correct way to perceive, think and feel these problems (Schein, 2004, p. 17).

b. Competing Values Framework

The model developed by Quinn and McGrath (Cameron, et al., 2006) includes an instrument to identify the key elements of organizational culture. Using this model is of

high interest to this research, as underlying it are the concerns identified by Schein⁵. This model is useful for organizations conducting various approaches such as organizational design, management competencies and the roles of leaders.

One of the identified dimensions, namely the criteria relating to flexibility, discretion and dynamism contrasts with the criteria of stability, order, and control. Another dimension underlines the criteria related to internal focus for the integration and unity of the criteria of external focus and differentiation. The two dimensions combined result in four quadrants, each representing a different set of indicators of effectiveness. The authors of the CVF clarify that these effectiveness indicators refer to what people value in organizational performance (Cameron & Quinn, 2011, pp. 38-40).

For example, the left upper quadrant identifies an internal focus and flexibility and the right lower quadrant identifies an external focus and stability. Likewise, the right upper quadrant refers to external factors and flexibility, while the left lower quadrant identifies an internal focus and stability. For each quadrant, the authors attribute a classification that distinguishes the associated characteristics: clan, adhocracy, market and hierarchy (or bureaucracy) (Figure 3).

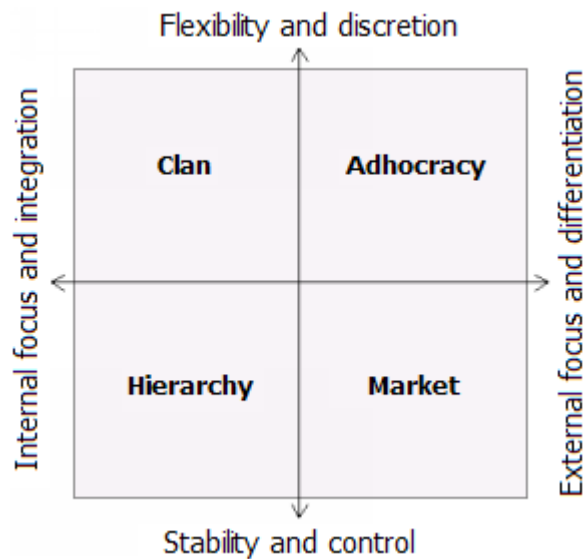


Figure 3 - FVC

Source: Cameron & Quinn, 2011, p. 39.

⁵ According to Schein, culture assessment instruments can only access the surface dimensions and one or two dimensions at deeper levels. Quinn's questionnaire can be used to overcome this constraint, as it has proved effective in identifying outstanding cultural values in organizations and conducting unstructured interviews (Ferreira & Martinez, 2008, p. 79).

The consistency and richness of the four quadrants led Cameron & Quinn (2011, p. 41) to associate each quadrant to a type of culture, that is, each quadrant represents the basic assumptions, directions and values corresponding to the same elements which constitute organizational culture.

c. The main types of organizational culture

One of the basic assumptions of **clan culture** is the fact that the environment can be better managed through teamwork, with policies for involving employees and customer management. The best management practices are associated with the delegation of duties, thus facilitating participation and loyalty by employees. The organization remains united thanks to loyalty and tradition, and there is great commitment towards it. In this type of organization, workplaces are considered pleasant places to work, where people share knowledge and recognize leaders as mentors (Cameron & Quinn, 2011, p. 48).

The **adhocratic culture** is characterized by a dynamic, enterprising and creative workplace, where people take risks and where leadership is visionary, innovative and geared towards risk-taking. Cohesion in these organizations is based on the commitment to experience and innovation, and a willingness to face new challenges is crucial. Knowledge about new products and services should be cutting-edge, and success is measured by the originality and uniqueness of the products (Cameron & Quinn, 2011, p. 51).

Market culture sees workplaces as result-oriented, with leaders who prove to be competitive, consistent and demanding, and what unites the organization is the emphasis on winning. The organization's long-term concerns are on the development of competitive actions and on achieving stretch goals and targets and employees are expected to be highly task-oriented, work-focused and energetic, and highly involved. Success is measured in market shares. Winning and leading the market is what matters (Cameron & Quinn, 2011, pp. 45-46).

Hierarchy culture influences management by formalizing structures and workplaces. The focus of management is calculation, measurement, documentation and information management. Employees have well defined rules and are predisposed to follow these guiding lines through behaviours that are guided primarily by stability and predictability. The greatest reward of the job is security. Leaders are good organizers and coordinators (Cameron & Quinn, 2011, p. 42).

d. The applicability of the Competing Values Framework

The applicability of the CVF to this study is appealing for two reasons. First, the model's authors constructed a quantitative measurement instrument in questionnaire form, the OCAI, which enables a diagnostic of the culture of organizations. Second, the model addresses the organizational paradigms of stability *versus* control and internal environment (internal focus and integration) *versus* external environment (external focus and differentiation).

The model most widely used for the study of strategic leadership in the US is Quinn's CVF (1988). The notion that leaders may have to possess contrasting skills in the face of new operational environments requires flexibility and the ability to adapt and change (Wong, et al., 2003, p. 666).

4. Operationalization of the Competing Values Framework

The data collection instrument used was the Organizational Culture Assessment Instrument (OCAI), to which were added ten additional questions related to strategic leadership competencies.

The choice of OCAI was related to its wide application in the diagnosis of the organizational culture of organizations and the possibility of studying two types of dimensions: standard dimensions and content dimensions (Cameron & Quinn, 2011, p. 171). The possibility to diagnose the current (present) and ideal (future) situation was also crucial, in that it allows us to identify any mismatch of culture between these time periods.

The standard dimensions refer to the cultural profile that is produced and to the identification of three standards that are highlighted by the literature in that field: type of culture, cultural strength and cultural congruence. Type of culture refers to the specific type of culture that is reflected by the organization; cultural strength refers to the power or prominence with which a culture affects events in the organization, and cultural congruence refers to the extent to which the culture in one part of the organization manifests in the culture of another part of that organization (Cameron & Quinn, 2011, p. 174).

Regarding the content dimensions, the OCAI is based on six dimensions: (1) Dominant characteristics; (2) Organizational leadership; (3) Management of employees; (4) Organization glue; (5) Strategic emphases and (6) Criteria of success.

The combination of these dimensions reflects the fundamental cultural values and implicit assumptions about organizational functioning. According to Cameron e Quinn (2011, p. 173), it was proved in previous researches that these six dimensions provided a suitable image of the type of culture of an organization. The OCAI is intended to capture, in its main dimensions, the underlying structure of psychological archetypes (categories that people form in their minds, allowing them to organize the information received), that is, it seeks to achieve the fundamental frame of reference used by people as they interpret the information around them.

The OCAI uses an ipsative scoring scale in which respondents divided 100 points by four response options, for each of the six questions (corresponding to the six content dimensions). The answers to the "A" options correspond to clan type culture; the answers to the "B" options correspond to adhocracy culture; the answers to the "C" options correspond to market culture and the answers to the "D" options correspond to hierarchy culture (Table A.2). In view of this correlation, the results obtained by the OCAI allow for a graphical reading of the CVF, either of the present or of the future situation.

Respondents were asked to first fill out the column for the “present” situation, which refers to the current situation of the Organization. Next, respondents were to imagine the Organization in five years’ time, after having become tremendously successful, and then fill out the “future” column.

It was considered important to assess a new dimension that emphasised strategic leadership competencies. The relevance of this assessment relates to the possibility, with the presence of OCAI results in the CVF, of investigating the level of correspondence between the competencies of strategic leaders in face of the differences that can be observed between “present” and “future” situations. The choice was made to analyse the ten competencies identified in chapter two.

Those competencies were introduced in the questionnaire, and respondents were meant to provide answers following the same logic as in the OCAI, that is, how competencies are evidenced in the current situation (present) by the strategic leaders of the Military Organization and what would be the ideal (future) situation.

For these questions, respondents should focus on how the Organization has implemented the restructuring and change processes and assess the evidence of competencies on a five-point Likert⁶ scale.

a. Sample

Included in the universe of respondents were the national student officers of the three branches of the Armed Forces attending joint courses taught in the IESM in the academic year 2013-2014. Three universes were considered: the Flag Officers Course (*Curso de Promoção a Oficial General - CPOG*), the Joint Staff Course (*Curso de Estado-Maior Conjunto - CEMC*) and the Field Grade Officers Course (*Curso de Promoção a Oficial Superior - CPOS*). The final numbers amounted to a total of 198 people, which were considered the target population, distributed as presented in Table 1.

Of the questionnaires delivered, 187 were returned, resulting in 182 valid questionnaires, corresponding to 92% of the target population.

⁶ Scale consisting of a set of items for which the subject being evaluated is asked to express the degree of agreement from never (level 1) to always (level 5) (Cunha, 2007, p. 24).

Table 1 - Distribution of respondents by course

Curso	Ramo	Efetivos parciais	Efetivos totais	Respostas válidas
CPOG	Marinha	6	16 (9%)	14 (9%)
	Exército	6		
	Força Aérea	4		
CEMC	Marinha	8	29 (15%)	29 (16%)
	Exército	18		
	Força Aérea	3		
CPOS	Marinha	36	153 (77%)	139 (76%)
	Exército	69		
	Força Aérea	48		
Universo total dos inquiridos			193	182

Source: (Correia, 2014, p. 38).

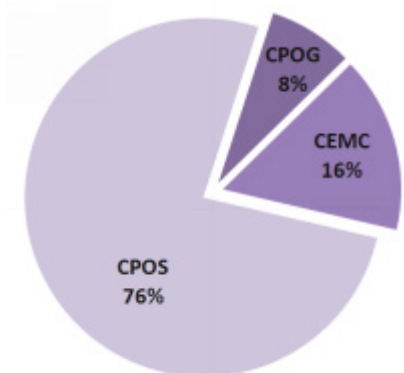
The universe of respondents comprised 67% of officers in the age group between 31 and 40 years, 25% between 41 and 50 years and 8% between 51 and 60 years. As for gender, 90% of the sample is formed by male officers and, of the 10% officers of the female gender, 89% are attending the CPOS and 11% attending the CEMC. The academic qualifications of respondents are at the higher education level, ranging from undergraduate degree (63%), post-graduation or specialization (27%) to Master's degree (10%). Figure 4 graphically displays the demographics of the universe of respondents.

b. Reliability and validity of the instrument

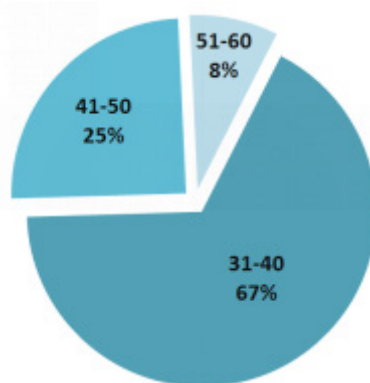
Concerning the reliability⁷ of the OCAI, it is worth mentioning the studies by Quinn and Spreitzer (1991), Yeung, Brockank and Ulrich (1991) and Zammuto and Krakower (1991), which resorted to this instrument. The culture profiles registered Cronbach's alpha values between 0.62 and 0.90 (Table 2), which demonstrate the presence of good internal consistency among the four culture profiles (Cameron & Quinn, 2011, pp. 175-178).

Regarding validity, which confirms that the instrument actually measures the types of culture it claims to measure, Cameron e Quinn (2011, p. 178) point to the study by Cameron and Freeman (1991) conducted on 334 institutions of higher education, with a university population of 3,406 elements. It was found that none of the institutions was characterized by a single culture and that the dominant cultures were evident in most institutions.

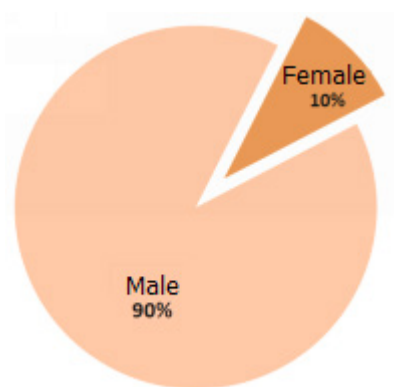
⁷ The reliability of a measurement corresponds to its consistency. If a measurement instrument always presents the same results (data) when applied to structurally identical targets, the significance of the measurement can be trusted and said to be reliable (Maroco & Garcia-Marques, 2006).



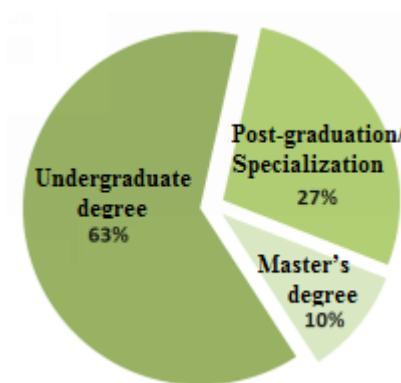
Distribution by course



Distribution by age



Distribution by gender (Male and Female)



Distribution by qualifications
(Undergraduate degree; Post-graduation/
Specialization; Master's degree)

Figure 4 - Demographics of the universe of respondents

Source: (Correia, 2014, p. 39)

Table 2 - OCAI reliability coefficients

Tipo de cultura	Alfa de Cronbach de outros estudos			
	Quinn e Spreitzer (1991)	Yeung et al. (1991)	Zammuto e Krakower (1991)	Berrio (2003)
Clã	.74	.79	.82	.80
Adocracia	.79	.80	.83	.75
Mercado	.71	.77	.78	.90
Hierárquica	.73	.76	.67	.62

Source: Pierce, 2010, p. 76.

Thus, the empirical evidence suggests that the OCAI assesses what it says it does, consistently, including the key dimensions of organizational culture that have significant impact on organizational and individual behaviour (Cameron & Quinn, 2011, p. 183).

After collecting the questionnaires, we then proceeded to develop a database and the subsequent statistical analysis using the software Statistical Package for the Social Sciences (SPSS).

c. Analysis and discussion of results

Cultural profiles of the Military Organization were built for the present and future situation, as well as profiles for each of the six cultural attributes, according to the steps recommended by the authors. The interpretation of the profiles was conducted in accordance with three different perspectives: (i) the type of dominant culture in the Organization and the differences between it and the idealized future culture; (ii) the strength of the dominant culture; and (iii) the consistency of the generated profiles. Finally, the strategic leadership competencies were analysed and are associated with previous results relating to organizational culture.

- (1) Type of dominant culture and the differences between it and the idealized future culture

The overall results clearly point to the predominance of hierarchy culture in the Organization (Figure 5, solid line). The mean values obtained were: 37.5 for hierarchy culture; 23.8 for clan culture; 23.0 for market culture; and 15.7 for adhocracy culture. These results were considered statistically significant.

Culture profile of the Military Organization

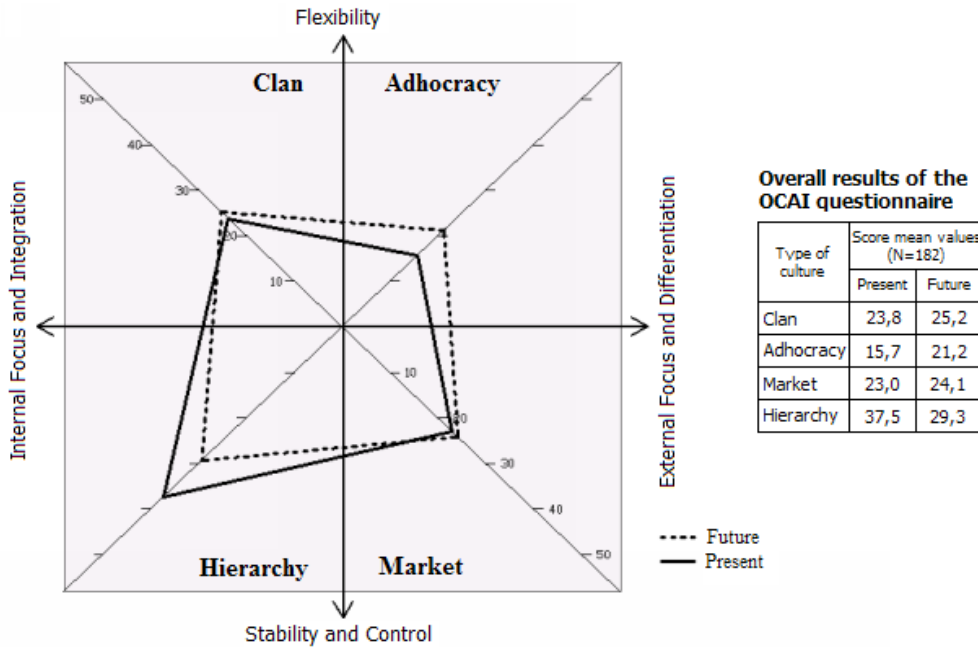


Figure 5 - Culture profile (present and future) of the Military Organization

Source: (Correia, 2014, p. 43).

The hierarchy culture characterizes the Military Organization as a formal and structured workplace where people are guided by procedures. According to the model, leaders pride themselves on being good coordinators, methodical and organized, who enhance efficiency, give attention to detail, carefully analyse situations and make low risk decisions. These leaders tend to be conservative, careful and rational in methodical problem solving, and seek to be well informed and technically correct (Cameron, et al., 2006, p. 33). What glues the Organization together are the formal policies and rules, and stability is the long term concern. Success is essentially defined by the efficiency of operations and the management style of subordinates is characterized by compliance, predictability and stability of relationships (Cameron & Quinn, 2011, p. 75).

As stated by Wong et al. (2003, p. 659), "In terms of organizational form, the military is unquestionably traditional. There is a clear delineation of power across hierarchical levels and clear prescriptions about how leaders and subordinates are expected to interact." The clan culture, the second most scored, presents a difference of 13.7 points in relation to the dominant culture and market culture presents a similar difference (14.5). According to the

authors, differences of more than 10 points constitute a significant difference. Thus, we can say that the Military Organization is markedly hierarchical, distancing itself from other possible cultural types.

The adhocratic culture is the position further from the present situation, with a score of 21.8 points below the dominant culture. According to the study results, this is the kind of culture that least resembles the military organizational culture.

For the idealized future state and according to the analysis of Figure 5 (dotted line) illustrating the future culture profile of the Organization, it can be seen that the differences among the scores of the four quadrants are substantially less significant. The hierarchy culture remains the dominant culture with 29.3 points, and the adhocratic culture also remains in the "less scored" position with 21.2 points. That is, there is an approximation of the types of culture predicted in the CVF, which essentially results from the loss of strength by the dominant hierarchy culture.

The analysis of the overlap of culture profiles in the present and future situation (Figure 5) allows us to see that there is indeed a cultural mismatch in terms of time frame (present-future), which reflects a desire for the Organization to move closer to adhocratic cultural values as a result of the loss of hierarchy culture.

The differences in the remaining quadrants are not significant. According to Cameron e Quinn (2011, p. 83), score differences greater than 5-10 points between quadrants in the present and future situations require a substantial change in organizational culture. This study fits into that situation, without the possibility for change in the predominant culture types. That is, there is a clear desire for cultural change, with a loss of emphasis on hierarchy culture and an approximation to its contrasting opposite, adhocratic culture.

The adhocratic culture is characterized by dynamic and enterprising workplaces, where people are willing to commit themselves and to take risks. Leaders are seen as innovative and willing to take risks, encouraging individual initiative and creative spirit in subordinates. The success of the organization is defined based on the uniqueness and novelty of work processes, on innovation and the ability to cope transitionally with changes and risk (Cameron & Quinn, 2011, p. 75).

The strategies of this culture produce more value in turbulent and unstable environments requiring innovative ideas as solutions. Organizations that know how to learn from mistakes, how to understand and interpret the future and how to adapt to emerging and dynamic conditions succeed in these contexts. Successful leaders in this quadrant are visionaries and futurists, who take risks and face uncertainty, conveying visions for their organization (Cameron, et al., 2006, p. 36). These features are in clear opposition to the hierarchy quadrant.

An analysis of variance (ANOVA) was conducted by branch to verify the existence of statistically significant differences in the mean values obtained by the three different groups: Army, Navy and Air Force. There were no significant differences ($p \geq 0.05$) between

the results by branch in this situation. In the future situation, a significant difference ($p \leq 0.05$) was identified: the Army considers adhocratic culture more desirable than the Navy.

(2) Organizational culture strength

The strength of the organizational culture relates to the number of points assigned to a particular culture, and this strength is proportional to the respective score (Cameron & Quinn, 2011, p. 83). The Military Organization has a notably stronger hierarchy culture than the other culture types. The characteristics of this culture are framed in the Portuguese Military Organization.

According to Cameron e Quinn (2011, p. 84), studies have revealed that “strong” cultures are related to homogeneity, to clarity in organizational emphasis and to high performance in environments where unity and common vision are required. The importance of a strong and dominant culture for an organization relates only to the circumstances and the environment. Thus, the nature of the challenges it faces is the determining factor.

The organizational context and the characteristics of the environment in which the Military Organization operates, presented in the second chapter, are best suited for success in the quadrant defined by external environment and flexibility (adhocracy). Thus, it appears that hierarchy cultural strength does not favour the adaptation of the Organization to the context in which it conducts its activities.

However, if we look at the future/idealised situation, it appears that the more balanced distribution of the score reflects a greater emphasis on adhocratic culture, which is the type with characteristics that better enable the Organization to achieve success in the context in which it operates.

James Pierce (2010, p. 85), in a study developed for the US Army, warns that the military hierarchy culture that focuses on stability and control results from “top-down” policies and from weak leadership experiences provided to young subordinate leaders. This micro-management is subtle and widespread, preventing the desired professional development of the future top leaders of the USA, and is completely inadequate to meet the future requirements of the profession. Pierce warns that a military culture that values stability and control practices micro-management, as top leaders believe that their careers depend on the success of their subordinates, causing them to act directly and to not allow subordinate officers to make mistakes or develop rational decision-making.

(3) Congruence of the profiles of the six dimensions of the Organizational Culture Assessment Instrument

Cultural congruence means that the studied organizational aspects are aligned. That is, the same type of culture is emphasized in various parts of the organization (Cameron & Quinn, 2011, p. 84). If there is congruence, a graphical visualization shows similar culture profiles. Figure 6 presents the profiles of the six dimensions studied, and the results are indicated in Table 3.

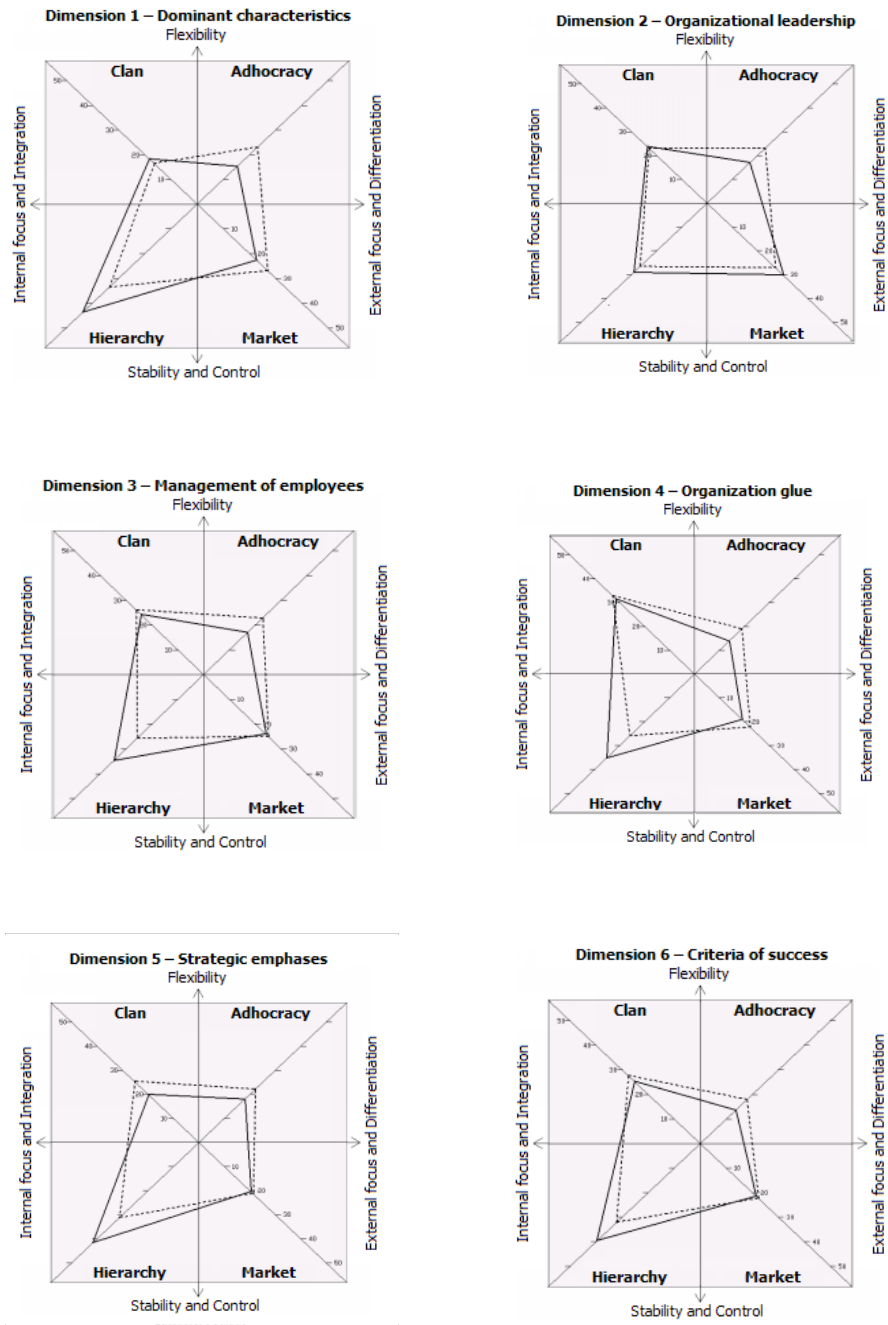


Figure 6 – Graphical representation of the six dimensions of the OCAI

Source: (Correia, 2014, p. 46).

Table 3 - Results of the OCAI dimensions

II-182	1. Características dominantes	2. Liderança organizacional	3. Gestão dos subordinados	4. Coesão organizacional	5. Ênfase estratégico	6. Critério de sucesso
<i>Presente</i>						
Clã	18,32	23,70	24,35	31,53	19,81	25,32
Adocracia	15,18	17,01	16,92	13,84	17,94	13,53
Mercado	22,64	30,34	24,00	19,10	20,43	21,51
Hierárquica	43,86	29,15	34,84	35,25	41,88	39,75
<i>Futuro</i>						
Clã	16,45	23,07	26,13	32,82	25,35	27,64
Adocracia	23,03	22,69	22,72	18,92	22,04	17,83
Mercado	26,90	27,14	24,94	22,27	21,21	22,31
Hierárquica	33,68	26,96	25,80	25,98	31,39	32,23

Source: (Correia, 2014, p. 47)

For the present situation, the analysis of the data generated by the six dimensions shows that, in general, the type and strength shown in the overall analysis of the Organization were maintained, with special focus on hierarchy culture. Clan culture and market culture alternate in second place, with scores remaining close. Market culture scored higher than hierarchy culture in dimension two (organizational leadership), but the score difference is 1.2, which is not considered a significant difference.

Regarding the future situation, the general tendency was also maintained, with scores balanced among the four quadrants. However, the dominant position of hierarchy culture was maintained only in dimensions one, five and six, with clan culture, the second most scored in the overall analysis, as the most evident in dimension four, organizational glue. In the remaining two dimensions the score differences were minimal.

Thus, it can be inferred from the results that we are in the presence of a congruent organizational culture.

(4) Competencies of strategic leaders

The competencies studied were those resulting from this research. The results followed the same time prospective logic as the OCAI. Thus, Figure 7 graphically presents the scores and relative positions of the ten competencies under analysis for the current situation and for an ideal situation.

On a first analysis, considering that the competencies of strategic leaders resulted from a research of the specialized doctrine and of the empirical experience of four Portuguese strategic leaders, it appears that the high results obtained for an ideal situation (between 4.3 and 4.6 in the Likert scale, or between 86% and 92%) are expected values, which validate and reinforce the importance of the respective competencies.

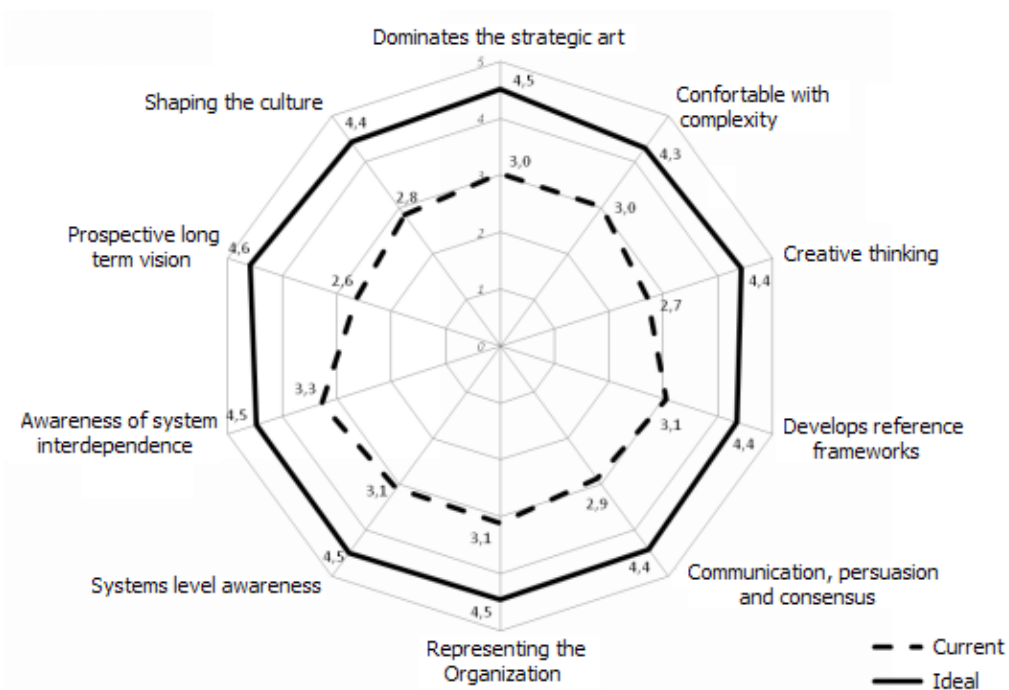


Figure 7 – Global graphical representation of strategic leadership competencies

Source: (Correia, 2014, p. 48)

According to the values presented in Table 4, the results for the current situation varied between 2.6 and 3.3 in the Likert scale (or between 52% and 66%). The differences in the results of both situations under analysis are significant and are generally equivalent for the ten competencies. The largest difference in values (39%) was found in the competency “Prospective long term vision”.

Table 4 – Competencies of strategic leadership results

Competências	(N=180)		Diferença entre Atual e Ideal
	Atual	Ideal	
1. Domínio da arte estratégica	3,03	4,52	30%
2. Conforto com a complexidade	3,02	4,31	26%
3. Pensamento criativo	2,72	4,43	34%
4. Desenvolve quadros de referência	3,06	4,36	26%
5. Comunicação, persuasão e consenso	2,88	4,42	31%
6. Representação da Organização	3,12	4,45	27%
7. Compreensão sistêmica	3,09	4,49	28%
8. Compreende as interdependências dos sistemas	3,26	4,46	24%
9. Visão prospectiva de longo termo	2,64	4,60	39%
10. Moldagem da cultura	2,84	4,42	32%
Média das competências de liderança estratégica	2,97	4,45	30%

Source: (Correia, 2014, p. 48)

From the analysis of the chart and the values of Table 4, result two pieces of evidence. First, qualitative evidence that reflects a clear mismatch between the two time perspectives (current and ideal) and that, overall, can be translated into about 30%. On the other hand, there is qualitative evidence of the competencies of strategic leaders (current), which scored in the normal range (2.97~60%).

Once the dimensions of the concept have been studied and bearing in mind the competencies of strategic leaders that were analysed, a more focused analysis on strategic leadership enables us to find an approximation to the quadrant of adhocratic culture. This quadrant is clearly geared towards the external environment, to complex, unstable and prospective contexts where organizational flexibility is required.

The fact that the Military Organization was found to be a markedly hierarchical culture and that adhocratic culture is probably the best suited to the environment and organizational context of the twenty-first century reinforced the notion of strategic leadership of the Organization, of promoting the required change, conveying a realistic and appropriate vision. This idea was also reinforced by the opinion of respondents that, in a future situation, the culture with the most emphasis is adhocratic culture, removing points from hierarchy culture.

However, we note that this culture was the least scored in the present situation, which is an indication of how remote the adhocratic culture is from the Organization. In this context,

as recommended by the model, the most effective leaders in the Military Organization are those who fit the characteristics of hierarchy culture. The disrupting element for this apparent balance is external environment. The characteristics of the external environment seem to impose a change in the paradigm in which the Organization feels at ease.

Furthermore, the global culture profiles of the three courses were drawn, which were then analysed in order to identify the differences between them (Figure A.1 in the annex). The major differences of the officers in the courses are professional experience and age group (between the CPOS and the CEMC, and between the CEMC and the CPOG).

A “macro” analysis of the current situation reveals that, in all three courses, the dominant culture is hierarchy, that clan and market cultures have similar scores and that the adhocratic culture is the one that least matches the culture of the Military Organization. In the idealized future situation, there is strong evidence of loss of expression of the hierarchy culture, resulting in higher adhocracy culture.

In a more detailed analysis, an attempt was made to identify differences in the overall results of the courses, beyond the “macro” evidence mentioned above. An attempt was then made to identify the quadrants that “gained” and those that “lost” points from the present situation to the future situation. Interestingly, the results obtained denote the same trends in the three courses: the only quadrant that loses points is hierarchy culture, with the remaining quadrants gaining points, with the adhocratic culture quadrant as the one with the highest gains.

The standardization of trends and values in the three courses reveals the consistency of the results obtained for the Military Organization, further reinforcing the “strength” that this type of culture holds, from a perspective of evolution of future strategic leaders.

Conclusions

The objective of the present investigation was to identify contributions to adapt the strategic leadership of the Military Organization to the requirements and organizational context of the twenty-first century. Eight concept dimensions and two organizational paradigms of strategic leadership have been identified from the conceptual study of strategic leadership: stability versus control and the internal environment versus external environment. The analysis of the competencies of strategic leadership highlighted the ten most significant competencies of Military Organization leaders, which were integrated in the measurement instrument used in the research. The results of the questionnaire showed that, in the present situation, the military organization has a strong hierarchical culture and that in the future, there is a desire for the loss of this hierarchical emphasis/strength and an approximation to adhocratic culture.

The research began with a detailed study of the evolution of the concept of strategic leadership in two different universes, civil and military. Criteria of analysis were applied in the study of the concept, namely time frame, theorists and focus on strategic leadership.

Various reference sources in the field of strategic leadership in civil organizations were analysed. The same procedure was adopted for military doctrine sources. In spite of the different approaches, a common matrix was found that allowed us to highlight the main characteristics associated with this concept.

The concept of strategic leadership has the following dimensions: (i) prospective strategic vision, where the role of the strategic leader is markedly important; (ii) alignment of the various parts of the Organization, which includes the three branches of the Armed Forces, the respective units and subordinate levels; (iii) change as the main driver in face of the requirements of the unstable environment in which the Organization operates; (iv) strategic context characterized by complexity, volatility and uncertainty; (v) ethos with emphasis on the pivotal role of values (military and societal) for the Organization; (vi) culture strongly connected to leadership, which unites the elements and characterizes the Organization; (vii) innovation and critical thinking that should crosscut the various organizational levels, playing an important role in the strategic level; (viii) integrative nature, where strategic leaders play a crucial role in the overall process of consultation, sharing, integration, delegated duties and accountability and, ultimately, decision-making.

The time factor was identified as a unifying and comprehensive element. The emphasis on the future is decisive for the top leadership of organizations, and it is desirable that they are at ease with prospective issues.

The common matrix in the conceptual approaches mentioned was the evidence of four interrelated organizational frames and antipodes with a very close relationship with the strategic leadership of organizations. That greater or lesser flexibility results in two frames, referred to as stability and control. With regard to the environment of the organization, the internal and the external environment were considered. These orthogonal frames originated two strategic leadership paradigms: stability versus control and internal environment versus external environment.

Next, the organizational context of the twenty-first century in which the Military Institution operates was analysed. This context is characterized by volatility, uncertainty, complexity and ambiguity, where accelerated pace and change profoundly shape events. Globalization and competition are also expected to remain present in the organizational and international environment.

At this stage of the research, the interviews conducted with the general officers with professional experience marked by strategic leadership, and also with the charismatic former leader of the Jerónimo Martins Group, were instrumental for the adaptation of the literature to the national reality.

The paradigm of flexibility versus control was approached, underlining the importance of making procedures and structures more flexible in the political-military dialogue and in strategic planning times. This flexibility facilitates the introduction of a pace of change. The control-related aspects focus on the need for accountability of those involved in the various processes and the requirement of training potential leaders by giving them freedom and monitoring their performance.

With regard to the internal versus external environment paradigm, the external environment showed a greater need to interact in the international and national dimensions. In these dimensions, there are pressure factors such as impositions/restrictions by the political echelon, the operational environment, new missions and the decrease of available resources. Dialogue, persuasion and communication at the political level are crucial. Most important for the internal environment were a prospective “long term” view, communicated at the proper time and appropriate to existing resources, and the mobilization of the Organization in implementing change.

The competencies of strategic leaders were studied to identify the most important characteristics of this level of leadership. The interviews with military leaders and the manuals focusing on these competencies were used as criteria of analysis. This analysis resulted in the following competencies: (i) domain of the strategic art; (ii) comfortable with complexity; (iii) creative thinking; (iv) development of reference frameworks; (v) communication, persuasion and consensus; (vi) representing the Organization; (vii) system level awareness; (viii) awareness of system interdependence; (ix) prospective long term vision; (x) shaping the culture.

The selection and adoption of CVF in this study resulted from the link between the concepts of culture and strategic leadership, and from the fact that the compiled organizational paradigms of the strategic leadership concept were quite close to the model itself. The CVF allows the use of a valid and recognized measurement instrument for the assessment of the organizational culture and the identification of the need for change, contrasting the present position with an idealized situation in the future. The model presents, based on empirical studies, four types of organizational culture: clan, adhocratic, market and hierarchy, characterized and relativized by their positions in the CVF.

A quantitative tool was applied, to diagnose the culture and strategic leadership of the Military Organization. The questionnaire used in the research included the OCAI and the ten issues related to the competencies of strategic leaders. There were a total 182 respondents, comprising officers from the three branches of the Armed Forces.

The OCAI results showed that the Military Organization is currently a hierarchy culture, and the remaining three cultures have low expression, particularly the adhocratic culture. The strength of the dominant culture is high, reflecting homogeneity and unity within the organization. This culture also proved congruent as, in general, the six dimensions of the OCAI were aligned with the emphasis on hierarchical values.

With regard to the future situation, the most idealized culture remains hierarchy, but a significant change in strength was recorded in relation to the others. The clan, market and adhocratic cultures scored higher and gained the points lost by the hierarchical culture. In fact, an analysis contrasting present and future highlighted adhocratic culture, even though it remained the less desirable position, as there was a clear approximation to the values and attributes of adhocratic culture on the part of respondents.

In fact, the military hierarchical culture that focuses on stability and control and on greater emphasis on the internal environment results from “top-down” policies and from

weak leadership experiences provided to young subordinate leaders. These procedures not only hinder the professional development required for future top leaders, they are inappropriate from the perspective of value creation, as they do not promote creativity and sharing of experiences.

On the other hand, the adhocratic culture is characterized by dynamic and enterprising workplaces, with leaders seen as willing to take risks, encouraging individual initiative and creative spirit in subordinates. Their strategies produce more value in turbulent and unstable environments that require innovative ideas as solutions. The Organizations that know how to learn from mistakes, how to understand and interpret the future and how to adapt to emerging and dynamic conditions succeed in these contexts. Successful leaders in this quadrant are visionaries and futurists who manage and take risks and confront uncertainty. These characteristics contrast with those of the hierarchy quadrant.

The level of interest in the adhocracy culture reveals that officers recognize the importance of adhocratic characteristics when positioned in a future situation. The characteristics of the external environment and the context in which the Organization operates underlie the idealization of the future situation

The Military Organization must learn how to deal with the conditions imposed by the future, with the international context, and with change and complexity, which are strongly present. Theoretically, the culture with better characteristics for success in complex and ambiguous environments is the culture located in the quadrant defined by external environment and flexibility (adhocracy).

Two possible reasons were identified for considering a need for organizational change. On the one hand, the officers who responded to the survey expressed willingness to approach the current hierarchical culture in the Organization to adhocratic cultural values. On the other hand, the characteristics of the context in which the Organization operates led to the conclusion that adhocratic culture is the culture best able to adapt to its requirements.

With regard to the competencies of strategic leaders, the survey results have confirmed the selection of those pointed as crucial, as these presented high scores in the idealized situation. Concerning the perception of respondents about these competencies, it was concluded that they denote a withdrawal of about 30% of the desired situation. These results revealed fading in the top leader position when compared with the ideal situation.

The issues associated with change should be analysed in detail, as implementation is complex, demanding and extends over time. In this respect, this study has a basis for leaning towards a need for change, pointing a way forward that is valid and applicable in the twenty-first century, providing added value and bringing effectiveness to the Military Organization.

The appropriateness of the strategic leadership of the Organization to the organizational context of the twenty-first century can be achieved through a process of enhancing the competencies of leaders and promoting change in organizational culture. As could be

verified, the adaptation of leadership will require a change in the strategic leadership competencies evidenced by top leaders.

Similarly, the establishment of intelligence and strategic forecast teams may contribute to adapt strategic leadership to the twenty-first century context. These teams would function with a focus on the “long-term”, producing information and macro strategic scenarios, which would enable to understand and anticipate change by a detailed analysis of trends in national and international contexts.

The top team exclusively responsible for prospective market analysis in the Jerónimo Martins Group was mentioned by Alexandre Soares dos Santos as absolutely critical to the formulation of the “vision” of a leader. We recall that this strategic leader of renowned success has always positioned himself in a future time horizon. From that position, he envisioned a vision for his company, “regressing to the present” and establishing goals and objectives. Santos Soares interpreted reality and understood trends naturally and comfortably, and these are activities that he acknowledges are instrumental for leading a large organization and a characteristic of successful leaders.

In addition to the need for organizational change, we wonder whether the leadership training provided to officers of the Armed Forces in the different courses is the most appropriate. Do current programs enhance the identified competencies of strategic leadership? These reflections identify questions that can be answered in the context of other research in the field of strategic leadership training, continuing the present research.

We recall the words of Clausewitz in 1832, when referring to the importance of strategic leaders “at all ranks (...) there must be a particular genius. But history and posterity reserve the name of genius for those who have excelled in the highest positions (...) – since here the demands for intellectual and moral powers are vastly greater.” (1997, p. 79).

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Annex A – Tables and Figures

Table I - Study of military strategic leadership skills

COMPETÊNCIAS	FONTE/CRITÉRIO DE ANÁLISE								Critério: 75% > ou <
	LE1	LE2	LE3	LE4	SLP	ADDP 00.6	C20-10	Wong et al.	
o da arte estratégica	X	-	X	X	X	X	X	-	> 75% ✓
idade(s) cognitivas e mentais complexas (to com complexidade)	X	-	X	X	X	X	X	X	> 75% ✓
a para a inovação e pensamento criativo e	X	X	X	X	X	X	-	-	> 75% ✓
volvimento de quadros sênior	X	X	X	X	X	X	-	-	> 75% ✓
a clara noção dos	X	-	X	X	-	-	X	-	< 75%
icação, reunir ideias e persuasão	X	X	X	X	X	X	X	X	> 75% ✓
entação da atuação na sociedade	X	X	X	X	X	X	X	X	> 75% ✓
/conduzir a mudança	X	X		X	X	-	-	X	< 75%
ensão sistémica	X	-	X	X	X	X	-	X	> 75% ✓
ção	X	-	-	-	-	X	X	X	< 75%
name nto com outras organizações e entidades locais (ambiente externo)	X	X	X	X	X	X	X	X	> 75% ✓
de condições para o	-	-	-	-	-	X	-	-	< 75%
rospectiva de longo	X	X	X	X	X	-	X	X	> 75% ✓
gem da cultura	X	X	X	-	X	X	-	X	> 75% ✓
inação	X	-	X	X	-	-	-	X	< 75%
imento da história e	-	-	X	-	X	-	-	-	< 75%
imento de sistemas	-	-	-	-	X	X	-	-	< 75%

em Valença Pinto

SLP - Strategic Leadership Primer (USA)

Source: (Correia, 2014, p. 24)

Table II A - Excerpt from the questionnaire for assessing organizational culture and strategic leadership⁸

1. Dominant characteristics		Present	Future
A	The Military Organization is highly familiar. People appear to share themselves to a large degree.		
B	The Military Organization is highly dynamic and enterprising. People are willing to commit and to take risks.		
C	The Military Organization is highly geared towards results. One major concern is to accomplish work. People are competitive and result-oriented.		
D	The Military Organization is highly controlled and structured. People are guided by established formal rules.		
Total (sum of A+B+C+D)		100	100

Source: Adapted from Cameron, et al., 2006.

⁸ Translated and adapted from the OCAI, based on the doctoral thesis of Ana Nascimento (2008), University of Minho.