

MILITARY LEADERSHIP TRAINING: UNDERSTANDING AND MASTERING PERSONAL LEADERSHIP

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What lies behind us and what lies before us are tiny matters compared to what is within us.

— Ralph Waldo Emerson

CONTOURS OF MILITARY LEADERSHIP

Of the variety of definitions and styles of leadership prevalent today, one can safely say that military leadership, like any other discipline, follows the natural principles and requires building up of character and skills at personal, inter-personal, managerial and organisational levels. Of these, the foundation or the bedrock is “personal leadership.” Modern-day research has thrown new light on personal and inter-personal dynamics at the workplace and opened up a new dimension for aspiring individuals to not only understand them better but has spelt out the basic fundamentals which can be implemented through self- study to ensure success.

On joining the armed forces as an officer you do not have a choice. The leadership positions come to you automatically. Each and everytime you exercise or execute a leadership role, you have to prove yourself, not only

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to your subordinates and colleagues but also judge yourself in your own eyes - a sort of self-appraisal. Personal leadership skills have not only to be learnt but also honed after each failure along the entire Service career. In the current model, after being commissioned, the young officers move into individual units and squadrons for further training to become part of, and get assimilated into, the combat force. Meticulous care is taken to impart and monitor the military combat / flying skills necessary for carrying out the assigned missions. In the case of the Indian Air Force (IAF), there is intense supervision of flying training, based on

the type of training syllabi, briefings and debriefings, detailed discussions on flight emergencies, simulator sessions, blue book entries and periodic checks by external agencies like the Directorate of Air Staff Inspection (DASI) and Aircrew Examining Board (AEB). The process is so intense that one is fully engrossed in its progress during day-to-day routine life. In fact, one has little time for self-reflection to sort out internal leadership struggles.

As a youngster with one year's service, during the early part of my squadron training, in one of the introspective sessions, I had innocently and sincerely asked my role model, the Commanding Officer (CO), as to how does one proceed from here? What else do I need to learn or is to be done in addition to the flying skills being imparted? How did he manage to be where he is presently? What did he do to become a successful leader? What is the broad course of action that I should follow to grow in service? I distinctly remember, he gave a knowing smile and told me I would learn in due course. The flight commander was too busy and other senior unit officers were in their own orbits. Meanwhile, the CO changed; I too changed my unit, survived, and progressed in service. Following the beaten path, I proceeded to become a

Qualified Flying Instructor (QFI) and after a stint in the Training Command, returned to the flying unit to occupy the flight commander's chair. The job was very busy, with a shortage of flying hours for training, and a large number of under trainee pilots in the unit, coupled with the task of ensuring the operational preparedness of the unit. There was no time to look after any issues other than managing flying training. The real test came on occupying the CO's chair at around 20 years of service. I felt I had suddenly been thrown into a swimming pool wherein I had to learn not only to keep my head above the water but also provide ethical help and moral support to people under my charge. It was a serious business, lives were involved. Was I ready for the job that I had been assigned? There is no doubt that I had been imparted the necessary flying and combat leadership skills to lead a combat unit. But I felt that something more was needed on the personal front. I keenly recapitulated my experience during my formative years in service and how I hoped some concrete steps had been suggested to help me prepare myself on the personal front to be ready for the assignment of my lifetime. In the absence of any formal personal leadership training during the initial 20 years' service, it was a hit and miss on what and how I educated myself on these skills to fit the bill and progress in service to the higher ranks.

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GROOMING YOUNG MILITARY LEADERS: LOST OPPORTUNITY

When we go and look for selecting our potential military leaders amongst millions of eligible volunteer candidates past their high school education, we look for a lifetime commitment of the individual in the service of the nation. To recapitulate the selection process: we carry out Union Public Service Commission (UPSC) written tests, and further filter those who have qualified through State Selection Board (SSB) interviews. Some emerge to commence further training and indoctrination at the National Defence Academy (NDA) and then at the Air Force Academy (in the case of the IAF). There can be no

doubt that the fresh officer level inductees into the Services represent some of the best available talent across the country in that category—people who have chosen military flying as a profession and have decided to devote their life to it. Given their potential, each one should emerge as a true professional as he or she progresses in Service life. While all may not pick up higher ranks due to the pyramidal rank structure of the Services, they should be the leading lights in their chosen field even in civil society. However, the track record of the Service officers realising or rising to their true potential in their lifetime is not good. One can say without any doubt that, as a Service, we are not able to harness the potential of these youngsters by grooming them into professionals and high calibre leaders. This is a lost opportunity which we as Servicemen can ill afford. The problem becomes more acute as today the younger leaders have to be ready much earlier in their careers. The leadership roles of squadron leaders and wing commanders are pivotal and key to accomplishing mission success at the grassroots level.

Keeping my own experience in mind, I feel that there is something missing in our plan or programme for development of young officers, especially dealing with an individual's formalised personal leadership training which is confused with the structured courses that focus on generalised training, and which form only one part of the military education. The other part remains woefully inadequate and is left to individual inclination or chance. Young officers must be formally groomed initially to sort out their internal leadership issues / struggles to ensure self-development. Of course, the environment and ethos also need radical change.

PERSONAL LEADERSHIP AT WORKPLACE DURING FORMATIVE YEARS

More than 25 years of brilliant research by social scientists such as Daniel Goleman, Ayman Sawaf, Robert Cooper and Robert Kelly in respect of experience during the formative years at the workplace have revealed as to why, despite equal intellectual capacity, training or experience, some people excel while others of the same calibre lag behind. This is true in the Services also, as on being commissioned, each one of us has

an equal opportunity to mature into a successful leader; however, only a few eventually emerge to do so. Recent studies in psychology have confirmed that our IQ has very little to do with accomplishing success in life or at the workplace. What makes a big difference is our Emotional Intelligence. Unlike IQ, Emotional Intelligence can be developed and improved. Not only do qualities associated with Emotional Intelligence, such as self-awareness, inner motivation, empathy and our ability to recognise and manage those of others, account for about 90 percent of our professional effectiveness, they also enhance intellectual performance; we work smart and not necessarily harder. Key factors assuring success at the workplace have been spelt out. These need to be understood by us and adopted without delay.¹

ALIGNING THE INTERNAL ARROWS: FUNDAMENTALS OF PERSONAL LEADERSHIP

Personal or internal leadership starts with oneself. Becoming aware about own competence – thinking and feelings at the workplace—helps us to practise “self-regulation” to achieve our goals. In order to understand the fundamentals of “self-awareness” leading to “self-regulation”, it is important to have a working knowledge of how we carry out the internal processing of information.

- In response to an external event or input, emotions are produced in the brain by an interaction of your thoughts (cognitive appraisals), and physiological changes (arousal actions) experienced and behavioural actions (action tendencies), and your emotional context (life experiences – everything that makes you who you are today). One can also describe an emotion as a moving of the feelings, an agitation of the mind; one of the three groups of the phenomenon of the mind – feelings, distinguishing or cognition, and will. If your heart races or you blush or you are short of breath – each of these is a ‘gut reaction’ – check what is the feeling behind each – fear, anxiety, eagerness?

1. Justin Constantine, A True Work-Life Balance Requires Personal Leadership www.huffingtonpost.com/justin-constantine/a-true-worklife-balance-r_b_5565772.html July 10, 2014.

You look at the world through it, and what you see is filtered back to you through it – an ocean of data and information helping you to make sense of the world around you. It influences the way you perceive others, the way you read situations, and the feelings you have about yourself.

- These emotions lead us to think, to exercise the mind, to resolve ideas in the mind, to judge, to form an opinion, to consider. Further, a thought can be defined as a spell of thinking, reasoning, deliberation, that which one thinks, a notion, a fancy, consideration, opinion. The thought process is a train of thought or manner of thinking.
- Emotions are not good or bad. Emotions are intelligence. By listening to them, we become aware of our feelings and we reason better when our feelings are taken into account. They give us valuable information that we cannot get anywhere else.

Self-awareness forces us to explore what is going on inside us, what drives us and what we are passionate about. Our emotions can blind us and guide us to do things or to become people we really do not want to be. If we are aware of our feelings and thoughts, we can choose how we will act or react in a given situation or to a certain person. It is being smart with our emotions, knowing how to use our passions to motivate ourselves and others, and discovering our emotional triggers / blind spots that will help us to deal with our reactions more cogently.

Our actions / reactions to inputs from emotions are shaped by what we believe – what we regard to be true or accept as true; what is said; or our belief, which can be defined as persuasion of the truth of anything; faith; the belief or doctrine based on which we form our opinion on the subject.

You may not be aware of a little known but highly important part of your persona that affects many of the decisions you make and how you behave in different situations. You cannot see your 'attitude' and your 'belief-window'² because they are invisible, but we all have them. The belief-window is figuratively attached to your head and hangs in front of your face. Every time you move,

2. Hyrum W. Smith "Belief Windows" <https://www.youtube.com/watch?v=7pIfBO3umx4>

that window moves with you. You look at the world through it, and what you see is filtered back to you through it – an ocean of data and information helping you to make sense of the world around you. It influences the way you perceive others, the way you read situations, and the feelings you have about yourself. Attitude, on the other hand, is a posture or position, a studied or affected posture; it could be termed as positive or negative. Attitude ascribes that we do not see things as they are; we see things

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as we are. Attitudes are habits or behaviour patterns which become a state of mind and dictate our responses. Most of our behaviour comes as a result of conditioning due to these two realities. Since we have them, it is important that we make sure that we keep our belief-window as clear as possible, and truly reflecting the reality, and our attitude as positive as possible.

The interplay of your attitude and resulting behaviour is amply brought out by Dr Stephen Covey in his famous 90/10 Principle³. According to him, 10 percent of life is made up by events that happen to you, i.e. events over which you have no control. However, the other 90 percent is decided by how you react to an emerging situation based on your attitude. He quotes the following example to illustrate his contention:

You are eating breakfast with your family. Your daughter knocks over a cup of coffee onto your business shirt. You have no control over what just happened. What happens next will be determined by how you react. **You curse** (as your attitudinal response), you harshly scold your daughter for knocking the cup over. She breaks down in tears. After scolding her, you turn to your spouse and criticize her for placing the cup too close to the edge of the table. A short verbal battle follows. You storm upstairs and change your shirt. Back downstairs, you find your daughter has been too busy crying to finish breakfast and get ready for school. She misses the

3. Stephen Covey "10/90 Principle", <https://www.youtube.com/watch?v=iKvEYKoiJ48>, January 20, 2011.

bus. Your spouse must leave immediately for work. You rush to the car and drive your daughter to school. Because you are late, you drive 40 miles an hour in a 30 mph speed limit. After a 15-minute delay and throwing \$60 traffic fine away, you arrive at school. Your daughter runs into the building without saying goodbye. After arriving at the office 20 minutes late, you find you forgot your briefcase. Your day has started terribly. As it continues, it seems to get worse and worse. You look forward to coming home. However, when you arrive home, you find a small wedge in your relationship with your spouse and daughter. **Why? Because of your negative attitude—how you reacted in the morning. Why did you have a bad day?** (A) Did the coffee cause it? (B) Did your daughter cause it? (C) Did the policeman cause it? (D) Did you cause it? **The answer is “D”.**

You had no control over what happened with the coffee. How you reacted in those 5 seconds is what caused your bad day. Here is what could have and should have happened (under a positive attitude of mind). Coffee splashes over you. Your daughter is about to cry. You gently say, “It’s OK honey, you just need to be more careful next time”. Grabbing a towel you rush upstairs. After grabbing a new shirt and your briefcase, you come back down in time to look through the window and see your child getting on the bus. She turns and waves. You arrive 5 minutes early and cheerfully greet the staff. Your boss comments on how good is the day you are having. Notice the difference? Two different scenarios. Both started the same. Both ended different. Why? Because of how you **reacted**. You really do not have any control over 10% of what happens. The other 90% was determined by your reaction or your attitude.

There is a little difference between people, but that little difference makes a big difference. The little difference is attitude. The bigger difference is whether it is positive or negative. With a bad attitude, you can never have a positive day; with a positive attitude, you can never have a bad day. A positive attitude is like a magnet for positive results. The key is within you. A positive attitude is a prerequisite towards attaining higher leadership positions in society and life. If you react negatively, you will get stressed out and will just make things worse. Becoming aware of the power of a positive

attitude and applying it will lead to amazing results. Remember, for success, attitude is as important as ability.

Self-esteem or self-concept, i.e. how we feel about ourselves or our opinion of ourselves is another factor which critically influences everything – from our performance at work, or relationships and, further, to our accomplishment in life. Self-esteem is our self-concept. Self-talk has a powerful influence on our self-esteem. What you tell yourself goes immediately to your subconscious, where it either increases or decreases your emotions. Try to analyse your self-talk—what you say to yourself and why. Remember, whatever thoughts you focus on, you attract those thoughts. The tale of two wolves, as narrated by a grandfather to his grandson is self-explanatory. It goes as under:

One evening, an old Cherokee told his grandson about the battle that goes on inside people. He said, “My son, the battle between two wolves is raging inside us all the time. One wolf is evil – it is denoted by anger, envy, jealousy, greed, sorrow, regret, arrogance, self-pity, guilt, resentment, inferiority complex, lies, false pride, superiority and ego. The other wolf is good – it is joy, peace, love, hope, serenity, kindness, benevolence, empathy, generosity, truth, compassion, and faith”

The grandson thought about it for a while and asked the grandfather, “Which wolf wins?” The old Cherokee simply replied, “The one you feed.”

While the first step is self-awareness, to listen and learn from our gut feelings, the second step is to regulate these feelings and manage them so that they do more good than harm. Changing the actions of others is beyond anyone’s scope—all we can do is attempt to change and control our own attitudes and actions. Our passions can be contagious and energise others, but our ranting and raving can damage work relations beyond repair. When we get mad, we often sound more upset than we really feel because we are allowing our raw emotions to surface unchecked by our rational side. Checking these emotions is what self-regulation is all about. It is giving the rational side time to temper our feelings when needed. Self-control comes from recognising our emotions and moderating our response. It is using our

understanding of feelings to reason well. We take charge of our responses and actions by not letting our emotions hijack us. Self-regulation helps us act intentionally rather than reactively. Learn to accept responsibility for choosing our own emotional responses. Learn to recognise potential stressful situations and defuse them / reframe them into ones that are more challenging than stressful. Learn to be aware and manage your own emotional triggers.

INTERNAL LEADERSHIP: ATTAINING SELF-SUSTAINABILITY

Once you are aware of your feelings and have learned ways to manage them, the third step is to direct the power of your emotions towards a purpose that will motivate and inspire you towards your goal in life. How do you shortlist what you want to do with your life? How do you find your passion? Passions are the ideas that do not leave you alone. They are the hopes, dreams and possibilities that consume your thoughts. Just as Steve Jobs had a vision for his brand, you must have vision for the most important brand— yourself. What vision do you have for your military career? You need to follow your gut feelings and do something that you are passionate about. But while the passion fuels the rocket, it is the vision that points the rocket to its ultimate destination. First figure out what you really want – it needs to be something tangible, as opposed to something like attention or affection from another person. Keep your desires positive.

Motivation is the driving force behind our thoughts, feelings, words and actions which transfers us from one reality to another—from where I am to where I wish to be. It is an inner positive energy, a combination of enthusiasm and clear perception that enables us to accomplish a task or overcome a challenge. It is the desire to be continually interested in, and committed to, a task or to attain a goal or cross a difficult situation. Motivation, technically, is expanding energy in a specific direction for a specific purpose. It can be defined as motive in action. In terms of personal / internal leadership, it means using your emotional system to propel yourself towards your intended goal or direction. You are the most powerful of the four sources of motivation – because you are where it all begins. It is your thoughts, your behaviour that determine how you make use of your

emotions. What is motivation? How does it work? Motivation needs to be identified and constantly strengthened to succeed. While the external motivation could be due to fear or incentives, the internal motivation is due to: (i) recognition – this means being appreciated, being treated with respect and dignity and having a feeling of sense of belonging; (ii) responsibility – this gives a person a sense of belonging and ownership. He becomes part of the bigger picture, part of making things happen about the goal of the organisation. Motivation is like fire – unless you keep adding fuel, it dies; however, if the source of motivation is belief in inner values, the fire, once burning, becomes life-long.

Our thoughts really do colour our perceptions, and affect our motivation levels in many ways. While the greatest motivator is self-belief, it is the self-assessment or the self-image which determines the current status of our motivation level as it gets constantly modified based on external inputs and resulting self-talk. A constant stream of self-talk / self-appraisal is going on within us all the time. This self-talk, consisting of words, pictures, emotions can build or tear down the self-assessment we have at that moment, directly affecting our real performance. Negative self-talk causes your mind to grope, causing emotions of worry, frustration, fear, anger, discouragement, depression, panic and hopelessness to erupt inside you. Remember that the behaviour that results from self-image is automatic.

SITUATIONAL AWARENESS OR PROCESS OF ATTENTION MANAGEMENT

Before we try to chalk out a simple roadmap, it is essential to know the physical limitations with regard to the process of attention management by our brain – from perception to decision-making on encountering multiple simultaneous inputs. Scientific research has revealed that the human brain can process only a single input at a time, i.e. single input entry – processed by either the conscious or sub-conscious sections of our brain. Time sharing or the concept of channelised attention is resorted to by the brain to deal with multiple inputs between the two sections. For example, while we can scan a large area with peripheral vision, we can focus on only a few things at one time.

In creative visualisation, however, we make a conscious effort to imagine the new reality and make it come true by the power of will, focussed effort, passion, desire, belief and repetition.

Remember, our conscious mind has the ability to think, to rationalise. It can accept or reject. But our sub-conscious mind only accepts and it makes no distinction regarding input. The sub-conscious is the long-term memory or hard disc within the brain for recording. Through pattern recognition, it allows us to perform a free flow of activities. It also allows us to do more than one thing at a time. When the brain detects an emotionally charged event, the amygdala within the brain releases dopamine into the system which greatly assists and aids memory

and information processing. It is like a mental post-it note that tells your brain to remember it. However it is important to understand that the recorded experience could either be an actual experience or one which is imagined, as the sub-conscious cannot differentiate between the two. Therefore, for recording, it is not necessary to experience the “actual event”—a “visualised” experience is as good. Recalling or recollection of an event recorded by the sub-conscious brain is dependent on the sharpness of the image at the time of the recording. For a visualised event the clarity of the sub-conscious brain recording is dependent on imagination (I) multiplied by vividness (V) or sharpness (i.e. $I \times V$).

CREATIVE VISUALISATION AND VIRTUAL SIMULATOR

Creative visualisation⁴ is using your imagination to create a new reality or what you want in life. It means mentally giving form to ideas with your inner senses. Most people use their inner eye for the process, they translate their ideas into mental pictures and that’s why imaging is often called visualisation. But you can also use inner hearing, smell, taste, feeling or a combination of these inner senses to envision your new reality – whatever you ardently desire, sincerely believe in, vividly imagine and enthusiastically act upon. This technique cannot be used to control the behaviour of others. It

4. “Creative Visualisation”, Wikipedia

is not necessary to have faith in any power but yourself. It involves four basic steps: (a) set your goal; (b) create a clear idea or picture; (c) focus on it often; and (d) give it positive energy through affirmations.

Creative visualisation is more than day-dreaming. Day-dreaming is a mental flight from reality; you know that the pictures your mind is showing you are not reality and you have no intention to give your fantasy the energy needed to make it come true. In creative visualisation, however, we make a conscious effort to imagine the new reality and make it come true by the power of will, focussed effort, passion, desire, belief and repetition. In a visualisation, you are the main character of the movie, while in a day-dream, you are a spectator.

Some people can make very clear inner pictures, and many cannot. Simply use your mind to form your imagination. Start with envisioning a basic idea. If your mind does not spontaneously come up with an image, ask yourself questions in relation to your visualisation. For example, if you wished for a vacation on sea shores and if your mind does not spontaneously come up with an image, ask yourself questions in relation to your visualisation, like: What is the weather like? How does the sea look? Can I hear the waves or the sea-gulls? Are there any dolphins? What is my hotel like? What do I do there? What is the temperature of the water? Concentrated effort will ensure that bit by bit an overall impression is formed, consisting of elements you see, hear, smell, taste and, may be, feel—like the heat of the sun on your skin while you sit on the beach, etc. Make your visualisation as real as you can. With more experience, you will notice that it is possible to visualise with your eyes open and during daily occupations. This is very useful, as while you are undergoing a particular event or routine, you can visualise it being done in a splendid and perfect way – which will help you to improve your

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actions. Another possibility of visualisation is asking your sub-conscious to give you information by showing it to you.

Build your own simulator using your natural ability of visualisation and anticipation which you can use throughout your life in any field at any time. Train to ensure repetition of your goal constantly until the repetition results in a safe, quick and free flowing habit wherein, on facing a real problem, you come up with the correct response, as you have already visualised it happening correctly many times before. While training imparts the requisite skills to accomplish the mandated task, skills degrade with time, and need constant honing. This leads us to the concepts of skill currency and proficiency level of skills, and this is fully applicable to personal leadership. As a supervisor, help your subordinate to build his own simulator through picturing and visualisation on working towards his goal in life. Make him repeat it till it becomes a virtual reality for him, using the tools of imagination and vivid visualisation. The vision of experiencing his feelings in a challenging situation which he may face, as if he was actually going through it, not only helps prepare him and calm him for the real event, but stirs up his enthusiasm and instils confidence as well.

CONNECTING THE DOTS

We in the military are aware that no plan survives the first contact with the enemy. One needs to know and practise what to do in chaos, based on the commander's intent and focus on core drills and battle procedures. On similar lines, much as we try to plan our lives ahead in advance, there is always something that's completely unpredictable about life. What seems like bitter anguish and defeat at one moment – not getting the next rank or not being selected for a course, etc. – can sow the seeds of unimaginable success years later. As Steve Jobs said in his speech at Stanford University in 2005⁵, "You cannot be too attached to how you think your life is supposed to work out and instead trust that all the dots will be connected in the future. This is all part of the plan. Again, you cannot connect the dots looking forward, you can only connect them looking backwards. So you

5. Steve Jobs, Commencement Speech at Stanford University, 2005.

have to trust that the dots will somehow connect in the future. You have to trust in something – your gut, your destiny, life, *karma*, whatever. This approach has never let me down and has made all the difference in my life. Listen to that inner voice in the back of your head that tells you if you are on the right track or not – most of us do not hear the voice inside our heads.”

POWER OF CHANCE EVENTS

Narayana Murthy of Infosys, in his speech at the Stern School of Business⁶ observed,

As I think across a wide variety of settings in my life, I am struck by the incredible role played by the interplay of chance events with intentional choices. While the turning points themselves are fortuitous, how we respond to them is anything but so. It is this very quality of how we systematically respond to chance events that is crucial. Based on my life experiences, I can assert that it is this belief of learning from experience, a growth mindset, the power to take advantage of chance events and self-reflection that have helped me to grow to the present position. Back in 1960, the odds of my standing in front of you today would have been zero. Yet here I stand before you! With each successive step, the odds kept on changing in my favour and it is these lessons that made all the difference.

LUCK FACTOR

Professor Richard Wiseman⁷, while studying why some people seem to have all the luck, after a detailed study, commented on the elusive factor which makes people seem to be lucky. He found the lucky people more relaxed and open and, therefore, able to spot what is there rather than what they are looking for in life. My research eventually revealed that lucky people create good fortune via four principles: they are skilled at creating and noticing

6. Narayana Murthy, Speech at Stern School of Business, New York University.

7. “The Luck Factor,” www.richardwiseman.com/resources/The_luck_factor.pdf Skeptical inquirer May / June 2003; Vol 27, No 3 <http://www.CSICOP.org/SI/>

chance opportunities; they make lucky decisions by listening to their intuition; they create self-fulfilling prophecies via positive expectations; and they adopt a resilient attitude that transforms bad luck into good. According to him: (a) listen to your gut instincts – they are normally right; (b) be open to new experiences and breaking your normal routine; (c) spend a few moments each day remembering things that went well; (d) visualise yourself being lucky before an important meeting or examination or test; and (e) have a lucky day and work for it.

ROADMAP

The track to a successful military career in the armed forces is very simple. You have already chosen the career, and leadership roles are inevitable. For achieving excellence in internal leadership, the first step is self-awareness; the second is to learn to regulate emotions; the third step is to choose a goal and direct the power of these emotions; the fourth step is to harmonise and sustain the motivational force to achieve the desired goal; and the fifth step is to build your own virtual simulator to ensure progress in the desired direction. Inspiration or passion is what gets a person started; vision is what gives direction; motivation is what keeps him going on the track; visualisation is what enables this process to become automatic; and constant repetition is what makes this process sustainable over a long period.

While at the beginning of our careers all of us want to be successful, the pertinent question is, what pains or struggles are we willing to sustain to achieve this vision and the goals we set for ourselves? In 2005, Steve Jobs told Stanford graduates⁸ that the secret to success is having the “courage to follow your heart and intuition” as somehow they already know what you truly want to become! Jobs followed this throughout his life and it was this passion, he said, that had made all the difference. He was convinced that about half of what separates successful entrepreneurs from non-successful ones is pure perseverance. Unless you have lot of passion about your goal, you are not going to survive, and you are going to give up. According to Mr Narayana Murthy, it is less important

8. Jobs, n.5.

where you start. It is more important how and what you learn. If the quality of learning is high, the development gradient is steep, and given time, you can find yourself in a previously unattainable position / place.

Modern military leaders have to work in an ambiguous environment and will be called upon to deal with fast changing scenarios emerging in a rapidly changing technological medium. Having chosen to join the armed forces as officers, leadership roles are mandatory. The individual leadership training for young officers requires greater focus to be meaningful. Understanding and mastering personal leadership through a self-improvement guide will ensure the basic bedrock for a successful military career in which one can rise to touch the sky with glory.